

Hubert Kairuki Memorial University (HKMU)



For A Brighter Future

THE SECOND FIVE –YEAR ROLLING STRATEGIC PLAN

2013/04 - 2017/18

September 2014

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STATEMENT BY THE CHAIRPERSON, MMHEN BOARD OF DIRECTORS.

The first Strategic Plan of HKMU was developed in 2001 and came into use in 2002 up to 2007. During the interim period, i.e., 2007 to 2012, the university combined the use of the former plan, plus ad hoc approaches to address challenges at hand. Since then, a lot has happened, not only to the university, but also to the environment in which we operate.

This is a second Strategic Plan of HKMU. While the core business of the university and the focus of teaching and learning remains the same, the second strategic plan is somewhat different from the first one, in three main aspects:

First, the planning lens! While we have maintained a five years cycle of planning, we have cast the vision far longer. Starting with the 20 years Perspective Plan, we have broken down the targets into five-year strategic plans, which we have broken it into one-year business plans. While in the first strategic plan we aimed at introducing a concept of planning, in the second strategic plan, we seek to inculcate a culture of planning.

Secondly, we have come out clearly to state that HKMU is a private university with a public outreach. We must charge the university's services somewhere near the market rates, to recover costs, and to improve the quality of service. The strategies and the targets have been set with a view to rising up to 80% of the running costs internally.

The third difference is about the scope of operations with respect to geo-spatial location, as well as teaching and learning coverage. We have come out clearly to plan for taking advantage of the location at the city centre, while at the same time developing the infrastructure for the university. Similarly, we have made a move towards arriving at a good balance between remaining a medical school, and introducing other study disciplines

We are committed to seeing that the university grows and becomes more relevant to the needs of the communities around us, in Tanzania, and on the entire African continent. We now have a plan. May we achieve the targets we have set out.

Mrs. Kokushubila Kairuki,
Chairperson,
MMHEN Board of Directors
Dar es Salaam. Tanzania

September 2014

CHANCELLOR'S STATEMENT

Since it was founded in 1997, Hubert Kairuki Memorial University has maintained its distinction as a centre of excellence for medical training. First, it started with the Postgraduate degree programmes, and later on followed by the Doctor of Medicine Degree and Bachelor of Science in Nursing Degree programmes. This has not been without challenges. Yet amidst all these steps, fundamental qualities have emerged and endured. Medical training quality has been sustained.

The most important criteria for measuring success, especially of a university, include, among others, the impact it has generated towards making the world better. The 500 plus medical Doctor alumni, and 600 plus other health professionals who have been trained at HKMU, have been at the forefront in combating disease and saving lives, in various parts of the country and the region. Much of the strength we have towards moving forward with vigour and rigour is drawn from the reality that the work is benefitting masses in Tanzania, Africa, and elsewhere. Thus we have successfully met the challenge of running a respectable medical university, purely on private basis, without major direct financial support from the Government.

Indeed, with limited financial resources, sound participatory planning becomes inevitable for success. It is necessary therefore that the current Strategic Plan is translated into a reality, and that its targets are achieved. The involvement of the University's staff in the development of the Plan is indeed a commendable welcome step that requires continued commitment to excellence, and to innovativeness.

HKMU is growing at a time when the higher education sector is going through a period of considerable change, both nationally and internationally. Financial constraints, new emerging universities (both public and private that compete for good students), and increasing expectations of society for what universities can deliver, are but just a few of the challenges. This makes the management of universities more difficult than ever before. But these challenges must be met.

This Strategic Plan recognises the challenges ahead, and lays down an approach to address them, so as to continue offering the best medical education. The entire University fraternity offers full blessings to the plan, and is fully dedicated towards seeing to it, that the vision is kept brighter, and that the targets are achieved.

Salim Ahmed Salim,
Chancellor
Dar es Salaam. Tanzania
September 2014.

ACKNOWLEDGEMENTS.

Developing a University's Strategic Plan is never an easy task. This is more so if the university, like HKMU, is still young and growing. The current process was thus not easy. It took slightly over a year, having started out with consultations within the university's machinery: the MMHEN Board of Directors, the HKMU Council, and the Senate. Indeed, soon after the Strategic Planning Team was set up, various university officials had to be involved in the process, in one way or another.

Apart from the 'insiders', a number of many other people offered invaluable support towards generating the document. I sincerely thank all individuals who, in one way or another, made the synthesis of this plan possible.

I am particularly indebted to Hon. Dr. Salim Amed Salim, the Chancellor of the University, for having created time to read through the plan, and to endorse it with his signature, despite his very busy schedule: nationally, continentally, and internationally. He sacrificed his precious time to ensure that HKMU has an implementable Strategic Plan in place.

The Chairperson of the Board of Directors of the Mission Mikocheni Health and Education Network (and the co-founder of HKMU), the MHHEN Vice Chairperson, and other members of the Board Directors; and the Director General and the Deputy Director General, respectively, of the Kairuki Hospital; the HKMU Deputy Vice Chancellor Academics; Deans of HKMU Faculties, Dean of the Faculty of Medicine; Dean of the Faculty of Nursing; Director of Postgraduate Studies and Research; HKMU Corporate Counsel, and HKMU's Principal Planning Officer; and other members of the HKMU Management and Senate, all did insurmountable tasks towards giving shape to this document. Their individual and collective contributions were enormous, and are profoundly appreciated and acknowledged.

Last but not least, I sincerely thank the Strategic Plan Implementation Committee (SPIC) for coordinating and managing the process, and other HKMU staff for various inputs. Also importantly, I profoundly thank Dr. Charles Sokile, the consultant, who kindly agreed to share his experience and expertise with HKMU.

Keto E. Mshigeni,
Vice Chancellor
Dar es Salaam. Tanzania

September 2014

LIST OF ACRONYMS.

AIDS	Acquired Immunodeficiency syndrome.
B.Pharm	Bachelor of Pharmacy.
BScN	Bachelor of Science in Nursing
HIV	Human Immunodeficiency Virus
HKMU	Hubert Kairuki Memorial University
KCMC	Kilimanjaro Christian Medical Centre
HRM	Human Resource Management
ICT	Information Communication and Technology
IMTU	International Medical and Technology University
IRM	Information Resource Management
IUCEA	Inter- University Council of East Africa
KH	Kairuki Hospital
KRA	Key Results Area
MD	Medical Doctor
MIUHS	Mikocheni International University of Health Sciences
MMED	Master of Medicine
MMF	Mission Mikocheni Foundation
MMHEN	Mission Mikocheni Health and Education Network, the owner of
HKMU	
MMOE	Mission Mikocheni Ordinary Education
MoU	Memorandum of Understanding
MScPH	Master of Science in Public Health
MSW	Master of Social Work
NACTE	National Council for Technical Education
OUT	Open University of Tanzania
PG	Postgraduate
SWOC	Strengths, Weaknesses, Opportunities, and Challenges
TCU	Tanzania Commission for Universities
TAPU	Tanzania Association of Private Universities
TEA	Tanzania Education Authority
TORs	Terms of References

EXECUTIVE SUMMARY.

Hubert Kairuki Memorial University (HKMU) is a fairly young but dynamic university that strives to guarantee high quality, competitive and affordable education, especially in health and allied sciences. The University is fully accredited. It operates as an autonomous non-profit-making institution, capable of owning and disposing property, suing and being sued, and with perpetual succession, common seal and its own organ of governance, in accordance with the Hubert Kairuki Memorial University Charter, 2010.

The second HKMU Five Years Rolling Strategic Plan has been developed in the light of HKMU's 20 years Perspective Plan which spans from 2013/14 to 2032/3. This current plan covers the first five years of the long term plan, from 2013/14 to 2017/18. The Plan has its base in the First Strategic Plan to ensure continuity, and from which, we wish to radically change the direction of planning, so as to be more strategic, and to harvest more benefits of HKMU's existence.

Indeed, the key areas of focus for twenty years to come, are subdivided into shorter terms of five years that are covered by the Strategic Plan are: Firstly, teaching and learning - with the aim to improve students' enrolment, training, academic programmes, teaching and learning facilities, ICT facilities and infrastructure, students' welfare, and improved quality assurance in teaching, learning, and in research. Secondly, research and information dissemination. Indeed, the focus will be on improving HKMU research agenda and policy as a way to contribute meaningfully into the Government's research agenda and policy, train staff on research skills, as well as improving university wide research symposium and facilities. Thirdly, strategic delivery of services and consultancy by improving HKMU capacity and capability in consulting through training, establishing HKMU Consultancy Bureau and a Center for Continuing Medical Education with the aim of addressing health issues of priority as articulated in the national agenda. Fourthly, cooperation, partnership and strategic alliances. The aim here is to initiate and maintain collaboration and strategic alliances with government and its institutions including teaching hospitals, improve international collaborations, and establishing strategic public-private partnerships with pharmaceutical companies, mobile and mining companies as well as with the community around as and the Municipal authorities. Fifthly, organizational development and sustainability, which seek to strengthen HKMU systems and structures to adequately support learning and training; improve human resources capacity; improve finance base and sustenance; improve staff welfare; ensure aggressive marketing of the University through strategic

deployment of ICT, and Telemarketing; and improve HKMU state of the art facilities by assessing existing equipment and facilities, and refurbishing of the buildings to cater for existing needs.

The five thematic areas of concern highlighted in the HKMU Second Strategic Plan are consonant with Tanzania's Ministry of Health and Social Welfare (MoHSW) areas of focus. According to the Human Resources for Health Strategic Plan 2008 – 2013 (MoHSW), 2008:3). The key strategic areas of focus include policy and planning; leadership and stewardship; education, training and development; workforce management and utilization; public-private partnership; research and development; and financing.

The budget estimate for implementation of the Second Strategic Plan for the entire period of five years (2013/2014 – 2017/2018) is US\$ 23,157,800, whereby a total number of 172 targets are expected to be achieved, which is an average of US\$ 4,631,560 per year.

The Strategic Plan is expected to help the University to do a number of things: emphasize on results, take advantage of existing opportunities, focus more on what is possible, focus more on the future than on the current and past achievements, adjust present strategies to cope with existing challenges, capitalize on the ready market, and investing energy and resources on bigger deals.

For the next five years, this Plan is expected to be a frame of reference by all members, friends, and stakeholders wishing to work together with HKMU; to provide the written vision, mission, priority areas, and the strategic direction of the University; and to indicate how its implementation will be monitored and evaluated. Nevertheless, a number of challenge are looming along the way such as: limited space for teaching and learning, which we expect the plan to facilitate through the deployment of ICT, limited cash inflow and its subsequent bearing in the inability to pay competitive salaries, and thus inability to retain the best lecturers in the market.

HKMU's Second Strategic Plan, was drafted while having the aforementioned challenges in mind. Thus, its implementation is expected to shade light on how best to successfully turn the University into its second and third decades of her growth.

CHAPTER 1: INTRODUCTION.

1.0 Background.

This Five Years Rolling Strategic Plan has been developed in the light of the Hubert Kairuki Memorial University Long Term Perspective Plan which span from 2013/14 to 2032/3. This plan covers the first five years of the long term plan, from 2013/04 to 2017/18.

Hubert Kairuki Memorial University (HKMU) is an accredited and chartered University in Tanzania with its own Charter granted by the President of the United Republic of Tanzania. The university is part of the greater social services network: the Mission Mikocheni Health and Education Network (MMHEN), Kairuki Hospital (KH), Hubert Kairuki Memorial University (HKMU), Mission Mikocheni Ordinary Education (MMOE), and Mission Mikocheni Foundation (MMF). HKMU was initially established in 1997 as Mikocheni International University of Health Sciences (MIUHS) to address the training needs of health professionals in Tanzania and in sub-Saharan Africa. In 1998, its name changed to Mikocheni International University, anticipating a possibility of expansion beyond the health sciences; and was later named after its founder, the late Prof. Hubert Kairuki, following his untimely demise in 1999. HKMU was the first private University to be accredited by the Higher Education Accreditation Council (HEAC) in Tanzania in June 2000.

The first ten years vision of the University was the founder's dream. It was cast on the premise that the University would have its main activities in the proposed main Campus at Boko, some 30 km away from the city, as shorter and quick courses remain to be offered at the Mikocheni Campus. The core health sciences, i.e. Medicine and Nursing would continue to be offered at Mikocheni, while basic sciences and other courses would be offered at Boko. Another hospital would be built at Boko to serve both the community, and as a teaching hospital. The construction of the new campus was planned to start in 2002. However, this did not happen.

1.1 The Current Status of the University.

HKMU is a fairly young but dynamic university that guarantees high quality, competitive and affordable education, especially in the medical field. The University has an international outreach with over 15 nationalities that comprise 15% of the student and faculty population, mainly from Burundi, Cameroon, Ghana, India, Kenya, USA, Namibia, Uganda, Zambia, Zimbabwe, Nigeria, United Kingdom, and Malawi. Both the student enrolment and applications are on the rise.

HKMU is fully accredited. It operates as an autonomous non-profit-making institution, capable of owning and disposing property, suing and being sued, and with perpetual succession, common seal and its own organ of governance, in accordance with the Hubert Kairuki Memorial University Charter, 2010.

The main functions of the University as provided for in its Charter are:

- To develop human resources of the highest calibre through teaching, research and apprenticeships.
- To provide teaching, research and consultancy services of the highest quality.
- To produce ethically-minded scientists and professionals of integrity, devotion and commitment.
- To endeavour to create opportunities and /or to provide facilities for students, and to engage in national productive services.
- To contribute significantly to the improvement of the quality of life of the Tanzanian society.
- To conduct examinations for degrees, diplomas, certificates and other non- degree awards of the university.
- To prepare and publish, in its own right, education and other general materials.
- To carry out contracted research on behalf of third party clients, including the Government of Tanzania.
- To engage in commercial and other income-generating activities, in line with national laws, the HKMU Charter, and HKMU rules.
- To improve the teaching and learning environment.
- To confer degrees, and to award diplomas, and certificates for undergraduate-, postgraduate-, and non-degree programmes.

1.2 The Purpose of the Strategic Plan.

This strategic plan will help the university to:

- a) emphasize on results rather than activities;
- b) take advantage of opportunities as opposed to fearing obstacles;
- c) stress on what is possible rather than focusing on impossibilities;
- d) focus on future rather than the current or past achievements;
- e) adjust the strategies according to existing challenges without clinging onto one or few strategies that may not be working effectively;
- f) focus on main principles rather than embracing new innovations anyhow;
- g) emphasize on ready market awaiting reaping, rather than looking for far off results;
- h) put our energy on bigger deals rather than minute undertakings.

This Strategic Plan is expected to be a frame of reference to all members, friends, and stakeholders wishing to work together with HKMU; to provide the written vision, mission, priority areas, and the strategic direction of the University in the next five years; and to indicate how its implementation will be monitored and evaluated.

1.3 The Strategic Planning Process.

This plan is based on the HKMU's long range Perspective Plan which spans for twenty years (2013/14 to 2033/34)¹. This Strategic Plan was put together by a Planning Committee consisting of a team of 15 HKMU staff members drawn from various departments, and also KH representatives, who were guided by a facilitator. Several other staff members, students, and alumni, were similarly consulted during the process. The Planning Committee met for three days before coming up with a first draft that was widely circulated to key staff for inputs. During the planning process, SWOC analysis was done, with the purpose to identify key gaps that the strategy would address. At the end, three broad areas of results which were called Key Result Areas (KRA), were identified. Each KRA was turned into Strategic Objectives. Strategies were identified to meet each strategic objective. For each strategy a set of targets were developed. Based on targets, a baseline showing a results framework was developed.

1.4 Outline of the Plan.

This Strategic Plan is part of a wider long term plan, developed through a consultative backward and forward looking process. It should therefore be read together with the HKMU Perspective Plan (2013/14-2032/33). The structure of the Plan is as follows:

1.4.1 After the Introduction,

- Section 2 presents a brief overview of strategic planning at HKMU.
- Section 3 outlines the Consulting Team's understanding of the assignment.
- Section 4 presents the scope of the work of the consultancy.
- Section 5 presents the methodology for undertaking the assignment.
- Section 6 presents the work plan for the assignment; and finally,
- Section 7 presents matters arising in the undertaking of the assignment.

¹ The HKMU Perspective Plan (2013/14 -2033/34) is a fully fledged stand-alone document which shows where the university will be in the next twenty years.

CHAPTER 2: THE FIRST STRATEGIC PLAN: 2002/3 -2006/7.

2.1 The Focus of the First Five Year Strategic Plan:

In early 2000, the University received funding from the Ford Foundation to help it to come up with a strategic plan. HKMU consequently commissioned the University of Dar es Salaam's Bureau of Industrial Cooperation (BICO) to undertake the task. The first five year Strategic Plan was approved in 2002/3. It identified some 13 priority areas of focus, namely:

- a) Legal Framework, Organization and Governance.
- b) Teaching and Learning/Scope and Quality Assurance of Teaching and
- c) Learning, including Expansion of Enrolment.
- d) Research and Publications Capacity.
- e) Information & Communication Technology (ICT) capacity building and application.
- f) Human Resources Management (HRM).
- g) Library Capacity and Services.
- h) Consultancy and Services to the Public.
- i) Gender Equity and Mainstreaming.
- j) Physical Infrastructure and Facilities.
- k) Handling of Students Affairs.
- l) National and International Linkages, Marketing and Public Relations.
- m) Financial Resource Mobilization and Management.
- n) HIV/AIDS Prevention, Care & Support for Staff and Students.

The plan was implemented in detail for the first three years, before the enthusiasm waned. This was partly due to lack of adequate financial resources. Thus for a period of about five years, the University operated without binding targets, stemming from a plan.

2.2 Progress on the First Five-Year Strategic Plan:

The first five year strategic plan laid down the foundation for a planning culture, and helped to set systems and structures in place. Specific areas of achievements and shortcomings are discussed below:

2.2.1 Teaching and Learning.

The major target in the past five years was to expand student enrolment. The University has seen a sharp increase in the number of students, from a handful of only 26 students in 2002, to 142 in 2011. More academic programmes have been introduced, and the existing academic

programmes have been strengthened. All degree courses offered at HKMU are accredited by the Tanzania Commission for Universities (TCU). Diploma and Certificate courses are also accredited by NACTE.

In the next five years, the university will introduce more demand-driven courses, sustain national and regional accreditation, further improve the teaching and learning environment, and increase the use of ICT in teaching and learning. Specific efforts will be directed towards improving internet access, developing e-library components, along with on-going digitization. It will allocate critical resources towards on-line infrastructure development for easy access by students, and it will adopt and implement suitable e-learning platforms that will facilitate interactive learning.

As a strategy, the University will seek to exploit a resource-based approach to teaching, whereby easy, self-learning opportunities are provided, electronic and print materials are developed, and made readily available for self-study by staff and also by students. This will reduce the need for physical contact between lecturers and students, and there-by reduce staffing requirements, except for clinical settings, where face to face guidance is inevitable.

2.2.2 Quality Assurance and Control System.

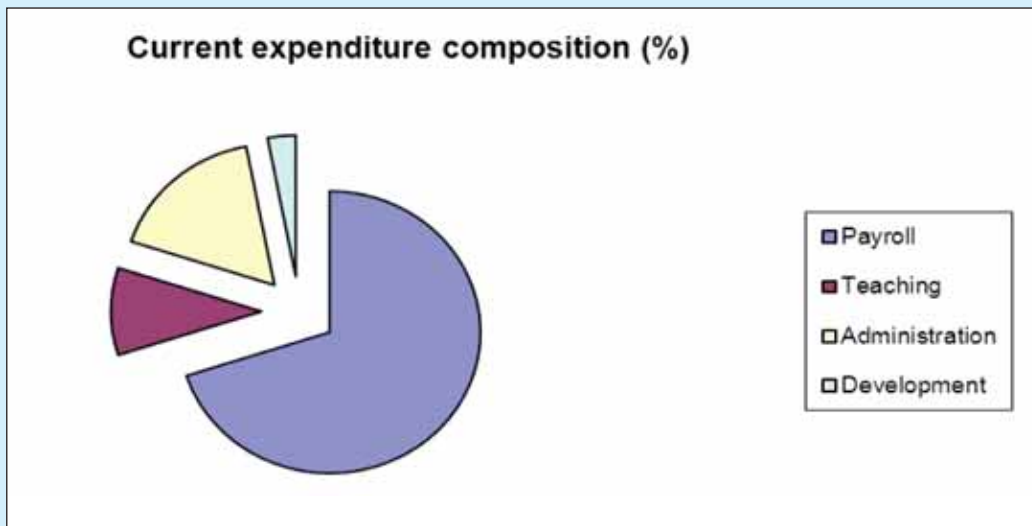
For the past few years, the University has succeeded in putting up a Quality Assurance and Control System. Sound admission, examination and certification systems, and overall quality management, are now in place. But there is still a room for improvement.

In future, the university will enhance a comprehensive quality assurance and control framework for its academic and administrative functions, as well as a structured feedback system from academic peers and employers, in the initiation, review, and redesigning of programmes.

2.2.3 Income and Expenditure, Financial Resource Mobilization and Management.

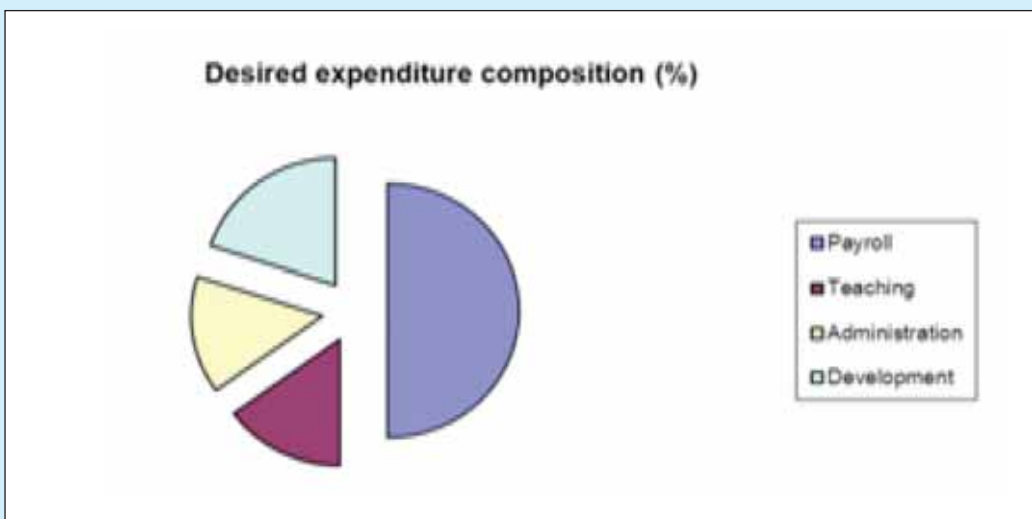
During the past few years, the University's financial resource mobilization and management outputs have shown some improvement. Recovery of students' tuition fees, which is the main source of income, also increased. Although the University has done relatively well in mobilizing internal resources for implementation of the Strategic Plan, payroll expenses still claim more than three quarters of the expenditure (Fig. 1). Less than a quarter of the annual budget is allocated to development activities, due to limitation in funding levels. This is unsatisfactory.

Figure 1.1: Current expenditure Pattern of HKMU.



In the next five years, the University will adjust its expenditure pattern, into a manner whereby, recurrent expenses will claim not more than a half of the total expenditure (Fig. 2), by being cautious and prudent in spending, and improving efficiency, thus leaving an ample proportion for both teaching and development activities.

Figure 1.2: Desired expenditure Pattern of HKMU.



Currently only a quarter of the income is raised through other sources. Over three-quarters is raised from student fees. To balance the books, the university will need to refocus its business strategy and operate a model where up to 75% of the strategic plan is funded by own revenue and only 25% is raised externally.

Although activities for which resources were made available have been implemented at a satisfactory level, there is still room for improving efficiency, and getting more value for money.

2.2.4 Governance and Management.

The University Governance and Management continue to improve. The University governing Council is strong and endowed with highly reputable and capable members. A number of key operational policies and procedures (OPPs) have been developed, and a planning unit has been established. Currently, the governance and management structures of HKMU are adequately capable of delivering the training functions.

In the future, the University will institutionalize a culture of planning, revise the organizational structure to match the challenges of expansion, and deploy more effective modern management skills techniques/ and technologies at Departmental-, Faculty-, and University-wide levels, for efficient running of the institution. This will include computerizing certain academic and administrative functions/processes, especially HR and Student Management systems.

2.2.5 State-of-the-art Facilities.

As a young and fast-growing University, the development of state-of-the-art facilities for learning and teaching has been the key focus of the university. Efforts have been made to equip classrooms and lecture theatres with fixed audio visual equipment: multimedia and overhead projectors, equipping the dissection room with TV/VCR, and providing the anatomy /dissection room with first aid kit, shelves, etc. Renovation works have been carried out to provide to various activity locations, including laboratories and lecture rooms, with latest technologies.

In the immediate future, the University will consolidate its existing space, acquire more space, and put up more structures at its Mikocheni Campus, and also develop its 18-acre site at Boko, Dar es Salaam. A summary index of the University's past achievements is presented in Table 2.1 below:

Table 2.1: Summary of Assessment of Performance of HKMU Strategic Plan (2002/03 – 2006/07):

No	Strategic objectives	Implementation Status	Implementation Factor (out of 1)
1.	Improved legal framework, organization and governance	HKMU organizational structure was reviewed and Rules and Regulations and Operational Policies and Procedures (OPP) amended. Planning Unit was established.	0.4
2.	Enhanced scope and quality assurance of teaching and learning, including expansion of enrolment	Student enrolment increased from 79 to about 180. A One-Year Pre-University (pre-Med) course was introduced and the existing academic programmes revised. The university attained national and regional accreditation of its programmes, and teaching and learning environment improved. Use of ICT in teaching and learning increased.	0.5
3.	Enhanced research and publications capacity	A Research and Publications Policy was developed, a Research agenda, which is guided by national development needs, was adopted. One major collaborative research programme was identified and implemented.	0.2
4.	Improved Information & Communications Technology (ICT) capacity and application	ICT Policy and ICT Master Plan were prepared. Use and access to ICT facilities by both students and faculty improved.	0.6
5.	Improved Human Resources Management (HRM)	A comprehensive HRM policy and a Competitive Scheme of Service/Remuneration & Retirement Package were established, and personnel to man the office recruited. At least 15 staff was trained to either MMed. MPH, MBA, or enrolled for Ph.D. studies, thus increasing the academic staff seniority factor.	0.37
6.	Improved library capacity and services	Library space was expanded to accommodate over 80 students, at least 100 new reference books and 20 periodicals made accessible. All library staff has been trained on information technology studies.	0.4
7.	Improved consultancy and services to the public	Consultancy Policy was approved and operationalized, and a designate office was established. However, no revenue increase was registered from consultancy services.	0

No	Strategic objectives	Implementation Status	Implementation Factor (out of 1)
8.	Improved gender balance and mainstreaming	Proportion of female student enrolment in the degree programmes increased slightly from 46% to at around 48% in the degree programmes. Similarly, proportion of female academic staff members increased by about 10%. Gender was also mainstreamed in the curricula.	0.4
9.	Improved infrastructure and facilities	Existing lecture theatres and laboratories were renovated and face-lifted. Application of title deed for the University's land (Boko plots) was approved.	0.5
10.	Improved handling of student affairs	Co-ordination of student affairs improved. Students By –Laws in place and regularly revised. Student governance in place. Means/ channels of communication with students also increased. Basic students' social facilities (sports, students' centre, cafeteria, accommodation, internet café, etc) were arranged for mainly outside the university. As a result, management's relation with students improved.	0.5
11.	Improved marketing, public relations and linkages	HKMU did not market itself aggressively. The main source of spreading the word was through website. However, the number of international students increased from less than 10 to over 40. HKMU was also represented in various National exhibitions.	0.4
12	Improved financial resource mobilisation and management	Student fees were increased in line with the operation costs and projected student enrolments were followed. Unfortunately, financial projections from consultancy services, government, and donor funds, did not fully materialize.	0.4
13.	Improved HIV/AIDS prevention, care & support for staff and students	Co-ordination of HIV/AIDS activities improved. HIV/AIDS awareness was integrated into MD and Nursing Curricula, and preventive services were offered to staff and students.	0.7

2.3 Shortfalls of the first Five Year Plan:

The major shortfall of the first five year plan stemmed from the assumption that the University would be able to mobilise up to 75% of its funds from either government or donors. Various means for raising such funds were identified, including writing proposals, subventions from state agencies such as Loan Board, Tanzania Education Authority, etc. For the remaining 25% that was to be raised internally, it was assumed that consultancy services and externally funded research would bring a significant pie.

Further, it was assumed that funds would be set aside to implement the strategic plan after meeting the recurrent expenses. It was assumed that the university would be able to raise USD 119,000 in 2002/3 (from a zero base in 2001/2) to pay for the strategic development activities. It was also assumed that funds would flow from external sources (mainly grants) to pay for additional planned strategic development activities (USD 334,000 in 2002/3 from USD 100,000 in 2001/2). In the year 2001/2, Ford Foundation had donated USD 100,000 to the university.

During the period under review, HKMU managed to engage the Government and it was given 25 slots of students under the Government sponsorship and the rest, in need, were extended loans through the Higher Education Students' Loans Board (HESLB): a move that was adopted by the Tanzania Association of Private Universities to engage the Government in extending Governments' sponsorship and loans to private Universities in Tanzania.

Beyond this, it was not possible to raise adequate funds from both donors and government agencies, due to inadequate fundraising capacity. Consequently, no strong value-for-money proposals were developed. Consultancy services and research did not also bring the anticipated level of grant income. By year three of the plan, it was clear that the anticipated support funds were not going to be realized. Since the Strategic Plan was already delineated into development activities, calling for additional expenses, it was necessary for the university to freeze some of the activities.

2.4. Second Strategic Plan (2013 – 2017/18):

This is a second HKMU's Strategic Plan. The major choice to make is on the approach that HKMU wants to take, i.e., to have a plan which is incrementally building on the first strategic plan, for continuity purposes, or to radically change the direction of planning, so as to be more strategic, and to harvest more benefits out of the exercise. HKMU has chosen the latter path. The key issues here are as summarized in Table 2.2 below:

Table 2.2: Strategic Issues in the former and current Strategic Plan:

S/N	Issue	Former Strategic Plan	The New Perspective Thinking
1	Planning lens i.e. duration of the plan	Relatively shorter time, 5 years strategic plans, broken into one- year plans, repeatedly.	Long term perspective plan, to match the vision of the university: 20 years Perspective Plan, broken down into the 1st five years strategic plan, also broken into one-year plans, repeatedly.
2	Business Model	Service-oriented, public-private mix approach, with service delivery as an impetus.	Commercially-oriented, with a clear realization that HKMU a private enterprise that must make some profit.
3	Financing	Mainly outside sources, up to 80% to be raised from partners and well-wishers. Own revenue only 20%.	Mainly own sources of revenue (up to 80%) generated through fees, investments and other income-generating sources. External support only 20%.
4	Future scope	Expansion into other fields of study, i.e., introducing other disciplines to diversify the student base (sciences, Arts & Humanities, etc)	Vertical expansion, digging deep into the health and allied field, to maintain the already existing niche and comparative advantage, i.e., do more health courses and undertake greater diversification to reduce Unit Costs of training.
5	Geo-spatial dimension	Move to a larger territory (Boko - Bunju campuses) and probably explore more land within and outside of Dar es Salaam.	Concentrate in the city centre. Enhance vertical expansion through joint financing of mega structures (20 storey buildings etc) and acquisition of central land closer to teaching hospitals in the slums of Mikocheni A, Mwananyamala, etc In the Medium Term, explore funding possibilities for developing Boko within 5 - 10 years.

Nevertheless, preparation of HKMU Second Strategic Plan is in line with the five thematic areas of concern highlighted in Tanzania's Ministry of Health and Social Welfare (MoHSW) areas of focus and those for the Ministry of Education and Vocational Training (MoEVT). According to the Human Resources for Health Strategic Plan 2008 – 2013 (MoHSW, 2008:3), the key strategic areas of focus include policy and planning; leadership and stewardship; education, training and development; workforce management and utilization; public-private partnership; research and development; and financing. Whereas, according to the Medium Term Strategic Plan 2012/13 – 2015/16 (MoEVT, 2012: 1- 2), the key priority areas are: quality improvement, increase in enrolment, access and equity, efficiency in education management, cross-cutting issues (CCIs), and Education Management Information System (EMIS).

CHAPTER 3: THE PLANNING CONTEXT.

3.1 Situational Analysis.

HKMU enjoys a lot of comparative advantages that have potential to propel growth and expansion. Its growing reputation in quality teaching, learning and research, also offers a unique opportunity to make a difference. A summary of the SWOC analysis is shown in Table 3.1 hereunder:

3.1.1 Comparative advantage of HKMU in higher learning.

HKMU has several comparative advantages to enable it perform well in higher learning in Tanzania and in Africa as well;

- Strategic central position in the city, close to other relevant higher learning institutions e.g. UDSM, Ardhi University, Institute of Social Work, MUHAS, and also to Hospitals, e.g., Mwananyamala & Amana Regional Hospitals, CCBRT, TMJ, and Lugalo Military Hospital. These provide opportunity for joint learning or sharing of resources.
- Good neighbourhood to both high class for image, and transitory slum areas (in Mikocheni A & Mwananyamala) for potential land acquisition for expansion. The neighbourhood is home to a fast growing middle class that is quality sensitive.
- A potential base of students, parents and sponsors willing to pay premium for quality reputable services. HKMU already attract students from over 15 different countries, making the university an international community
- A sound university management system. There is an availability of quality improvement frameworks, oversight institutions, a capable University Council with a highly reputed and respected Chancellor, plus the owner, MMHEN has a compelling desire to run the university excellently.

3.1.2 Challenges facing the University.

- a) Available space for teaching and learning is already squeezed.
- b) Generally lower pass levels in science subjects among students, resulting in a limited pool of enrolment, plus, English language remains a challenge to training as many students enrolled at HKMU English is not their first language.
- c) Low efforts towards aggressive international marketing.
- d) Inadequate materials and reference books for all courses offered.
- e) ICT is not used strategically for teaching and learning. Generally there is no creativity in teaching and learning. Most courses are delivered through traditional ways.

- f) Lecturers are overworked and not remunerated according to wish.
- g) No or limited continuous training and on the job seminars.
- h) Few guest speakers, students and researchers.
- i) Limited counselling and career guidance to students.
- j) Lack of a University Master Plan due to limited knowledge of wider picture of the maximum space available for acquisition.
- k) Limited budgetary allocation due to limited cash inflow.

3.2 Baseline Information:

The baseline, at the onset of the plan, will help HKMU Management to map the progress of the implementation of the Plan. The implementation will start slowly and pick up in subsequent years of the plan. The majority of interventions will result in progress, as shown in Table 3.3 below:

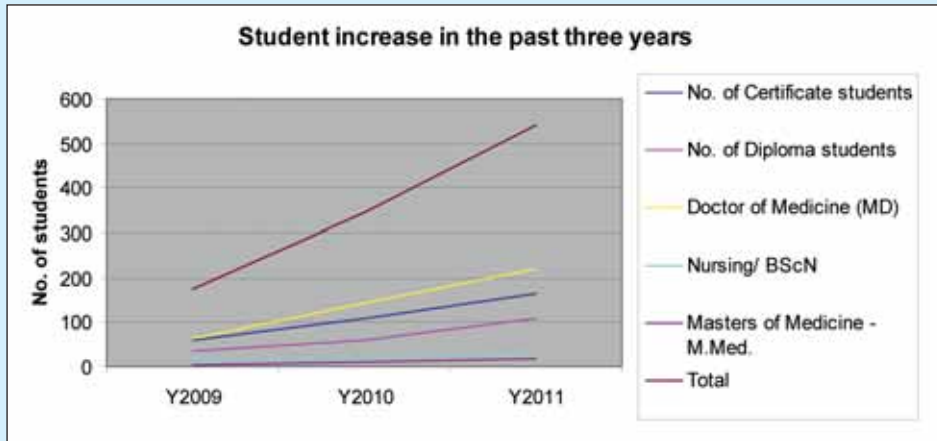
Table 3.3: Key Baseline Indicators and targets

S/N	TARGET	2013/14 Baseline	2014/15	2015/16	2016/17	2017/18 Target
1	No of students enrolled per year	191	660	875	1060	1180
2	No. of graduating students per year	120	600	850	1000	1100
3	No. of Postgraduate students	3	110	135	155	180
	Total Number of Students	314	1,370	1,860	2,215	2,460
4	No. of visiting students (all)	2	5	10	15	20
5	No. of academic staff	42	48	56	64	70
6	Students - Lecturer ratio	1:7	1:28	1:33	1:34	1:35
7	No. of influential Alumni	8	15	20	30	40
8	Library capacity	150	170	180	190	200
9	Lecture theatre capacity	1120	1120	1260	1260	1260
10	Teaching hospital bed capacity	150	180	200	250	500
11	Annual turnover (TZS)	3,516,884,687	5,833,769,374	7,292,211,718	8,531,887,709	9,385,076,480
12	Annual expenditure (TZS)	2,995,561,315	3,500,261,624	4,739,937,616	5,972,321,397	7,038,807,360
13	Net balance (TZS)	521,323,372	2,333,507,750	2,552,274,101	2,559,566,313	2,346,269,120
14	Contribution of fees to annual turnover (fee-expenditure ratio)	88%	90%	94%	96%	98%
15	Fees recovery rate.	91%	93%	95%	97%	99%
16	Contribution of research to annual turnover	10%	12%	14%	16%	18%
17	Contribution of consultancies and services to annual turnover.	0%	1%	3%	5%	8%

3.3 Student Forecast.

During the past three years (2009-2011), the intake of MD students increased from 63 to 77 students while that of Diploma students increased from 36 to 47. The total number of new students increased from 176 to 195 per year, making a total of 542 students. Figure 1 below shows the trend of the increase in student numbers in the past three years:

Figure 3.1: Trend of the increase in student numbers in the past three years:



As noted from Fig. 3.1 above, there has been a steady increase in the number of students admitted to HKMU in the past three years. Based on the above trend, and the recent infrastructural development through support from the Global Fund, the university is projecting a sharp student increase, reaching a maximum of 3,500 Doctor of Medicine - and Bachelor of Nursing degree students by 2032, the majority of whom will be Medical Doctor (MD) students. Table 3.2 below show the projections:

In the long run, HKMU will need to maintain a healthy balance of Masters - and Bachelors degree, and Diploma students, as we introduce other disciplines, while maintaining our cutting edge medical training programmes. The following table shows a detailed projection on the composition of students by disciplines:

Table 3.4: A detailed projection on the composition of students by disciplines (2013 - 2032):

COURSES	2013/14	2014/15	2015/16	2016/17	2017/18
Master of Science in Public Health (MScPH)	30	35	40	45	50
Master of Social Work (MSW)	50	60	75	85	100
Master of Medicine (M. Med)	5	15	20	25	30
Other Masters & Postgraduate Programmes	0	15	25	40	50
Total Postgraduate	85	125	160	195	230
Doctor of Medicine (MD)	128	130	135	140	140
Bachelor of Science in Nursing (BScN)	7	25	30	45	50
Bachelor of Science in Laboratory Technology	0	30	35	40	50
Bachelor of Science in Pharmacy (BSc.Pharm).	0	0	45	50	60
Bachelor in Psychology and Wholistic Therapeutic Counselling.	0	0	40	55	60
Bachelor of Science in Nutrition & Biotechnology	0	0	0	35	40
Other Bachelor's degrees.	0				
Total Degree Programmes	135	185	285	365	400
Diploma in Nursing	53	60	70	80	80
Diploma in Laboratory Technology (Lab. Tech)	0	40	50	60	60
Diploma in Pharmacy	0	50	60	70	80
Diploma in Wholistic Therapeutic Counselling	0	60	70	80	90
Total Diploma	53	210	250	290	310
Certificate in Nursing	25	50	80	100	120
Certificate in Wholistic Therapeutic Counselling	16	30	35	40	50
Total Certificate Programmes	41	80	115	140	170
TOTAL ENROLMENT	374	660	875	1,060	1,180

CHAPTER 4: THE SECOND FIVE YEAR STRATEGIC PLAN: 2013-2017:

4.1 The Strategic Direction of the University.

Vision:

"A University that provides highest quality education in Africa, conducts cutting edge research, and provides exemplary service to society"

Mission:

The Mission is "to educate liberally and broadly, qualify men and women to advance frontiers of knowledge through research, and provide consultancy and advisory services to the public."

Motto:

"For a Brighter Future".

During the next five years, HKMU will carry the motto "For a Brighter Future". The captivating words, which show that HKMU trains for a brighter future (future for both students and the public who benefit from services rendered by the alumni), will appear just beneath the logo, each time it appears.

4.2 Core values:

- a. Professionalism:** We shall adhere to higher professional ethics and standards, and to impart these elements to the students.
- b. Excellence:** We are committed to excellence. We shall continue to recruit the most promising students, faculty, and staff, and provide them with resources to excel.
- c. Adaptability:** We shall lead Tanzania and the region in embracing latest scientific and technological advancements, and to adapt them to local situation.
- d. Competitiveness:** We shall cultivate excellence in competitiveness, responsiveness, and integrity.

Partnerships: We are young and dynamic. We shall seek to learn from available best practices and grow stronger together with peers. We shall encourage interdisciplinary courses, colloquia, and research; forge new alliances for innovation in the emerging new sciences; and provide an interface where students, administrative and academic staff, will work together for common goals.

4.3 Key Areas of Focus:

For the next five years, the university will focus on five key areas:

1. Teaching and Learning.
2. Research and Information Dissemination.
3. Strategic Delivery of Services and Consulting
4. Cooperation, Partnership and Strategic Alliances.
5. Organizational Development and Sustainability.

4.3.1 Focus Area 1: Teaching and Learning:

To attract the best students to HKMU, we shall offer them best quality training in the market. Within only one decade and a half of operation, HKMU has built an internationally benchmarked and widely admired curriculum which puts us ahead of other private universities in the region. The trainers and researchers use their intellectual rigour to deliver the best in multidisciplinary experience, to ensure that the graduates leave the university as critical thinkers and effective communicators, able to face the next stage of their careers, indeed for a brighter future.

We combine up-to-standard quality teaching with good research. We are currently investing in recruiting and developing scholars of international standing, all of whom are committed to the joint challenges of excellence in teaching and research. We are also developing state-of-the-art teaching facilities, to allow students, at all levels, to have access to the best skills and experiences.

HKMU's degrees are practical and in high demand. We work with prospective employers to ensure that we instil students with additional skills which will make them competitive in a challenging employment market; and through co-curricular activities, we shall provide students with opportunities that enhance transferable skills and employability. During the next five years, we aim at fulfilling two objectives:

- a) **To expand student enrolment from about 500 in 2013 to more than 1000 in 2017.** We shall recruit the most talented students from the widest possible range of backgrounds.

Strategies:

To achieve this, we shall:

<ul style="list-style-type: none"> • increase enrolment in the existing degree programmes by 20% each year, for the next five years; • establish new academic programmes to attract at least 500 new students by 2017; • at least one Degree and Diploma course run on part-time basis in the evening and on weekends by 2015; • strengthen practical training of students; • use other hospitals for teaching, practical training and field studies to increase student exposure to a wide range of patients and conditions; • use ICT strategically for teaching and learning to improve efficiency and cut down costs; • attract and retain more International students to improve diversity of the student base; • improve students welfare at HKMU; • increase the numbers of part-time, postgraduate and international students; • review the way in which we support postgraduate recruitment and the student population, with a view to establishing a University Graduate School. 	<p>Box 4.2.1: Outputs for Teaching and Learning</p> <ul style="list-style-type: none"> • 150 students posted by TCU and 150 apply directly to HKMU to pursue studies in medicine by 2017. • 480 students posted by TCU and 100 apply directly to pursue other BSc. programmes by 2017. • 400 applications processed for Diploma Courses and 200 students join certificate & Pre University (Pre Med) course by 2017. • Two new Diploma courses designed and introduced by 2014. • Five new BSc degree programmes: Lab Tech; Nutrition & Biotechnology; Public Health & Environmental Management; and Science with Education, designed and introduced by 2017. • Two more Masters programme designed and introduced by 2014 • All new Degree and Diploma programmes accredited by NACTE & TCU respectively and break even by 2017. • Protocols, guidelines and contents of practical training revised to meet international standards by 2014. • Increased medical students' exposure to patients by 10% over and above recommended average by 2017. • Purchase new sets of equipment (1 Ultra Sound Units, 1 MNR, 2 ECG Machines, 1 X-Ray Machines, 50 new Microscopes, and one Endoscopy Machines) by 2016. • 3 new MoUs initiated with potential teaching Hospital 2014. • ICT Needs Assessment & Master Plan updated by 2014... • e- Library serving 50% of students by 2014. • 30% of office activities done in e-office to cut down stationery costs by 30% by 2015.
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- b) **To continuously improve the quality of teaching, learning and research at the University, we shall** set the highest standards of teaching, linked with research and scholarly activities, along with high level support for staff, to maximise their achievements and effectiveness in teaching.

Strategies:

To achieve this, we shall:

- review and strengthen content of the existing degree programmes to maintain quality and relevance;
- review students' admission and assessment criteria to demand for more relevance and hands- on experience;
- review assessment for lecturers to include more relevant and modern promotion and reward criteria;
- carry out comprehensive periodic self assessment;
- adhere to the minimum requirements for Universities (issued recently);
- Improve staff remuneration to attract the best in the market.

4.3.2 Focus Area 2: Enhanced Research and Publication Capacity:

Research is an integral part of HKMU's mission. Research and publication is a fundamental disposition of HKMU. We aim at producing high quality research which is internationally acknowledged, responding to intellectual, cultural, social and economic needs.

But the competition today is intense. Universities no longer have a monopoly of knowledge production. HKMU researchers and scholars must thus compete at the global level, ours being a research-driven university, not only in terms of research but through leading and impacting on the national and international research agenda. We shall enter into strategic alliances with a range of other knowledge producers in order to remain at the cutting edge of research; and we shall seek external research partners to tap into wider knowledge producers, in order to remain at the cutting edge of research.

We shall continue to recruit scholars of the higher standing, and to provide opportunities for development for those already at the University. We shall encourage all colleagues to maximise their creativity and to aim at reaching new heights.

In undertaking research we shall seek, where appropriate, to partner with the very best scholars in other institutions and in other sectors. Recognising our mission to impact the society with research, we shall ensure that we work with potential beneficiaries throughout research,

right from the development of research agenda to the dissemination and/ or implementation of research based solutions. Indeed, we shall work closely with communities, industries and the public or voluntary sectors.

We shall maintain the higher standards of research governance, accountability and responsibility. Wherever possible, we shall embrace the principles of open access publishing, and the rights of staff and students to publish without hindrance. We shall expect researchers to discuss their work with their clientele before final publication.

Strategies:

To do this we shall

<ul style="list-style-type: none"> • seek to improve leverage funding for research; • equip staff with research skills; • carry out relevant and timely demand-driven research; • encourage HKMU researchers to become more prolific in publishing and dissemination of research findings; • make sure that HKMU scholars win more research funds and grants; • improve the quality and number of research output per year; • increase the income through external sources of research funding; • increase the number of postgraduate research students; • support existing areas of international excellence; • ensure that all teaching is reinforced by research, and that all members of staff participate in the development of their subjects; • address the strategic priorities of the National Research Policy e.g. NIMRI, COSTECH, TIRDO, etc.; • exploit intellectual property, patents, copy rights and other bio-prospecting businesses; • contribute directly to the university's budget through contract research, technology transfer, and knowledge transfer; • develop skills in research proposal writing; • explore and take advantage of research cooperation opportunities at home and abroad. 	<p>Box 4.2.2: Outputs for Research and Publications</p> <ul style="list-style-type: none"> • Research Policy and Research Agenda revised by 2014 • 70% of academic staff trained on how to write fundable research proposals by 2015; • At least three Research Groups (Women Medical Research Group, etc) established by 2015; • HKMU hosts one National/ Regional or international scientific conference and one Research Journal per year; • At least 20 students actively involved in funded/ commissioned research per year; • Average citation index increased for researchers; • At least 5 journal publications, 10 Conference papers, 20 Scholarly books, monographs and chapters in books, 5 creative library works, consultancy reports and case studies published per year; • At least one Research Grant won by HKMU scholars; • A Graduate School developed; • Number of postgraduate students increase by 15% (including taught courses and PhD),
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4.3.3 Key Result Area 3: Strategic Delivery of Services and Consulting:

Universities are active partners of the philosophy that higher education institutions make significant contributions to society through activities of individual staff members, and also of their students. Students and lecturers are increasingly doing well in the media, in politics, in the arts, etc., through advising government bodies, and through catalyzing socio-economic and technological development activities in society. University consultancy bureaux are also making significant contributions in society.

Consultancy is now recognized as a third role of University institutions, along with teaching and research. HKMU sees consultancy as an important responsibility to society. Being recipients of government grants, either directly, or indirectly through receiving fees paid by students (who receive study loans from Government), universities have an obligations to also provide advisory/ consultancy services to Government, and to society at large. HKMU sees consultancy services as activities with good potential for income generation, if well organized.

Akin to the above are medical services provided to society by MMHEN through the Kairuki Hospital (KH), the teaching hospital of the University. Together with their students, HKMU staff could creatively position themselves to join forces with KH, and contribute to offering high quality services in hospitals, both during the student training and the internship periods. HKMU will work out the best optimal mixes in this respect, in terms of costs and benefits.

Our vision is to see an HKMU Consultancy and Services Bureau established during 2013/2014, and to generate income from the consultancy fees, amounting up to 1% of HKMU's Budget, initially. The bureau will strategize and coordinate income generation from weekend schools, correspondence studies, evening classes, etc.

Strategies:

To achieve this, we shall:

- enhance and foster capacity and capability to consult;
- establish Continuing Education Programmes by 13/2014;
- contribute to the achievement of the Government policy objectives to develop a skilled workforce by continuing to widen access to education and facilities via a variety of lifelong learning programmes;
- provide entrepreneurship training for academics and graduates, enabling them to develop their entrepreneurial talents and business aspirations;
- introduce Careers Advisory Services in securing work placements for students and addressing employability issues;
- strengthen research-based links with private and public sectors, i.e., hospitals, pharmaceuticals, industries, etc., including collaborative research studentships.

Box 4.2.3: Outputs for Services and Consulting

- 70% of staff trained on key consulting skills by 2014.
- HKMU Consultancy Bureau established by 2014.
- Income from consultancy fees supplements at least 2% of HKMU Budget by 2017.
- Centre for Continuing Medical Education operational by 2015.
- 3 HKMU model villages identified and supported as part of CSR by 2016.
- 2 two successful companies are started that are based on HKMU's (bio-) medical research.
- 2 product or protocols developed and patented by 2016.
- 2 patents attained by 2017.
- 20% of students have evident entrepreneurship skills
- >30% final year students visit Career Development Centre

4.3.4 Key Result Area 4: Cooperation, Partnerships and Strategic Alliances

Right from its inception, HKMU has been seen as a university with a regional and international outlook. We shall explore further opportunities for partnerships, working on major projects that are beneficial to us and to the region at large. We shall strengthen connections with the local community, not only through access to their facilities, but also through cultural outreach and exhibition events.

We shall further advance public engagements, and exploit partnerships with other education providers in the East African region, to provide flexible pathways for further partnerships in higher education, and to promote equality of educational opportunities to all.

HKMU will continue to promote partnerships in various activities, and to strongly engage national, regional, and international partners, as well as stakeholders and alumni, towards establishing a robust Centre for Regional and International Collaboration in selected themes.

We shall develop new and to advance existing research and teaching partnerships, at national, regional, and international level: to further engage people across the globe with cultural, science and public engagement programmes; to support staff and students towards contributing to these programmes; to engage alumni across the world, encouraging them to further promote good reputation; and to look for new ways to share space, facilities, services and expertise with other institutions and organisations.

Strategies:

To do this, we shall

- develop international collaborations and strategic alliances with other universities in East Africa; Asia (China) and Europe;
- establish African Centre for Nutrition and Biotechnology in collaboration with the Guangdong Institute of Microbiology and the Chinese University of Hong, Kong by 2017;
- initiate and maintain strategic Public -Private-Partnership arrangements with private companies;

Box 4.2.4: Outputs for Cooperation, Partnerships and Strategic Alliances

- 3 research cooperation fully active by 2017
- Collaborations with 2 Chinese/ Eastern Asia universities by 2015
- One product developed and patented (Ganoderma Mushroom product) by 2015
- 2 two pharmaceutical businesses agree to collaborate with HKMU in research and development (R&D) e.g. to run trials, by 2015
- 2 mobile phone companies agree to collaborate with HKMU to increase effort and resources to tackle developing world diseases [Overstated, Recast]
- 2 extractive industries (mining, gas, petroleum) agree to collaborate with HKMU to increase effort and resources to address public health issues as part of their wider corporate social responsibility

4.3.5 Area of Focus 5: Organizational Development & Financial Sustainability:

The cost of running university institutions continues to increase day by day. Without sustainable plans to cater for the same, one jeopardizes their existence. The major source of funding for most private universities in Tanzania is students' tuition fees. In order to survive, the universities must charge reasonable fees. This has, to some extent, become difficult and unaffordable to many low-income Tanzanians. In recent years, the government has decided to extend government sponsorship (e.g., through loans and grants) to all students joining both private and public universities, following laid down procedures. This development has reduced the hassle private universities used to face before, in collecting due fees from students. It has also increased the level of sustainability of the universities. Additionally, it has created an opportunity for universities to design and to establish attractive novel courses that help to increase enrolments per intake, and to reduce unit costs.

Increasing finance capability is not an option at HKMU. It is a must. A must, since the University has to survive stiff competitions in higher learning. Effective financial management involves both generating a surplus, as well as using the available resources more prudently.

More finances could be freed for development, and for improved learning, if the University improve basic finance practices, such as budgeting, forecasting, and reporting.

Value for money will be improved by strategic management in the procurement of goods and services, which takes up to 60% of the university expenditures. Producing rigorous business plans, working to develop ways of measuring results, and catalyzing value for money practices in all university undertakings, designing fraud-proofing into financial management systems, and designing impact evaluations, are some of the planned approaches that will help HKMU to do more with less.

Within the first few years of the plan, the University shall make efforts to introduce an improved set of core financial information reports, both at Council level, and for the wider community, and to incorporate key performance indicators. The University shall have an established finance cadre, training policies, and professional support and guidance, for all those in the Finance Department and related offices.

The University plans to put in place, a strong financial control system that will minimise HKMU's exposure to fraud and other key risks, and a robust lesson-learning and knowledge-sharing mechanism that will ensure a consistent approach to risk management across various university business lines. The University shall also monitor effective quantification of financial loss. The University shall design and recommend an efficient, fit for purpose, finance operating model. The staff members, whose roles involve managing the university's finances, will be trained to know about what is expected of them in their respective offices.

Strategies:

The University shall develop and sustain systems and structures adequate to support learning and training by:

- ensuring that the key decision-makers are conversant with key strategies,
- monitoring and evaluating the Strategic Plan,
- regularly improving organizational structure to match changes and demands,
- enhancing Human Resources Capacity and Records Management.

To improve financial base and sustenance, The University shall:

<ul style="list-style-type: none"> • raise 10% of annual income through more gifts, donations, exemptions & concessions), • reduce current annual budget projection by 5% through control of overheads and maintaining frugality, • improve terms and conditions of service for staff to commensurate with the market, • generate up to 2% of the annual budget through additional income- generating sources, • improve corporate image of the university, • aggressively market the University, • improve state-of- the- art facilities, • develop the University's second Campus Plot at Boko, Dar es Salaam. • raise 10% of annual income through more gifts, donations, exemptions & concessions), • reduce current annual budget projection by 5% through control of overheads and maintaining frugality, • improve terms and conditions of service for staff to commensurate with the market, • generate up to 2% of the annual budget through additional income- generating sources, • improve corporate image of the university, • aggressively market the University, • improve state-of- the- art facilities, • develop the University's second Campus Plot at Boko, Dar es Salaam. 	<p>Box 4.2.5: Outputs for Organizational Development & Financial Sustainability</p> <ul style="list-style-type: none"> • Output/ Activity reporting format agreed and followed by Senate and Council meetings by 2013 • Quarterly and Annual Reports tabled to the appropriate organs timely • Annual Business Plans and Budgets agreed and approved 2 months before a new financial year • A full establishment revised by 2017 • All staff have job descriptions, appointment letters and contracts by 2015 • Human Resources Manual Revised and followed • Staff Training and Development Policy in place • Recruitment Priority for filling up vacant posts, i.e. posts to be filled within 12, 24 and 36 months • Terms and Condition of Services (TACOS) revised to attract, retain and motivate competent staff by 2014 • Computerize HR data base, Financial Management, Students records, Academic Functions and Library by 2014 • Review the HRM policy, Scheme of Service/ Remuneration and Retirement packages in line with the Charter by 2014 • 10% of alumni freely give one time gifts to church and pastors • Annual fundraising event brings 400m, with 80% of pledges paid • Tax return and exemptions done timely • Introduce Solar Energy to reduce electricity cost by up to 20% (use of solar during day time) by 2014. • Cap stationery costs to 20% less through use of ICT) by 2015 • Control staff costs by 20%,(control extra duties, acting, travel costs etc) per year by 2015 • All goods (supplies and consumables) bought in bulk by 2014 and over 5% of costs saved • Total Rewards packages to staff where allowances do not feature prominently introduced by 2017 • Financial forecast and predictability enhanced by e.g. capping fuel allowance and paying monies instead, etc • HKMU SACCOS financially sound 80% of working members join HKMU SACCOS • 6 – 10% p.a. interest earned through trading in treasury bills and bonds per year by re investing surplus funds • 3-6% p.a. earned through deposit in fixed deposit A/C • Logo , Corporate colour & font identified by 2014 • University Anthem in place and played by 2014 graduation • Renewable sources of energy like solar, wind. • Total Pay Package
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CHAPTER FIVE: IMPLEMENTATION, MONITORING & EVALUATION.

5.1 Implementation Modalities.

In order to make sure that the Strategic Plan is implemented, only planned activities will be funded. Annual work plans will be derived from the Strategic Plan.

The strategy will be implemented by various actors as shown in the matrix in the subsequent sections. Each year an annual implementation plan would be drawn from the five years plan.

5.2 Monitoring.

Regular monitoring of progress of implementation of the HKMU Strategic Plan will be done by the Strategic Plan Committee (SPC), Senate and Council.

The SPC is made up of the Deputy Vice Chancellors (Academic; and Planning, Administration, and Finance), Bursar, Planning Manager, Deans of Faculties, and Directors of Institutes. SPC will sit quarterly to assess the status of implementation of the Strategic Plan and channel reports to respective University statutory organs.

5.2.1 Role of the Council.

The University Council is the University's representative body. It has a number of general powers and tasks that are set out in the University Charter. The Council will oversee the implementation of the strategic plan and will specifically:

- commission the planning exercise.
- ensure that there is a quality assurance system as well as proposed policy in the light of quality assessment outcomes
- oversee Students' Affairs as stipulated in the University Charter.
- oversee Administrative Regulations.
- oversee regulations concerning safety, health and wellbeing.
- oversee financing and financial aid for students and the university at large.

5.2.2 Role of the Senate.

Senate, which is mainly an academic body, will monitor the implementation of academic-related strategies during its regular meetings. University teaching, learning and academic development will be planned, carried and reported according to the provisions of the Strategic Plan. During its

meetings, Senate will receive, consider and approve quarterly reports of the status of the implementation of the Strategic Plan. The reports will be prepared by the SPC Secretariat. Annual reports will also be submitted to Senate which, after approval, will be forwarded to the University Council.

5.2.3 Role of the Faculty Boards.

The Faculty Boards will be the governing body of the Faculty and manages the affairs of the Faculty and will be responsible for the implementation of the policy of the Council and the provisions in the strategic plans as it appertains to the Faculty. Specifically the boards will:

- make recommendations to the Senate for any changes which it considers desirable in the implementation of the plans.
- be responsible to the Senate for ensuring the provision of appropriate instruction and adequate facilities for research in the subjects of the Faculty.
- be responsible for implementing the teaching programme of the Faculty, and for ensuring that the teaching given is of a high standard.
- submit to the Senate the annual estimates of annual expenditure for consideration in the process of implementing the plans.

5.2.4 Role of the Departments.

The Departments will be the first line of implementation of the strategic plan. Heads of Departments will develop and oversee the implementation annual business plans in their respective areas and in turn report to the higher level organs.

5.3 Evaluation.

Periodic evaluation of the Plans will be done annually by the SPC and Reports will be tabled to Council. Midterm evaluation will be done by external agents – peers or consultants and its recommendation will be considered and incorporated for improvement.

Final evaluation will be carried out by external consultants, at the end of the five years. This will be a comprehensive evaluation that will assess the implementation of all strategies, and lay down the ground for proceeding to the next planning cycle. Recommendations of the final evaluation will be incorporated in the following Strategic Plan. The Planning Unit will be responsible for developing TORs and managing these evaluations.

5.4 Reporting.

All Departments, Institutes, Colleges, and Faculties, will develop a standard reporting format, which will be approved by the Council. Quarterly and

Annual reports of the Departments, Institutes, Colleges and Faculties will be presented using the format. A standard report will include a narrative section, and a financial section. All reports will be results-based, as opposed to activity-based. The reporting formats will be developed and agreed upon with reporting officers.

5.5 Risk Analysis.

The major risk is that this strategic plan may not be implemented as expected. Several risk elements have been identified that might hamper the implementation of the plan. Table 3.2 below provides a risk assessment and management options for each identified risk:

Table 5.5: Risk Factors

Risk Factor	Degree of Risk (High, Medium, Low)		Management option
	Impact	Probability	
Low buy in from the top management of the University.	High	Low	Increase awareness on Strategic Plan by explaining strategies and targets.
Only partly implementing the SP.	High	Medium	Break the Strategic Plan into actionable items which demand annual business planning.
Limited progress on the entire change.	Medium	Low	Hold consultative meetings with University leaders to evaluate the plan and solicit buy-in.
External risks			
Increase in the number of other Universities offering health related degrees, e.g., following some massive government enrolment programmes, establishment of new universities by government, FBOs, etc	High	Low	HKMU will stress on quality training and attract and retain medical and allied health students.
Change in Government Policies, e.g., Government disbands or reduces student bursary from the Higher Education Students Loan Board.	Medium	Low to medium	Strengthen internal sources of revenue, cut costs without reducing quality, and revising fees periodically as per market forces. Carry out aggressive overseas (international) marketing for admissions.

CHAPTER SIX: PLANNING MATRIX.

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
Key Result Area 1: Relevant Teaching and Learning at the University.							
1 To expand student enrolment from about 500 in 2013 to more than 1000 in 2017	1.1. Increase enrolment in the existing degree programmes by 20% each year for the next five yrs	1.1.1	At least 150 students posted by TCU to HKMU to pursue medicine by 2014	1.1.1	No of students posted by TCU to pursue different courses at HKMU	DVCAC/ Admissions Officer.	1,500
		1.1.2	At least 150 direct applications from qualified students received and processed for MD by 2015	1.1.2	No. of application forms sold out		1,500
		1.1.3	At least 80 students posted by TCU to pursue BSc. Nursing by 2014	1.1.3	No. of students applications received		1,500
		1.1.4	At least 100 direct applications from qualified students received and processed for other degree programmes by 2014.	1.1.4	No. of students admitted.		2,500
		1.1.5	At least 400 applications from qualified students received and processed for Diploma Courses by 2015.	1.1.5	No. of strategic advertisements (brochures, TV spots, bill boards, newspapers, etc)		4,000
		1.1.6	At least 100 applications for Certificate in Counseling received by 2015				4,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
	1.2. Establish new academic programmes to attract at least 500 students by 2016	1.2.1	Two new Diploma courses designed and introduced by 2014	1.2.1	No. of students enrolled in the new diploma programme	DVC AC, Deans of Faculties	8,000
		1.2.2	At least 400 applications from qualified students received and processed for Diploma Courses by 2015	1.2.2	No. of students enrolled in the new degree programme		2,500
		1.2.3	Five new BSc degree programmes (Lab Tech, Public Health, Nutrition and Biostatistics and Environmental Management and Science with Education, designed and introduced by 2017	1.2.3	No. of students enrolled in the new Masters programme		15,000
		1.2.4	At least 400 applications for the new degree programmes received and processed by 2016	1.2.4	One Masters programme designed and introduced by 2014		8,000
		1.2.5	At least 150 students register in Certificate courses: [50 in Medical Radiography; 50 in Lab. Tech; and 50 Pharmacy] by 2016				15,000
		1.2.6	At least 200 applications for other certificate courses received by 2015				500

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.2.7	All the programmes accredited by 2015				8,000
		1.2.8	All the programmes break even by 2017				800
	1.3. Strengthen practical training of students.	1.3.1	Revise protocols, guidelines and contents of practical training to meet international standards by 2014	1.3.1	No. of hours in practical sessions	DVC Academics	5,000
		1.3.2	Increase student's exposure to patients by 10% over and above recommended average by 2016	1.3.2	Feedback from alumni (qualitative)		12,000
		1.3.3	Increase carrying capacity of Laboratories by 80% in 2014				870,000
	1.4. Use other hospitals for teaching, practical training and field studies to increase student expose to wide range of patients and conditions.	1.4.1	Revise and maintain MoUs with the hospitals already used by HKMU (Muhimbili National Hospital; Amana and Mwananyamala District Hospitals; Magomeni RHC, Muhimbili Orthopaedic Institute; Ocean Road Cancer Institute; and Mirembe Hospital, Dodoma) by 2014	1.5.1	No. of MoUs with the hospitals		1,500

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.4.2	Initiate new MoUs with CCBRT Disability Hospital, Lugalo Military Hospital, TMJ Hospital and Tanzania Heart Institute by 2014	1.5.2	No. of students trained in these hospitals	ICT Director	4,000
		1.4.3	Increase no of doctors willing and supervising HKMU students by 2014.	1.5.3	No. of doctors willing and supervising HKMU students		1,000
		1.4.4	Increase no of unique cases handled for students review by 2015.	1.5.4	No. of unique cases handled		1,000
	1.5. Use ICT strategically for teaching and learning to improve efficiency and cut down costs	1.5.1	Revise ICT Master Plan by 2014	1.6.1	TSh saved as a result of ICT usage		12,000
		1.5.2	Carry ICT capacity stock take and have in place an ICT Strategy by 2014	1.6.2	Additional revenue generated through use of ICT		700
		1.5.3	Carry out major retooling of ICT equipment and network by 2015	1.6.3	Additional lecturers' time		15,000
		1.5.4	Networks expanded to requisite levels by 2016	1.6.4	Space in Cubic Metres released per hour		10,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.5.5	Identify and introduce modules/ courses run on ICT interface to reduce teaching costs by 10% by 2012 [Need for substantial input to upgrade infrastructure] by 2017.	1.6.5	No. of additional students.		12,000
		1.5.6	Introduce at least one Masters Course that is fully run on ICT by 2014				9,000
		1.5.7	Course Management software developed by 2014				9,700
		1.5.8	Introduce at least 5 relevant e- short courses by 2015				7,500
		1.5.9	Establish ICT Centre (e-Health Centre) by 2015				35,800
		1.5.10	Introduce e- Library by 2014				250,000
		1.5.11	Introduce OPAC in Library to cut down HR expenses by 30% by 2014				10,000
		1.5.12	Subscribe to and make available at least 5 relevant e-Journals to students and lectures by 2016				9,500
		1.5.13	Introduce e-office to cut down stationery costs by 30% by 2014				15,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.5.14	Introduce other student - lecturer interactive platforms by 2015				4,000
		1.5.15	33% percent reduction in the number of lecture hours by 2016				800
		1.5.16	Introduce and maintain web connectivity including hotspots in every floor by 2016				5,000
		1.5.17	Introduce SIMS (Students Information Management System) to reduce costs of managing admission, fees payment, examinations, award and certification by 20% by 2015				45,000
	1.6 Attract and retain more international students to improve diversity of student base.	1.6.1	HKMU liaison office/ focal persons identified and functional in at least 3 countries (Kenya, South Sudan and Uganda) by 2014	1.7.1	No. of advertisements in Kenya, Uganda, Rwanda & South Sudan	Planning Officer/ Public Relations Officer	45,000
		1.6.2	Call for admissions advertised in at least 5 countries by 2015	1.6.2	No of applications from outside Tanzania		15,000
		1.6.3	International Students Day observed and well attended by 2015	1.6.3	No of students from outside Africa		6,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.6.4	International Students Clubs established and supported with a view of marketing HKMU back home by 2014	1.6.4	Percentage (%) of foreign students		700
		1.6.5	Active and interactive University portal & blog/ twitter in place by 2014.				2,500
		1.6.6	No of countries of student destinations at HKMU increase from 15 to 20 by 2015				15,000
		1.6.7	Composition of foreign students increased from 15% to 25% by 2016				5,000
		1.6.8	Visiting students increase from 5 average to 10 per year by 2016.				5,000
	1.7 Improve students welfare at HKMU	1.7.1	A strong and engaging Student Union continues to exist	1.8.1	No. of meetings and issues solved between Dean of Students and HKMUSA	Dean of Students	5,000
		1.7.2	Evaluation of student satisfaction by all university services carried out each year.				2,000
1.2 To continuously improve quality of teaching, learning and research at the University.	1.2 Review and strengthen content of the existing degree programmes to maintain quality and relevance.	1.2.1	Curriculum of all core courses fully reviewed every five years.	1.2.1	No. of new topics introduced/ deleted/ modified per course.	DVC Academics	50,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.2.2	Syllabi and course contents of 95% of degree programmes revised, peer-reviewed and reaccredited by 2014.	1.2.2	Evidence of accreditation/ peer review (letter, certificate, etc)		80,000
		1.2.3	Criteria and lists of external examiners/ moderators revised to by 2014.				4,000
		1.2.4	Comprehensive quality assurance and control system revised and implemented by 2014.				7,500
		1.2.5	A structured feedback system for employers, peers, parents and alumni in place to solicit views for programme relevance in place by 2014.				5,000
	1.3 Review students' admission and assessment criteria to demand for more relevance and hands on experience.	1.3.1	Students' entry qualifications & criteria revised to match quality and reality by 2014.	1.3.1	No of new provisions and old provisions.	Admissions Officer.	5,000
		1.3.2	Examination regulations reviewed to make them more current and relevant by 2014.	1.3.2	No of externally sponsored awards.		5,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.3.3	Awards and certification criteria and processes reviewed by 2014.				5,000
		1.3.4	Best students in all degree programmes identified and awarded annually.				500
	1.4 Review assessment criteria for lecturers.	1.4.1	Introduce Academic Score Card for assessing lecturers by students by 2014.	1.4.1	No of lecturers promoted based on revised criteria.	DVC Academics	700
		1.4.2	Score cards linked to wider HR assessments by 2014.				500
		1.4.3	Students' course evaluation forms fully used by 2014.				500
	1.5 Carry out comprehensive periodic self assessment.	1.5.1	Quality Assurance Policy and Quality Assurance Handbook in place by 2014.	1.5.1	No of recommendations and feedbacks.	DVC Academics	8,000
		1.5.2	Quality Assurance Committee active	1.5.2	No of actions taken as a result of recommendations of quality improvement.		800
		1.5.3	Six months self evaluation report submitted to TCU timely after every six months.				6,000
		1.5.4	Internal evaluation report presented to Senate and Council every after two years.				6,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		1.5.5	Quality Champions are appointed and are active in every Faculty [a student and a lecturer] by 2014.				1,500
Sub-total (1)							1,705,500

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
Key Result Area 2: Enhanced Research and Publication Capacity.							
2. To increase output and relevance of research and publications at HKMU.	2.1 Carry out relevant and timely demand driven research	2.1.1	Research Policy and Research Agenda revised by 2014.	2.1.1	No. papers published in International Journal	DVC Research & Consultancy.	15,000
		2.1.2	70% of academic staff trained on how to write fundable research proposals by 2014.	2.1.2	No. papers published in Regional and local/national Journal.		9,500
		2.1.3	At least three Research Groups (Women Medical Research Group –WMRG, etc) establish by 2014.	2.1.3	No. of Peer reviewed books/book chapters.		700
		2.1.4	At least 2 researchers/research associates visit the University per year by 2015.	2.1.4	Citation index per staff.		8,000
		2.1.5	At least 5 HKMU scholars attending international conferences, symposiums, etc per year by 2016.	2.1.5	No of research proposals funded.		25,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
	2.2 HKMU researchers become more prolific in publishing and dissemination of research findings.	2.2.1	At least one National/Regional or international scientific conference hosted by HKMU per year by 2015	2.2.1	No. of promotions related to publications	Director of Postgraduate Studies and Research Institute (DPGRS)	10,000
		2.2.2	Hubert Kairuki Research Grant introduced by 2014	2.2.2	No. of visitors/researchers visiting HKMU per year		50,000
		2.2.3	University Research Symposium [Research Week] implemented by 2015	2.2.3	Citation index per lecturer		2,000
		2.2.4	Quarterly University-wide Research Seminars introduced by 2015				8,000
		2.2.5	HKMU hosts at least one Journal by 2015				5,000
		2.2.6	At least 20 students actively involved in funded/commissioned research per year by 2016				1,000
		2.2.7	At least 3 books launched per year at the university.				9,000
	2.3 HKMU Scholars win more research funds and grants.	2.3.1	At least two Commissioned researches won by HKMU scholars by 2014	2.3.1	TSh posted as a surplus from research undertakings	Director of Research & Consultancy	8,000
		2.3.2	At least one Research Grant won by HKMU scholars by 2015	2.3.2	No. of MoUs entered by HKMU		6,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
	2.4 Make HKMU internationally recognized for research outputs.	2.4.1	At least one scholar receive internationally recognized award by 2016	2.4.1	No of awards received	Director of Research & Consultancy	7,000
		2.4.1	Average citation index increased for researchers by 2016	2.4.1	Citation index per researcher.	Director of Research & Consultancy	9,000
	2.5 To improve HKMU capacity and infrastructure for long-term research.	2.5.1	Complete construction of the Mushroom Production Building at Boko; mushroom research and production activities commence.	2.5.1	Types of mushrooms tested and produced, and number of kilograms produced in a year.	VC, DPGRS, PPO.	260,700
Sub-total (2)							433,900

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
Key Result Area 3: Strategic Delivery of Services and Consulting.							
3 To enhance interaction with public through consulting and service delivery.	3.1 Enhance, foster possibility, capacity and capability to consult.	3.1.1	70% of staff trained on key consulting skills i.e., how to write bid documents, procurement laws and procedures, etc by 2014	3.1.1	No. of consultancies undertaken	Director of Research & Consultancy	15,000
		3.1.2	HKMU Consultancy Bureau established by 2014	3.1.2	No of bids submitted	Director of Research & Consultancy	9,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		3.1.3	Income from consultancy fees supplement at least 2% of HKMU Budget by 2016	3.1.3	Value of assignments (in TSh)	Director of Research & Consultancy	4,000
	3.2 Establish Continuing Education Programmes by 2014	3.2.1	Centre for Continuing Medical Education established and operational by 2014	3.2.1	No of distance courses offered	Director of Research & Consultancy	20,000
		3.2.2	Continuing/ Distance Learning Diplomas (in Nursing and Hospital Management) introduced and students recruited.	3.2.2	Number of graduates produced.	Director of Research & Consultancy	15,000
	3.3 Establish a community health centre to serve community.	3.3.1	HKMU model village identified and supported (one in Bukoba, Bagamoyo and Mtwara) to have model dispensary/ health centre as a training frontier and as part of CSR by 2016	3.3.1	Types of services offered	Public Relations Officer	150,000
	3.4 Identify Spin-offs and value creation pathways and implement them.	3.4.1	At least two successful companies are started that are based on HKMU's (bio-) medical research by 2016.	3.4.1	No of products and protocols	Business Manager	20,000
		3.4.2	At least two product or protocols developed and patented by 2016	3.4.2	No of products and protocols	Business Manager	15,000
Sub-total (3)							248,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
Key Result Area 4: Cooperation, Partnerships and Strategic Alliances.							
	4.1 Initiate and maintain local collaboration and strategic alliances.	4.1.1	Enter into collaboration with Lugalo Military Hospital for joint training of corps and use as teaching hospital by 2014.	4.1	No of alumni	Public Relations Officer	1,500
		4.1.2	80% of the big hospitals in city centre visited e.g. Muhimbili, Agha Khan, Tumaini, Hindu Mandal, Regency, St. Bernard and Burhani Alumni association with over 100 active alumni by 2014	4.2	No of MoUs/ MoAs		6,000
		4.1.3	3 research cooperation fully active by 2015	4.3	TSh gained as a result of collaborations		2,000
		4.1.4	Annual corporate week observed from 2014				2,000
	4.2 Develop international collaborations and strategic alliances.	4.2.1	Enter into agreement with at least 2 Chinese/ Eastern Asia universities by 2014	4.2.1	No of exchange visits/ scholars	VC	10,000
		4.2.2	Enter into at least one collaboration with European/ American university to offer joint courses especially at postgraduate level by 2015	4.2.2	No of awardees		10,000
		4.2.3	Enter into at least one, collaboration with a regional university by 2016.	4.2.3	Amount of money realized as a result of collaboration		3,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
	4.3 Initiate and maintain strategic Public –Private Partnership arrangements	4.3.1	At least two pharmaceutical businesses agree to collaborate with HKMU in research and development (R&D) e.g. to run trials, by 2015	4.3.1	No of PhD studentships supported by industry	DVCAC	5,000
		4.3.2	At least two mobile phone companies agree to collaborate with HKMU to increase effort and resources to tackle developing world diseases by 2015.	4.3.2	No and amount of Post-doctoral grants		2,500
		4.3.3	At least two extractive industries (mining, gas, petroleum) agree to collaborate with HKMU to increase effort and resources to address public health issues as part of their wider corporate social responsibility by 2015.	4.3.3	No of Undergraduate industrial placements		2,500
	4.4 Initiate and maintain strategic Community – University Partnerships (CUP) arrangements.	4.4.1	CUP agreement made with Mikochei A 'Mtaa' to develop one nearby primary school into a University-community model for the integration of nutrition research, practice, and education. by 2014	4.4.1	No. of agreements signed by the community	Public Relations Officer	5,000
		4.4.2	Proposal completed in collaboration with Kinondoni Municipality by 2014				9,000
		4.4.3	Funds secured by 2014				5,000
		Sub-total (4)					63,500

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
Key Result Area 5: Organizational Development & Financial Sustainability.							
5.0 HKMU systems and structures adequately supports learning and training	5.1 Key decision makers conversant with key documents of HKMU	5.1.1	All staff and 50% of student leaders conversant with the University Charter , Perspective Plan and Strategic Plan by 2016	5.1.1	No of violations of HKMU rules and regulations per year	Corporate Counsel	12,000
		5.1.2	Rules to accompany the University Charter in place by 2014	5.1.2	Participation index of Councilors' and committee members		3,000
		5.1.3	Five functional councils instituted (Planning Council, Spiritual Council, Social Welfare Council, Prayer Council & Finance and Estates Council) by 2014				2,000
		5.1.4	100% members of the council active and signs TORs by 2014				500
	5.2 Monitor and evaluate the Strategic Plan.	5.2.1	Output/ Activity reporting format agreed and followed by Senate and Council meetings in every year.	5.2.1	Compliance index for Institutes, Departments, Faculties, Schools and Colleges	Strategic Planning Committee (SPC) / PM/ PPO	4,000
		5.2.2	Quarterly and Annual Reports tabled to the appropriate organs timely				2,000
		5.2.3	Annual Business Plans and Budgets agreed and approved 2 months before a new financial year.				1,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
	5.3 Regularly improve organizational structure to match changes and demands.	5.3.1	An up to date organogram developed and manned	5.3.1	Manning index (i.e., no. of staff on post against total staff requirement) of the organizational structure	Human Resources and Administrative Manager	2,000
		5.3.2	Roles and responsibilities of posts including JERG harmonized and streamlined	5.3.2	No of posts, roles, and responsibilities identified and harmonized.		1,000
	5.4 Enhance Human Resources Capacity.	5.4.1	A full establishment revised by 2015	5.4.1	DVC AC and Dean of Faculty of Science in post by 2013	Human Resources and Administrative Manager	7,000
		5.4.2	All staff have job descriptions, appointment letters and contracts by 2015	5.4.2	Budgetary allocation for Training Plan		1,500
		5.4.3	Human Resources Manual Revised and followed by 2015.	5.4.3	Seniority factor		6,000
		5.4.4	Seniority factor established by 2015.				3,000
		5.4.5	Staff Training and Development Policy in place by 2015.				7,600
		5.4.6	Mechanism in place to attract and retain voluntary and critical skilled staff esp. Professors from China and Europe by 2016.				12,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		5.4.7	Recruitment Priority for filling up vacant posts, i.e. posts to be filled within 12, 24 and 36 months by 2014.				5,000
		5.4.8	Terms and Condition of Services (TACOS) revised to attract, retain and motivate competent staff by 2014.				2,000
		5.4.9	Computerize HR data base, Financial Management, Students records, Academic Functions and Library by 2014				25,000
		5.4.10	Review the HRM policy, Scheme of Service/ Remuneration and Retirement packages in line with the Charter by 2013.				14,000
		5.4.11	Reduce academic staff turnover to 5% per year by 2014.				2,000
		5.4.12	Ensure each department has at least 3 key full-time academic staff by 2015				1,000
		5.4.13	60% of all vacant administrative positions are filled by 2016.				5,000
		5.4.14	HKMU Succession Policy and strategy in place by 2015.				7,000
	5.5 Improve Records Management.	5.5.1	Records Management System in place by 2013	5.5.1	Time to retrieve subject file	Administrative Officer	12,000
		5.5.2	University-wide Information Management System (CMIS) in place 2014	5.5.2	Time to retrieve personal files		15,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
5.2 Improved financial base and sustenance.	5.2.1 Income rose through more gifts, donations, exemptions & concessions).	5.2.1	Guidelines on subsidiary and diversification of income at HKMU prepared.	5.2.1	\$/ annum from other sources (breakdown by sources)	PM/ PPO	3,000
		5.2.2	10% of alumni freely give one time gifts to church and pastors				1,000
		5.2.3	Annual fundraising event brings TZS 400m, with 80% of pledges paid				10,000
		5.2.4	In-kind donations (e.g. books, equipments, lab kits, etc) received and acknowledged				3,000
		5.2.5	Tax return and exemptions done timely				1,000
	5.2.2 Control overheads and maintain frugality.	5.2.2.1	Cap high cost utilities e.g. Fuel cost not more than 20% increase (introduce money allowance rather than fuel allowance) by 2013	5.2.2.1	Minimal financial errors, miss-posting, misstatements, and omissions	Bursar	1,000
		5.2.2.2	Introduce Solar Energy to reduce electricity cost by up to 20% (use of solar during day time) by 2014				15,000
		5.2.2.3	Cap stationery costs to 20% less through use of ICT) by 2014				1,000
		5.2.2.4	Control staff costs by 20%, (control extra duties, acting, travel costs etc) per year by 2013				500
		5.2.2.5	Develop a methodology to establish student and lecturer unit costs				6,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		5.2.2.6	Activity and cash budgeting instituted from 2014				500
		5.2.2.7	Goods bought in bulk by 2013				500
		5.2.2.8	Total Rewards where allowances do not feature prominently introduced by 2015				500
		5.2.2.9	Financial forecast and predictability enhanced by e.g. capping fuel allowance and paying monies instead, etc by 2014				500
		5.2.2.10	Courses that run in loss closed down by 2015				500
		5.2.2.11	Costs of HKMU services and courses reworked to break even by 2015				1,000
		5.2.2.12	Staff trained on business culture by 2015				10,000
		5.2.2.13	Commercial and procurement strategy developed by 2015				1,500
		5.2.2.14	Adhere to rules of finance, regulations and policies				1,000
	5.2.3 Improve staff welfare.	5.2.3.1	HKMU SACCOS financially sound 80% of working members join HKMU SACCOS.	5.2.3.1	99% loans repaid timely	Bursar	500
		5.2.3.2	20% of HKMU SACCOS members take loans.	5.2.3.2	No of staff taking loans.		500
	5.2.4 Generate additional income.	5.2.4.1	Students fees revised upward after every 3 years and increased by 5% in between the years	5.2.4.1	TSh in profit	Bursar	600

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		5.2.4.2	6 – 10% interest earned through trading in treasury bills and bonds per year by re investing surplus funds				600
		5.2.4.3	3-6% earned through deposit in fixed deposit A/C				600
	5.2.5 Improve corporate image of the university.	5.2.5.1	Logo revised by 2014	5.2.5.1	No of new students	Public Relations Officer	1,000
		5.2.5.2	Corporate colour & font identified by 2014				500
		5.2.5.3	University slogan in use by 2014				500
		5.2.5.4	University Anthem in place and played by 2014 graduation				5,000
		5.2.5.5	University Banner is hoisted by 2014				1,000
	5.2.6 Aggressive marketing of the University.	5.2.6.1	ICT used strategically to leverage costs and effectiveness in marketing by use of face book, twitter, blogs	5.2.6.1	No savings made as a result of ICT use	ICT Officer	12,000
		5.2.6.2	Telemarketing strategy developed and implemented by 2014.				9,000
	5.2.7 Improve state of the art facilities.	5.2.7.1	Conduct needs assessment of the existing equipment/facilities by 2013.	5.2.7.1	Additional carrying capacity created	Administrative Officer	7,000
		5.2.7.2	Strategic refurbishment of the HKMU building to suit prevailing situation/needs including students recreational facilities by 2014.	5.2.7.2	Students/ customers satisfaction index		250,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
		5.2.7.3	Plan strategically/ make economic use of existing space (use space economists) by 2014.				7,000
		5.2.7.4	Hire purchase of new space by 6/2014.				850,000
		5.2.7.5	Buy/ acquire condemned houses for clear the land in Mikocheni A and Mwananyamala for University Structures 2015				1,000,000
	5.2.8 Develop University land and Plots.	5.2.8.1	Title deeds and legal documents updated for Boko (18 acres).	5.2.8.1	No. of additional space (in cubic M) available for teaching and learning	DVC Finance & Planning and Administration	6,000
		5.2.8.2	Completion of Boko Master Plan and phase one construction of premises 2015				4,000,000
		5.2.8.3	Solicit funds for construction of Phase I of Boko site development by 2017				2,500,000
		5.2.8.4	Acquire 300 acres of land for future expansion of the university premises and projects by 2016				1,500,000
		5.2.8.5	Develop plot no. 282, 322, 345, and 127 to house more lecture theatres, laboratories, and student hostels by 2017.				2,800,000

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
	5.2.9 Build a world class laboratory for teaching and service.	5.2.9.1	Titled acre plot secured (at slums) area close to Mwananyamala, Amana, TMJ or CCBRT Hospitals and Master Plan and drawings ready by 2016.	5.2.9.1	No. of additional space (in cubic M) available for teaching and learning	DVC Finance, Planning& Administration	3,500,000
		5.2.9.2	Funds and/ or strategic investor secured by 2015	5.2.9.2	Amount of revenue generated		4,000,000
		5.2.9.3	Ground breaking starts by 2017				15,000
	5.2.10 Revise Student Fees to reflect market realities.	5.2.10.1	Introduce and charge the following fees:	5.2.10.1	Additional amount of money collected per annum above a set base of TSh 215m per annum.		20,000
		5.2.10.2	i) Development Fees @\$50 (at the time of admission)				
			ii) Library Fees @\$10 per annum				
			iii) Computer Fees @\$100 per annum				
			iv) Laboratory Fees @\$10 per annum				
			v) Sports Fees @\$20 per annum				
			vi) Cultural Fees @\$10 once at the time of graduation				
			vii) Creativity Club Fees @\$10 per annum				

OBJECTIVES	STRATEGIES	No.	TARGET	No.	PERFORMANCE INDICATORS	RESPONSIBLE IMPLEMENTER	COSTS (US\$)
			viii) Alumni Fees @\$20 per annum (at the time of admission)				
			ix) Security @\$50 (refundable)				
			x) Examination Fees @\$50 per annum				
			xi) Degrees Fees @\$10 once only				
			xii) Character Certificate Fee @\$10 per annum				
			xiii) Enrolment Fees @\$10 once				
			xiv) Study Tour Fees @\$ 50 per annum				
			xv) Professional Development Fees @\$20 per annum.				
			xvi) Maintenance fee @ 10				
			This will raise a total of \$310 per student per annum and \$130 once.				
Sub-total (5)							20,696,900
GROSSTOTAL IN (US\$)							23,084,300

CHAPTER SEVEN: BUDGET.

Costing of this Strategic Plan has been based on the five areas of focus, which are: teaching and learning; research and information dissemination; strategic delivery of services and consulting; cooperation, partnership and strategic alliances; and finally organizational development and sustainability. All these areas of focus have a total of 7 Broad Objective, 39 Specific Objectives, and 172 Targets/Activities.

The total amount of funds required to realize these targets of the plan for the period of five years (2013/2014 - 2017/2018), is US\$ 23,157,800, which is an average of US\$ 4,631,560 per year. We expect to raise 75% of these funds internally and 25% externally.

The Table below indicates the budget estimate for each Key Result Area.

**Table 7:
BUDGET SUMMARY FOR IMPLEMENTATION OF HKMU SECOND STRATEGIC PLAN (2013/2014 – 2017/2018)**

S/N	Key Result Areas	Number of Targets/ Activities	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	TOTAL BUDGET IN US\$
1	Teaching and Learning.	65	341,100	41,100	41,100	341,100	41,100	1,705,500
2	Enhanced Research and Publication Capacity.	16	88,780	88,780	88,780	88,780	88,780	443,900
3	Strategic Delivery of Services and Consulting.	8	49,600	49,600	49,600	49,600	49,600	248,000
4	Cooperation, Partnerships and Strategic Alliances.	13	12,700	12,700	12,700	12,700	12,700	63,500
5	Organizational Development and Financial Sustainability.	70	4,139,380	4,139,380	4,139,380	4,139,380	4,139,380	20,696,900
	TOTAL IN (US\$)	172	4,631,560	4,631,560	4,631,560	4,631,560	4,631,560	23,157,800

