# AKENTEN
# APPIAH-MENKA
# UNIVERSITY
*of* Skills Training *and* Entrepreneurial
Development

# CORPORATE
# STRATEGIC
# PLAN

# 20 24 -TO- 28

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# EXECUTIVE SUMMARY

The Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), Kumasi, Ghana, was established in 2020, with a clear-cut mandate to provide higher education and relevant competences in Technical and Vocational Education and Training (TVET) and Entrepreneurial skills. It is therefore, crucial for the University at its nascent years to carve out a strategic direction in line with the relevant policies and management of the University that will ensure effective delivery on this core mandate. A situational analysis of the University was undertaken using a blended "bottom-up" and "top-down" approach in several interactive meetings and workshops involving Faculties, Institutes, Directorates, Departments, Sections, Units, Students and other stakeholders. This analysis led to the identification of six (6) strategic themes and nineteen (19) well-defined objectives and strategies, as well as, key activities and performance indicators, that will be diligently monitored and evaluated on regular basis by the various Strategic Plan Implementation teams in the University. A summary of these is outlined below:

**Theme 1: Excellent Teaching and Learning in TVET and Entrepreneurship**

Objectives:

    1.1 Provide Competency-Based Training for all Academic Programmes

    1.2 Provide Entrepreneurial Training and Skills

    1.3 Provide Quality Teaching, Learning and Research

    1.4 Create a Conducive and State-of-the-Art Teaching and Learning Environment

**Theme 2: Innovative and Demand-Driven Research**

Objectives:

    2.1 Support high quality and innovative research in TVET and Entrepreneurship

    2.2 Promote demand-driven research for industry

**Theme 3: Staff Development and Welfare**

Objectives:

    3.1 Attract, develop and retain high calibre staff

    3.2 Promote staff welfare development

**Theme 4: Partnerships and Sustainable Resource Mobilization**

Objectives:

4.1 Establish international collaborations and partnerships

4.2 Establish local collaborations and partnerships

4.3 Establish innovative and sustainable resource mobilization

4.4 Promote efficient, transparent and accountable resource management

4.5 Promote sustainable resource management

**Theme 5: Quality Assurance, Branding and Visibility**

Objectives:

5.1 Adhere to standards in curriculum development in TVET & entrepreneurship

5.2 Ensure high quality standards in the university's operations

5.3 Strengthen assessment practices for staff, students and physical assets

5.4 Promote and sustain the unique qualities of leadership and entrepreneurial skills of graduates

5.5 Establish mechanisms for making the university visible

**Theme 6: Gender Equity, Social Inclusiveness and Diversity**

Objectives:

6.1 Promote gender equity

6.2 Promote inclusivity and diversity at all levels

**Conclusion**

For effective implementation of the AAMUSTED Corporate Strategic Plan, Deans, Directors, Heads of Department, Sections and Units and various lead responsible officers would have to collaborate and integrate it in their daily activities, by developing effective operational plans and targets that would reflect individual contributions to the overall targets for AAMUSTED.

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT**

**FIVE-YEAR CORPORATE STRATEGIC PLAN, 2024-2028**

## 1.0 Foreword

This five-year corporate strategic plan is the maiden strategic document for the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED). This 2024-2028 Strategic Plan, has emerged from a wide consultation approach, seeking views from all stakeholders following the needs assessment conducted by the University.

It takes cognizance of context-specific demands and challenges relating to the University's mandate of providing higher education in technical, vocational and entrepreneurial training for job creation and relevant competencies in teaching TVET and entrepreneurial development through strong linkages with industry and community.

The plan highlights the need to adopt innovative and sustainable approach in skills development in TVET and Entrepreneurship. It further places emphasis on access and equity and exploration of innovative ways of generating and managing the resources of the University for development. The strategic plan focusses on providing excellent teaching and learning in TVET and Entrepreneurship whilst ensuring that the University undertakes innovative, and demand driven research. It also places emphasis on quality assurance, branding the University and making it visible. Staff development and welfare, as well as gender equity, social inclusiveness and diversity feature prominently in the strategic plan.

The various structures of the University are expected to use all the available opportunities provided in this strategic plan for the smooth running of the University. In conclusion, my sincere gratitude goes to all individuals and groups who have played various roles in the development of the University through the preparation of this document.


**PROF. FREDERICK KWAKU SARFO**

VICE-CHANCELLOR

**2.0 Introduction: - The Planning Process**

The Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED) was established in 2020, with a clear-cut mandate to provide higher education and relevant competences in Technical and Vocational Education and Training (TVET) and Entrepreneurial skills. It is therefore, crucial for the University at its nascent years to carve out a strategic direction in line with the relevant policies and management of the University that will ensure effective delivery on this core mandate. This strategic plan has emerged from a wide consultations and deliberations, seeking views from a good cross-section of stakeholders within and outside the University. The Sustainable Development Goals (SDGs), the AAMUSTED Act, 2020 (Act 1026) and the needs assessment conducted by the University in 2021 served as guide in the consultations and the deliberations. A blended "bottom-up" and "top-down" approach was adopted in several interactive meetings and workshops involving Faculties, Institutes, Directorates, Departments, Units, Sections, Students and other stakeholders. Interactive sessions were also held with the University Council and Management. The major outcomes from these consultations and deliberations have been processed into this strategic plan to guide the University leadership and the entire University community to achieve its vision of becoming a world-class socially responsible TVET and entrepreneurial development teacher education institution. The plan outlines six (6) strategic themes/thrusts, well-defined objectives, strategies, activities and key performance indicators, that will be diligently monitored and evaluated on regular basis by the various Strategic Plan Implementation teams in the University.

**3.0 Background/Profile of AAMUSTED**

The Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED) was established on August 27, 2020, under Act 1026 of 2020 of the Parliament of the Republic of Ghana. AAMUSTED was formed from the College of Technology Education, Kumasi (COLTEK) and the College of Agriculture Education (CAGRIC), Asante-Mampong, which were campuses of the University of Education, Winneba.

The University traces its history to the evolution of COLTEK and CAGRIC. The College of Technology Education, Kumasi started as a Technical Teachers College (TTC) in 1966 and later metamorphosed into the Kumasi Advanced Technical Teachers College (KATTC) in 1978. The College of Agriculture Education on the other hand, evolved from the St. Andrews Training College, Akropong-Akwapim in the Eastern Region, which was established in 1946 by the Presbyterian Church of Ghana (PCG) and the Scottish Mission and was later moved to Asante Mampong in 1966.

The KATTC and the St. Andrews Training College were part of the seven (7) Diploma-Awarding Institutions which were amalgamated to form the University College of Education, Winneba (UCEW) by PNDC Law 322, in 1992. UCEW was weaned from the University of Cape Coast and became an autonomous University in 2004, under Act 672 of the Parliament of the Republic of Ghana.

AAMUSTED is mandated to:

a. provide higher education in technical, vocational, and entrepreneurial training to develop skilled manpower for job creation and economic development,

b. train and provide teachers with the relevant competence for teaching in technical and vocational education and training institutions,

c. train and provide teachers with the relevant competence for teaching entrepreneurial development, and

d. develop strong linkages between the University and (i) industry, or (ii) the community, to ensure the holistic training of teachers.

In line with its mandate, AAMUSTED guarantees its students and other stakeholders, three (3) basic services and opportunities:

1. Training of students in TVET and Entrepreneurship for job placement, creation and economic development
2. Training of teachers for TVET institutions
3. Expose students to workplace experiential learning, critical thinking, research and leadership

The University currently has nine (9) Faculties and twenty-three (23) Academic Departments. The main Campus at Kumasi has five (5) Faculties and twelve (12) Academic Departments, while Asante-Mampong Campus has four (4) Faculties and eleven (11) Academic Departments. The University has established a Centre for Competency-Based Training and Research (CCBTR), which oversees and implements Competency-Based Training activities and programmes in the country, a Counselling Centre and a Directorate for Teacher Professional Development and Research, among others.

The staff strength of the University as at January 2022, is 880, and its current student population is 22,615, comprising 14,021 males (62%) and 8,593 females (38%). and its current student population is 22,295, comprising 15,253 (Continuing Students) and 7,042 (Fresh Students). The University has three (3) modes of education delivery - full-time/regular, part-time, and sandwich. The academic year of the

University operates on the semester system, which typically starts in August and ends in July of the ensuing year.

The main campus is located in Kumasi (off the Kumasi-Sunyani Highway), the second-largest city in Ghana and seat of the Asante Kingdom, It is about 280 kilometres northwest of Accra. The Asante-Mampong Campus, which is 63 kilometres from the main campus is located in Asante-Mampong, the seat of the Silver Stool of the Asante Kingdom.

## 4.0 CORPORATE STRATEGY

### 4.1 Vision
To be a world-class socially responsible TVET and Entrepreneurial Development Teacher Education University.

### 4.2 Mission
To train and provide relevant TVET and entrepreneurial development teacher and other professionals for TVET institutions and industry and promote research and innovation for educational policy and economic development.

### 4.3 Core Values
- Excellence with Integrity
- Education for Work and Development
- Creativity, Innovation and Invention
- Collaboration and Teamwork
- Entrepreneurial Development
- Gender Equity, Social Inclusiveness and Diversity

## 4.4 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) OF AAMUSTED

| STRENGTHS | WEAKNESSES |
|---|---|
| 1. Competent and professionally qualified staff | 1. Inadequate number of teaching and technical staff (high student-staff ratio) |
| 2. Relatively younger staff | 2. Inadequate office space for lecturers and other staff |
| 3. Highly patronized undergraduate and postgraduate programmes. | 3. Inadequate lecture theatres/laboratories/workshops |
| 4. Availability of facilities (farms, library, laboratories, etc.) for teaching and research purposes | 4. Inadequate network and internet infrastructure |
| 5. Collaborations with institutions of higher learning and research | 5. Inadequate research, laboratory and library facilities |
| 6. Congenial environment for income generation | 6. Inadequate engineering and ICT facilities |
| 7. Potential to introduce more market-driven courses. | 7. Weak maintenance system |
| 8. Availability of online student learning management system | 8. Inadequate students' residential facilities. |
| 9. Established Competency-Based Training (CBT) Centre | |
| 10. Existence of a Basic School for Teaching Practice on campus | |
| 11. Strategic Geographical location of the University | |
| **OPPORTUNITIES** | **THREATS** |
| 1. Opportunities for collaboration with relevant institutions | 1. Competition with other universities for students |
| 2. Existing demand for consultancy services | 2. Inadequate government subvention and funding |
| 3. Favourable government policy on entrepreneurial development | 3. Ineffective training of students at pre-tertiary levels |
| 4. Formidable alumni | 4. Erratic power supply from the national grid. |
| 5. Availability of exchange programmes for staff/students | 5. Negative perception of students and parents about TVET and its prospects |
| 6. High demand for TVET-competent teachers/graduates/professionals | 6. Competition from informal sector which offer skills at less or no cost |
| 7. Demand for entrepreneurship-related programmes | |
| 8. Decreasing opportunities for "white-colour" jobs | |

**STRATEGIC PLAN MATRIX**

**THEME 1: EXCELLENT TEACHING AND LEARNING IN TVET AND ENTREPRENEURSHIP**

**LEAD OFFICERS:** - **Pro Vice-Chancellor and Dean, School of Graduate Studies**

**Objective 1: Provide Competency-Based Training for all Academic Programmes**

| Strategies | Key Activities | Key Performance Indicator (KPI) | Budget (GHC) | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 1.1 Implement CBT mode of training for TVET programmes | 1.1.1 Train all teaching staff for effective CBT implementation | At least one (1) training workshop on CBT implementation for all teaching staff on each campus organized per semester | 360,000.00 | ▬ | ▬ | | | | Dirs. ICBT and ITPDLL, Deans & HoDs |
| | 1.1.2 Convert all programmes to Ghana harmonized CBT mode for accreditation | 60% of programmes converted to Ghana harmonised CBT mode and accreditation initiated | 625,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Pro VC, Deans, Dirs. ICBT and ITPDLL, HoDs |
| | 1.1.3 Institute compulsory Workplace Experience Learning (WEL) / industrial attachment for all students | Workplace Experience Learning (WEL) / industrial attachment instituted | 3,000,000.00 | ▬ | | | | | Deans, HoDs, ILOs |
| | 1.1.4 Engage trained master craftsmen and relevant experts in the teaching of TVET programmes | At least 20 master craftsmen and other experts involved in the teaching of TVET courses | 500,000.00 | | | ▬ | ▬ | ▬ | Pro VC, Deans, HoDs, Dirs. ICBT and ITPDLL |
| | 1.1.5 Establish departmental liaison offices to liaise with industry and monitor students' progress | • Departmental industrial liaison offices to liaise with industry and monitor students' progress established<br><br>• Departmental industrial liaison coordinators appointed | 10,000.00 | ▬ | ▬ | | | | Pro VC, Principal(s), Registrar, Deans, Directors, HoDs |

| Strategies | Key Activities | Key Performance Indicator (KPI) | Budget (GHC) | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 1.2 Develop new programmes that meet the needs of TVET Institutions at all levels | 1.2.1 Conduct needs assessment in TVET institutions and industry | At least one needs assessment study conducted by each Faculty | 540,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Director QAPA, Deans, HoDs, FQAOs |
| | 1.2.2 Conduct research on emerging national needs | At least one research on emerging national needs conducted by Faculties and Centres | 1,500,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Pro VC, Principal, Deans, Directors, HoDs |
| | 1.2.3 Develop new academic programmes to meet the TVET and research need gaps in collaboration with CTVET | At least one new academic programme developed by each Faculty | 375,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Pro VC, Deans, HoDs, DG. CTVET |
| 1.3 Provide adequate facilities for training students | 1.3.1 Expand and resource laboratories/workshops and ICT centres at Kumasi campus | Capacities of Laboratories /workshops and ICT centres at Kumasi campus expanded by 50% | 25,000,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Director of Finance, Deans, HoDs, Dir. WPDFM |
| | 1.3.2 Build ultra-modern laboratories/workshops and ICT centres at Mampong Campus | • Two laboratories built on Mampong Campus<br><br>• One workshop built on Mampong Campus<br><br>• An ICT centre built on Mampong Campus | 25,000,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Principal, Dir. Finance, Deans, HoDs, Dir. WPDFM |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1.4 Coordinate all TVET teaching programmes in public and private institutions | 1.4.1 Develop a database system for TVET training institutions in collaboration with TVET Service | Database system for TVET training institutions developed | **20,000.00** | | | | | | | | | | VC, Deans, HoDs, Dir. ICT, Dir. QAPA, DG. TVET Service |
| | 1.4.2 Liaise and develop MoUs with TVET institutions in collaboration with TVET Service | MoUs signed with all TVET institutions | **100,000.00** | | | | | | | | | | VC, Deans, HoDs, DG. TVET Service, DG. CTVET |
| | 1.4.3 Strengthen the capacity of TVET institutions to train | • Training needs of TVET institutions documented <br><br>• Manuals for building training capacities developed <br><br>• Training capacities of all TVET institutions strengthened | **450,000.00** | | | | | | | | | | VC, Dir. ICBTTPD, DG. TVET Service, DG. CTVET |
| | 1.4.4 Establish a monitoring system for the TVET training institutions | Monitoring system for all TVET training institutions established | **35,400.00** | | | | | | | | | | Pro. VC, Directors of ICBT, ITPDLL & QAPA, DG. TVET Service |
| 1.5 Train and certificate informal sector apprenticeship | 1.5.1 Train master craftsmen and apprentices in their trade areas under the NTVETQF | • Protocols for training master craft persons and apprentices developed <br><br>• 1000 Master craft persons and apprentices in trade areas identified, trained and certificated | **2,240,000.00** | | | | | | | | | | Pro VC, Deans, HoDs, Dirs. ICBT and ITPDLL, DG CTVET |
| | 1.5.2 Develop certificate/diploma courses to upgrade informal sector apprenticeship | Certificate /diploma programmes developed for at least 50% of informal trade areas | **72,000.00** | | | | | | | | | | Pro. VC, Deans, HoDs, Dirs. ICBT and ITPDLL, DG. CTVET, DG. TVET Service |

**Objective 2: Provide Entrepreneurial Training and Skills**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 2.1 Include mandatory entrepreneurship courses in all academic programmes | 2.1.1 Develop a policy to include mandatory entrepreneurship courses in all programmes | • Policy document developed and published <br><br> • Mandatory entrepreneurship courses added to all academic programmes | **30,000.00** | ▬ | ▬ | ▬ | | | Pro VC, Registrar, Deans, Dir. QAPA, HoDs |
| | 2.1.2 Develop pedagogy in entrepreneurship | Entrepreneurship pedagogy developed | **100,000.00** | | | ▬ | ▬ | | Pro VC, Registrar, Deans, HoDs, Directors of QAPA & HR |
| | 2.1.3 Train all staff in Entrepreneurship | • At least One training workshop organised every year for all teaching staff <br><br> • One training workshop organized every year for all non-teaching staff <br><br> • At least one corporate seminar organized annually with renowned entrepreneurs | **160,000.00** | ▬ | ▬ | ▬ | ▬ | ▬ | Pro VC, Registrar, Deans, HoDs, Directors of QAPA & HR |

| Strategies | Key Activities | Key Performance Indicator (KPI) | Budget (GHC) | Time Frame 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 2.2 Create Business Incubation and Innovation Centres (BIIC) on all campuses | 2.2.1 Train students in entrepreneurship | Entrepreneurship courses for students developed and accredited | 2,000,000.00 | | | ▬ | ▬ | | Pro VC, Registrar, Deans, Directors of QAPA & HR, HoDs |
| | 2.2.2 Advocate the establishment of the centre through government institutions and relevant stakeholders | • A catalogue of financiers from government institutions and relevant stakeholders developed<br><br>• Proposal for the establishment of the centre submitted to financiers for funding | 20,000.00 | ▬ | | | | | VC, Principals, Registrar, Dir. IEDEI |
| | 2.2.3 Establish BIIC on all Campuses | BIIC established on all Campuses | 120,000.00 | ▬ | ▬ | ▬ | | | VC, Dir. IEDEI, Principals, Registrar, Directors of WPDFM & Finance |
| | 2.2.4 Establish skills development fund | Skills development fund established and made operational | 32,400.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Principals, Registrar, Directors of IEDEI & Finance |
| | 2.2.5 Facilitate the exchange of technologies among industry, staff and students | • MoUs on Technologies exchange between Faculties/Departments and industry signed<br><br>• Annual reports on Technology transfer activities submitted by BIIC | 1,500,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Deans, Directors, HoDs, |
| | 2.2.6 Create a repository for existing and new technology | Catalogue of new technologies documented by the Centre<br><br>Video coverage for existing and new technologies | 200,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Deans, Directors, Librarian, HoDs |

| | | collated and documented by the centre on each campus | | 2024 | 2025 | 2026 | 2027 | 2028 | |
|---|---|---|---|---|---|---|---|---|---|
| | 2.2.7 Link up with industry to promote start-ups and spin-outs | MoUs signed by each Department with industry for start-ups and spin-outs<br><br>Students with start-up ideas are linked up and attached to relevant enterprises by BIIC | **30,000.00** | ████ | ████ | ████ | ████ | ████ | VC, Deans, Directors, HoDs, Industrial Liaison Officers |
| | 2.2.8 Offer business advisory and community service to stakeholders / public institutions | Protocols for business advisory services established by BIIC<br><br>Business advisory services offered to business enterprises by BIIC | **50,000.00** | ████ | ████ | ████ | ████ | | Deans, Directors of IEDEI & PA, HoDs, Industrial Liaison Officers |

**Objective 3: Provide Quality Teaching, Learning and Research**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 3.1 Provide capacity building for academic staff to improve teaching skills and research output | 3.1.1 Conduct training and research needs assessment of staff | • Training and research need of academic staff conducted yearly by each faculty<br><br>• A catalogue of training and research needs of staff provided and updated yearly by faculties | **20,000.00** | ████ | ████ | ████ | ████ | | Registrar, Deans, Directors of QAPA & HR, HoDs, |
| | 3.1.2 Organise training for academic staff on research skill gaps | At least one training workshop organised every year to build capacity of academic staff | **220,000.00** | ████ | ████ | ████ | ████ | | Registrar, Deans, Directors of QAPA & HR, HoDs, |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| | 3.1.3 Support academic staff to attend seminars and conferences | • Allocations made for seminars and conferences in departmental budgets <br><br>• At least two (2) academic members of each department supported to attend seminars and conferences per year to international conferences | **4,000,000.00** | ████ | | | | ████ | VC, Deans, Directors, HoDs |
| 3.2 Ensure compliance with GTEC/CTVET standards on teaching and learning | 3.2.1 Implement the GTEC/CTVET requirements on teaching and learning | At least 50% of departments comply with GTEC/CTVET requirements on teaching and learning | **100,000.00** | ████ | | | | ████ | Pro VC, Deans, Directors, HoDs |

**Objective 4: Create a Conducive and State-of-the-Art Teaching and Learning Environment**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 4.1 Provide excellent academic experience to staff and students | 4.1.1 Use technological tools in teaching and learning | • Staff trained on use of workshop and ICT facilities for teaching and learning <br><br>• Projectors, PA systems, and interactive multimedia provided in all lecture halls <br><br>• Laboratories and ICT Centres in all campuses resourced with state-of-the-art equipment | **1,000,000.00** | ████ | | | | ████ | Pro VC, Deans, Directors, HoDs |

| | | | | | | | | | | | | | | | |
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| | | • Biometric register developed to take student attendance in class<br><br>• All lecturers use technological tools for teaching. | | | | | | | | | | | | | |
| | 4.1.2 Use industry-relevant tools and methodologies in teaching | • Staff trained on the use of industry-relevant tools and methodologies for teaching<br><br>• Workshops in all campuses are equipped with industry-relevant tools<br><br>• All TVET courses are taught using industry-relevant tools and methodologies | **1,000,000.00** | ▬▬▬▬▬ | | | | | | | | | | Pro VC, Deans, Directors, HoDs |
| | 4.1.3 Facilitate students' participation in local and international conferences /exhibitions/fairs | At least 100 students are supported yearly to attend international and local conferences<br>• /exhibitions/fairs | **300,000.00** | ▬▬▬▬▬ | | | | | | | | | | Pro VC, Deans, Directors, HoDs, |
| | 4.1.4 Improve student support services | • Scholarship scheme instituted to support brilliant but needy students<br><br>• Students counselling | **200,000.00** | ▬▬▬▬▬ | | | | | | | | | | VC, Pro VC, Registrar, Deans, Directors of Academic Affairs, Health Services & ICT, Hall Managers, HoDs |

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| | | centre established on all campuses to support students' welfare | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | Sports and recreational centres established on all campuses | | | | | | | | | | | |
| | 4.1.5 Manage the landscape to be conducive for teaching and learning | • A curator appointed on all campuses | 1,000,000.00 | ▬▬▬▬▬ | | | | | | | | | Registrar, Principal, Director of WPD |
| | | • A map of landscape design indicating designated areas for lawns and trees prepared for each campus | | | | | | | | | | | |
| | | • Lawns are well established and maintained in designated areas on all campuses | | | | | | | | | | | |
| | | • Ornamental plants are grown and maintained in designated areas on all campuses | | | | | | | | | | | |
| | | • Buildings on all campuses are painted regularly | | | | | | | | | | | |
| | 4.1.6 Provide adequate infrastructure and state-of-the-art facilities | • An ultramodern central lecture block built and well-resourced on all | 300,000,000.00 | ▬▬▬▬▬ | | | | | | | | | VC, Principal, Registrar, Directors of Finance & WPD, |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| | | campuses, including Ezinlibo | | | | | | | | | Deans |
| | | • CCTV cameras installed in Lecture and Examination Halls | | | | | | | | | |
| | | • Student residential accommodation expanded on all campuses | | | | | | | | | |
| | | • Library facilities on all campuses expanded, upgraded and well-resourced | | | | | | | | | |
| | 4.1.7 Provide safe, comfortable and reliable transport services to support teaching and learning | • Vehicles for teaching purposes procured for each campus<br><br>• Shuttle system introduced on all campuses | **12,600,000.00** | ▬▬▬▬ | | | | | | | VC, Principal, Registrar, Dir. GACS |
| | 4.1.8 Adopt robust blended learning approaches for effective and efficient teaching and learning | • LMS for teaching and learning improved<br>• Blended approach in teaching and learning used by all lecturers | **300,000.00** | ▬▬▬▬ | | | | | | | Pro VC, Principal, Registrar, Deans, Directors, HoDs |
| | 4.1.9 Create an efficient health system to support teaching and learning | • Efficient health system created on each campus<br><br>• Required staff recruited for | **150,000.00** | ▬▬▬▬ | | | | | | | VC, Principal, Registrar, Dir. Health Services |

| | | all health facilities of the university | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | • Health facilities are NHIS accredited | | | | | | | | | | |
| | | • Periodic first aid training for students and staff instituted | | | | | | | | | | |
| | 4.1.10 Promote academic freedom and institutional autonomy | • Awareness on culture of academic freedom created | **10,000.00** | | | | | | | | | VC, Pro VC, Principal, Registrar, Deans, Directors, HoDs |
| | 4.1.11 Build and equip ultra-modern hospitals for Kumasi and Mampong Campuses | • Two ultra-modern hospitals built and equipped for Kumasi and Mampong Campuses | **60,000,000.00** | | | | | | | | | VC, Principal, Registrar, Dir. Health Services |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 4.1.12 Promote preventive and educative health for staff and students | • Preventive and curative health policy developed and published<br><br>• Preventive and curative health promoted through awareness, campaigns, sensitisations, workshops, etc. | **350,000.00** | | | | | | | Registrar, Dir. Health Services, Dir. PA, Dean of Student Affairs, Hall Managers |
| | 4.1.13 Procure CT scanner and Electronic X-ray machine for the Clinics at Kumasi and Asante Mampong | • CT scanner and Electronic X-ray machines procured for Kumasi and Asante Mampong | **1,448,887.50** | | | | | | | VC, Principal, Directors of Health Services & Procurement |
| | 4.1.14 Establish student health fund | • Student health fund policy published<br><br>• Student health funds established and managed effectively | **5,000,000.00** | | | | | | | VC, Principal, Dir. Health Services |

| Strategy | Activity | Output/Indicator | Budget (GH¢) | Timeline | Responsibility |
|---|---|---|---|---|---|
| | 4.1.15 Institute and implement a system for regular medical examination and counselling for students and staff | • Annual medical examinations for students and staff conducted.<br><br>• Regular health counselling scheme instituted and implemented<br><br>• Well-furnished health counselling centre established on all campuses | 500,000.00 | ▬▬▬▬ | Registrar, Directors of Health Services, Counselling, & PA, Dean of Student Affairs |
| | 4.1.16 Re-orient administrative staff to incorporate learner-centeredness in service delivery | At least one orientation workshop organised on each campus every year on learner-centeredness for administrative staff | 150,000.00 | ▬▬▬▬ | Registrar, Dir. HR |
| 4.2 Establish an efficient security system | 4.2.1 Develop and implement information security policy | Information security policy document developed, published and operationalised | 23,500.00 | ▬▬▬▬ | Registrar, Directors of ICT & QAPA, Data Protection Expert |
| | 4.2.2 Procure information security infrastructure | Information security infrastructure procured for all campuses | 400,000.00 | ▬▬▬▬ | VC, Directors of ICT, Finance & Procurement |
| | 4.2.3 Install CCTV cameras at vantage points for security monitoring | CCTV cameras installed at all vantage points on Kumasi and Asante Mampong Campuses | 2,000,000.00 | ▬▬▬▬ | Directors of ICT & GACS |

| | | | | | VC, Principal, Registrar, Dir. GACS |
|---|---|---|---|---|---|
| | 4.2.4 Resource security personnel with state-of-the-art equipment and facilities for fighting crime | • A list of state-of-the –art equipment and facilities for effective security documented<br><br>• State-of-the–art equipment and facilities for effective security procured | **100,000.00** | ▬▬▬▬ | VC, Principal, Registrar, Dir. GACS |
| | 4.2.5 Build capacity of security personnel to provide effective services | • Training needs of security personnel identified<br>• At least two training sessions organised yearly for security personnel | **50,000.00** | ▬▬▬▬ | Registrar, Directors of HR & GACS |
| 4.3 Provide resilient end-to-end, high performing network infrastructure | 4.3.1 Build a state-of-the-art data centre | State-of-the art data centre built on all campuses | **4,000,000.00** | ▬▬▬▬ | VC, Directors of WPDFM & ICT |
| | 4.3.2 Install fibre to all buildings in the University | Fibre installed to all buildings of each campus | **350,000.00** | ▬▬▬▬ | VC, Principal, Directors of WPDFM & ICT |
| | 4.3.3 Build a hybrid, tiered storage platform | A hybrid, tiered storage platform built on each campus | **2,000,000.00** | ▬▬▬▬ | VC, Principal, Directors of WPDFM & ICT |
| | 4.3.4 Improve wired and wireless network infrastructure | Increased wired and wireless network infrastructure on all campuses | **300,000.00** | ▬▬▬▬ | VC, Principal, Directors of WPDFM & ICT |
| | 4.3.5 Build a disaster recovery site at Mampong Campus | A disaster recovery site built on Asante Mampong Campus | **4,000,000.00** | ▬▬▬▬ | VC, Principal, Directors of WPDFM & ICT |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | 4.3.6 Set up Online TV studio for educational purposes | Online TV studios established on Kumasi and Asante Mampong Campuses | 250,000.00 | ▬ | ▬ | ▬ | ▬ | | VC, Principal, Directors of WPDFM & ICT |
| | 4.3.7 Acquire the ERP software | ERP software acquired | 5,600,000.00 | ▬ | ▬ | ▬ | ▬ | | VC, Principal, Registrar, Director of Finance, WPDFM & ICT |
| | 4.3.8 Set up a team to ensure effective use and management of the ERP system/software | A team appointed to manage ERP system/software | 50,000.00 | | ▬ | ▬ | ▬ | | VC, Principal, Registrar, Dir. Finance, WPDFM & ICT |

## THEME 2: INNOVATIVE AND DEMAND-DRIVEN RESEARCH

## LEAD OFFICER: - Director, Research, International Programmes & Institutional Advancement

## Objective 5: Support High Quality and Innovative Research

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 5.1 Provide an enabling and conducive environment for conducting research | 5.1.1 Develop research ethics policy | Research ethics policy developed and published | 30,000.00 | ▬ | | | | | Pro VC, Deans, HoDs |
| | 5.1.2 Build capacity of staff in research and dissemination of scientific knowledge | • Research Coordinator appointed at each faculty<br><br>• Research capacity needs of staff identified<br><br>• At least two training workshops organised by each faculty | 270,000.00 | ▬ | ▬ | ▬ | ▬ | | Pro VC, Deans, Directors of QAPA & HR, HoDs, |

| | 5.1.3 Set up a research fund | • A research fund established<br><br>• Policy document for accessing the research fund developed, published and implemented | **30,000.00** | | VC, Pro VC, Deans, Dir. RIPIA, HoDs |
|---|---|---|---|---|---|
| | 5.1.4 Provide facilities and support systems for effective research | Research fund made accessible to all departments for research facilities | **1,582,000.00** | | VC, Pro VC, Deans, Directors of RIPIA, GACS & WPDFM, HoDs, |
| | 5.1.5 Institute a research mentoring programme for staff | Research mentoring programme for staff instituted and implemented | **50,000.00** | | VC, Pro VC, Principal, Deans, Dir. RIPIA, HoDs |
| 5.2 Institute incentive packages to motivate students and staff to conduct quality research | 5.2.1 Institute awards/prizes for staff and students who excel in inventiveness and research, and publish in high impact and other relevant journals | Awards/prizes scheme instituted and implemented | **160,000.00** | | VC, Pro VC, Principal, Deans, HoDs |
| 5.3 Establish an interdisciplinary journal for the University | 5.3.1 Establish an interdisciplinary journal for the University | An interdisciplinary journal established | **50,000.00** | | Pro VC, Dean of Graduate School |
| 5.4 Strengthen School of Graduate Studies and Directorate of Research and Institutional Advancement (DRIA) | 5.4.1 Organise Research Seminars, conferences, and workshops | At least two research Seminars, conferences, and workshops organized yearly | **150,000.00** | | Pro VC, Dean of Graduate School |
| | 5.4.2 Acquire Plagiarism software, and Data Analysis software | Plagiarism and Data Analysis softwares procured | **400,000.00** | | Pro VC, Dean of Graduate School |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|

to enhance research output

## Objective 6: Promote Demand-Driven Research for Industry

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 6.1 Collaborate with industry to conduct demand-driven research | 6.1.1 Identify specific needs of community and industry to inform research | Needs assessment of communities and industries conducted | 450,000.00 | ▬ | ▬ | ▬ | ▬ | | Pro VC, Deans, Directors, HoDs |
| | 6.1.2 Establish partnership with local and international organizations /institutions for research | MoUs and partnerships signed with local and international organization/institutions | 10,000.00 | ▬ | ▬ | ▬ | | | Pro VC, Deans, Dir. RIPIA, Directors, HoDs |
| | 6.1.3 Conduct and disseminate research outputs to stakeholders | • Research reports produced by Faculty  • Research outputs disseminated to stakeholders | 75,000.00 | ▬ | ▬ | ▬ | | | Pro VC, Deans, Dir. RIPIA, Directors, HoDs |

## THEME 3: STAFF DEVELOPMENT AND WELFARE

## LEAD OFFICERS: - Registrar and Director, Human Resource

## Objective 7: Attract, Develop and Retain High Calibre Staff

| Strategies | Activities | Key Performance Indicator (KPI ) | Budget | Time Frame 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 7.1 Employ and retain high calibre staff | 7.1.1 Scout and employ high calibre staff | High calibre staff employed | 100,000.00 | ▬ | ▬ | ▬ | ▬ | | VC, Pro VC, Principal(s), Deans, HoDs |

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| | Activity | Output/Indicator | Budget | Timeline | Responsibility |
|---|---|---|---|---|---|
| | 7.1.2 Provide tools, accessories and protective gears to promote professionalism | Tools, accessories and protective gears provided | **200,000.00** | ▬▬▬ | VC, Pro VC, Principal(s), Registrar, Dir. Finance, Deans, HoDs |
| | 7.1.3 Provide well-furnished office accommodation, logistics, transport, etc. for effective delivery | Well-furnished office accommodation, logistics, transport, etc. provided | **2,500,000.00** | ▬▬▬ | VC, Principal(s), Registrar, Dir. Finance |
| | 7.1.4 Create a healthy working environment | A healthy working environment created | **285,000.00** | ▬▬▬ | VC, Principal(s), Registrar, Deans, HoDs |
| 7.2 Support personal and professional development of academic and administrative staff | 7.2.1 Re-orient all staff on relevant documents of the University, such as the University Act, Statutes, and Strategic Plan | At least one orientation workshop organised yearly for all staff on the Act, Statutes, Strategic Plan and other relevant policies | **100,000.00** | ▬▬▬ | VC, Principal(s), Registrar, Directors of HR, PA, QAPA |
| | 7.2.2 Develop and implement staff mentoring policy | • Staff mentoring policy developed, published<br><br>• Monitoring report published | **25,000.00** | ▬▬▬ | Pro VC, Principal(s), Registrar, Deans, Directors of HR & QAPA, HODs |
| | 7.2.3 Establish a well-structured in-house continuing professional development (CPD) programme | A well-structured in-house continuing professional development (CPD) programme established and implemented | **30,000.00** | ▬▬▬ | VC, Pro VC, Principal(s), Registrar, Deans, Dir. QAPA, HoDs |
| | 7.2.4 Institute scholarships/fellowships for higher learning | Scholarship/fellowship for higher learning instituted | **6,000,000.00** | ▬▬▬ | VC, Pro VC, Principal(s), Registrar, Dir. Finance, Deans, HoDs |
| | 7.2.5 Support staff to attend courses/conferences/worksho | At least 10% of staff supported to attend | **1,500,000.00** | ▬▬▬ | VC, Pro VC, Principal(s), Registrar, |

| | Activity | Output Indicator | Budget | | Responsibility |
|---|---|---|---|---|---|
| | ps, etc. | courses/conferences/workshops, etc. yearly | | | Dir. Finance, Deans, HoDs |
| | 7.2.6 Support collaborative research among staff | • Academic staff are motivated to conduct collaborative research<br><br>• At least two articles co-authored by department members published yearly | 100,000.00 | | Pro VC, Principal(s), Deans, HoDs |
| | 7.2.7 Attach teaching staff to industry for practical experience | • A list of industries for attachment documented and MoUs signed<br><br>• At least 50% of teaching Staff for TVET programmes attached to industry for practical experience | 1,000,000.00 | | Pro VC, Principal(s), Registrar, Deans, HoDs |
| 7.3 Establish a system for staff performance review | 7.3.1 Review the appraisal process periodically | Appraisal process reviewed and documented periodically | 50,000.00 | | Pro VC, Registrar, Directors of HR, QAPA |
| | 7.3.2 Conduct routine staff performance appraisal | Performance appraisal reports for both teaching and non-teaching staff submitted | 50,000.00 | | Pro VC, Registrar, Directors of HR, QAPA |
| | 7.3.3 Institute prompt feedback and remedial measures for staff assessment | Staff performance assessment and remedial measures submitted to user departments/sections/units | 25,000.00 | | Pro VC, Registrar, Directors of HR, QAPA |
| | 7.3.4 Monitor staff to comply with code of conducts and | Guideline documents of professional bodies | 500,000.00 | | Pro VC, Registrar, Directors of HR, |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| professional standards of professional bodies | published on AAMUSTED website | | | | | | | | QAPA |

## Objective 8: Promote Staff Welfare Development

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 8.1 Improve staff welfare | 8.1.1 Establish Employee Relations, Training and Welfare unit and Develop staff welfare policy | • Staff welfare policy developed and published<br><br>• Employee Relations, Training and Welfare unit established | 10,500.00 | ▬ | ▬ | ▬ | | | Pro VC, Registrar, Dir. HR |
| | 8.1.2 Set up a health fund for staff | • Health fund policy published<br><br>• Health fund for staff established | 108,000.00 | ▬ | ▬ | ▬ | | | VC, Pro VC, Principal(s), Registrar, Directors of Finance & Health Services |
| | 8.1.3 Construct a multipurpose recreational centre for staff | Multipurpose recreational centres for staff constructed on all campuses | 3,000,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Principal(s), Registrar, Directors of DWPDFM & Sports |

**THEME 4:  PARTNERSHIPS AND SUSTAINABLE RESOURCE MOBILIZATION**

<u>**LEAD OFFICERS:**</u> **- Director, Research, International Programmes & Institutional Advancement**

**Objective 9: Establish International Collaborations and Partnerships**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 9.1 Enhance collaboration with international institutions for effective teaching, learning and research | 9.1.1 Identify potential partner institutions | A list of potential international partner institutions published | **35,000.00** | ▬▬▬ | | | | | VC, Principal(s), Registrar, Deans, Directors, HoDs |
| | 9.1.2 Collaborate with international institutions for teaching, learning and research and attract international students | • MoUs signed with international institutions for teaching, learning and research<br>• Number of international students admitted | **150,000.00** | ▬▬▬▬▬▬▬▬ | | | | | VC, Pro VC, Principal(s), Registrar, Deans, Directors, HoDs |

**Objective 10: Establish Local Collaborations and Partnerships**

| Strategies | KeyActivities | Key Performance Indicator (KPI ) | Budget (GHC) | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 10.1 Enhance collaboration with local stakeholders for effective teaching, learning and research | 10.1.1 Identify potential partner institutions | A list of potential local partner institutions published | **35,000.00** | ▬▬▬ | | | | | VC, Pro VC, Principal(s), Registrar, Deans, Directors, Dir. RIA,  HoDs |
| | 10.1.2 Collaborate with institutions and stakeholders for teaching, learning and research | MoUs signed with local institutions for teaching, learning and research | **20,000.00** | ▬▬▬▬▬ | | | | | VC, Pro VC, Principal(s), Registrar, Deans, Directors, Dir. RIA, HoDs |
| 10.2 Strengthen collaboration with | 10.2.1 Involve industry in the review and development of | A list of industry involved in the review and | **45,000.00** | ▬▬▬▬▬ | | | | | VC, Pro VC, Principal(s), Registrar, |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| industries to develop market-driven programmes | market-driven programmes | development of academic programmes documented | | | | | | | Deans, Directors, HoDs |
| | 10.2.2 Collaborate with local industries, TVET institutions and other stakeholders to provide workplace experience learning for students | MoUs/MoPs/MoAs signed with local industries, TVET institutions and other stakeholders | 75,000.00 | | ▬ | ▬ | ▬ | ▬ | VC, Pro VC, Principal(s), Registrar, Deans, Directors, Dirs. ICBT and ITPDLL, HoDs |
| 10.3 Develop a system for effective resource mobilization with partner institutions | 10.3.1 Identify relevant institutions for resource mobilization | Institutions for resource mobilization identified and documented | 20,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Principal(s), Dir. RIA |
| | 10.3.2 Develop proposals with partner institutions for resource mobilization | At least two proposals for resource mobilization developed annually by Departments/Sections/Units | 52,500.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Principal(s), Dir. RIA |
| | 10.3.3 Develop a policy to acknowledge and honour individuals and Institutions who contribute to resource mobilization and developments | Policy document developed and published | 25,000.00 | ▬ | | | | | VC, Principal(s), Dir. RIA |

**Objective 11: Establish Innovative and Sustainable Resource Mobilization**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 11.1 Develop market-driven programmes | 11.1.1 Conduct labour market survey | Labour market surveys reports submitted | 300,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Pro VC, Principal(s), Registrar, Deans, Directors, HoDs |
| | 11.1.2 Organise departmental retreats to develop | • One retreat per year organised by each | 5,000,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Pro VC, Principal(s), Registrar, Deans, |

| | programmes | department | | | Directors, HoDs |
|---|---|---|---|---|---|
| | | • At least two programmes developed by each department per year | | | |
| | 11.1.3 Institute incentive package for developing and running of short courses and part-time postgraduate and undergraduate programmes | Policy on incentive package for developing and running of short courses and part-time postgraduate and undergraduate programmes developed, published and implemented | **30,000.00** | | VC, Pro VC, Principal(s), Registrar, Deans, Directors, HoDs |
| | 11.1.4 Strengthen and expand outreach programmes to improve enrolment | • Guideline for outreach programmes developed and implemented<br><br>• Admission points and agents for sales of forms established in all district capitals | **50,000.00** | | VC, Pro VC, Principal(s), Registrar, Deans, Directors, HoDs, Outreach Coordinators |
| 11.2 Institute efficient fees collection and student registration system | 11.2.1 Establish relationship with banks and other institutions for flexible modes of payment of fees | MoUs with banks and other financial institutions signed | **20,000.00** | | VC, Pro VC, Principal(s), Registrar, Dir. Finance |
| | 11.2.2 Establish an integrated system between the financial institutions and the university for real-time transfers of payment of fees | Integrated Student Management System operationalised | **100,000.00** | | VC, Principal(s), Registrar, Dir. Finance |
| | 11.2.3 Institute online and | Online biometric | **1,000,000.00** | | VC, Pro VC, Registrar, |

| | | | | | Responsibility |
|---|---|---|---|---|---|
| | Biometric Registration of students | registration of students instituted and implemented | | | Principal(s), Deans, Dir. Academic Affairs, HoDs |
| | 11.2.4 Introduce electronic system to control access to academic and residential facilities | Access to academic and residential facilities electronically controlled | **5,000,000.00** | ▬▬▬▬ | VC, Registrar, Principal(s), Dir. WPDFM, Hall Managers |
| 11.3 Promote income generation activities | 11.3.1 Identify income generating activities | Viable income generating activities identified | **100,000.00** | ▬▬▬▬ | VC, Principal(s), Registrar, Dir. Finance, Directors, Deans, HODs |
| | 11.3.2 Develop and implement business plans / proposal for income generation | Business plan/proposal for the enterprise developed and approved | **35,000.00** | ▬▬▬▬ | VC, Principal(s), Registrar, Dir. Finance, Directors, Deans, HODs |
| | 11.3.3 Create semi-autonomous enterprises (AAMUSTED Commercialised Services Limited) for income generation on each campus | AAMUSTED Commercialised Services Limited | **250,000.00** | ▬▬▬▬ | VC, Principal(s), Registrar, Dir. Finance |
| | 11.3.4 Engage private companies and stakeholders to support developmental projects under PPP arrangements | • Policy for PPP developed and published<br><br>• Academic infrastructure investment unit established and operationalised | **50,000.00** | ▬▬▬▬ | VC, Principal(s), Registrar, Dir. Finance, WPDFM & Legal Services, |
| | 11.3.5 Establish an endowment fund for development | Endowment fund for development established | **50,000.00** | ▬▬▬▬ | VC, Principal(s), Registrar, Dir. Finance |
| | 11.4.1 Create Directorate of | Office of DRIPIA created, | **100,000.00** | ▬▬▬▬ | VC, Principal(s), |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officers |
|---|---|---|---|---|---|---|---|---|---|
| 11.4 Promote grant sourcing and institutional advancement | Research, International Programmes and Institutional Advancement (DRIPIA) | furnished and staffed | | | | | | | Registrar, Directors of Finance & Dir. RIPIA |
| | 11.4.2 Train staff regularly on grant sourcing | At least one training workshop organized annually on grant sourcing for each campus | **200,000.00** | | | | | | Pro VC, Deans, Directors, HoDs |
| | 11.4.3 Develop grant winning proposals | At least 15 grant winning proposals developed yearly | **60,000.00** | | | | | | Pro VC, Principal(s), Directors, Dir. RIPIA, Deans, HODs |
| | 11.4.4 Develop a policy grant sourcing and institutional advancement | Policy on grant sourcing and institutional advancement | **50,000.00** | | | | | | VC, Principal(s), Registrar, Directors of Finance, RIPIA |
| | 11.4.5 Implement incentive package for grant sourcing | Policy on incentive package for grant sourcing/proposal writing developed, published and implemented | **20,000.00** | | | | | | VC, Principal(s), Registrar, Directors of Finance, RIPIA |
| | 11.4.6 Coordinate all grant sourcing activities | All grant sourcing activities coordinated by the DRIPIA | **20,000.00** | | | | | | VC, Principal(s), Registrar, Directors of Finance, RIPIA |

**Objective 12: Promote Efficient, Transparent and Accountable Resource Management**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officers |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 12.1 Strengthen all financial and internal procedures and controls | 12.1.1 Adhere to procurement plans | • Procurement plans submitted by all departments<br><br>• Approved procurement plans strictly | **10,000.00** | | | | | | VC, Principal(s), Registrar, Deans, Directors, HoDs, Dir. Int. Audit |

| Objective | Activity | Output/Indicator | Budget | Timeline | | | | | | | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | implemented | | | | | | | | | |
| | 12.1.2 Organise workshops on preparation and implementation of budgets, operational and procurement plans | At least one Workshop on preparation and implementation of budgets, operational and procurement plans organized annually | **50,000.00** | ▬▬▬▬▬ | | | | | | | VC, Principal(s), Registrar, Directors of Finance, QAPA & Procurement |
| | 12.1.3 Ensure timely delivery of procurement requests | Timelines on procurement plans from departments, units and sections strictly adhered to | | ▬▬▬▬ | | | | | | | Principal(s), Directors of Finance & Procurement |
| | 12.1.4 Monitor and control implementation budgets | Budgetary control procedures implemented | **30,000.00** | ▬▬▬▬▬ | | | | | | | VC, Directors of Finance & Internal Audit |
| | 12.1.5 Monitor adherence to internal controls | Internal control procedures strictly implemented | **20,000.00** | ▬▬▬▬▬ | | | | | | | Directors of Finance & Internal Audit |
| | 12.1.6 Strengthen the Internal Audit Directorate | Internal Audit Directorate strengthened | **150,000.00** | ▬▬▬▬▬ | | | | | | | VC, Registrar, Dir. Internal Audit |
| | 12.1.7 Provide regular and timely audit report | Audit report submitted to the Audit Committee and IIA quarterly | **10,000.00** | ▬▬▬▬▬ | | | | | | | Directors of Finance &Internal Audit |
| | 12.1.8 Introduce annual budget hearing for departments | Annual budget hearing instituted for departments | **10,000.00** | ▬▬▬▬▬ | | | | | | | VC, Dir. of Finance |
| 12.2 Ensure judicious management and utilization of financial resources | 12.2.1 Maintain a transparent financial administration | Transparent financial administration institutionalised | **20,000.00** | ▬▬▬▬▬ | | | | | | | VC, Principal(s), Registrar, Dir. Finance, Deans, Directors of HoDs |
| | 12.2.2 Provide regular and timely financial report | Financial reports prepared quarterly | **20,000.00** | ▬▬▬▬▬ | | | | | | | VC, Dir. Finance |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officers |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 12.3 Ensure effective utilization and management of physical assets | 12.3.1 Develop and implement policy on usage, monitoring and maintenance of physical assets | Policy on usage, monitoring and maintenance of physical assets develop, published and implemented | 50,000.00 | ▬▬▬ | | | | | VC, Registrar, Directors of Finance, WPDFM & Internal Audit |
| | 12.3.2 Maintain an updated fixed assets register | Fixed assets register created and updated regularly | 20,000.00 | ▬▬▬▬▬▬ | | | | | Directors of Finance, DWPDFM & Internal Audit |

## Objective 13: Promote Sustainable Resource Management

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officers |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 13.1 Implement sustainable resource management practices | 13.1.1 Orient university community on sustainable use of resources | At least one orientation workshop on sustainable resource use organised yearly on each campus | 150,000.00 | ▬▬▬▬▬▬ | | | | | Registrar, Deans, Directors, HoDs |
| | 13.1.2 Adopt sustainable greening and procurement principles and practices | Sustainable greening and procurement principles and practices adopted | 50,000.00 | ▬▬▬▬▬ | | | | | VC, Principal(s), Registrar, Deans, Directors, HoDs |
| | 13.1.3 Increase the use of sustainable energy sources | 50% increased use of sustainable energy sources | 450,000.00 | ▬▬▬▬▬▬ | | | | | VC, Principal(s), Registrar, Deans, Directors, Dir. WPDFM, HoDs |

**THEME 5: QUALITY ASSURANCE, BRANDING AND VISIBILITY**

**LEAD OFFICERS: - Director, Quality Assurance and Director, University Relations**

**Objective 14: Adhere to Standards in Curriculum Development**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officers |
|---|---|---|---|---|---|---|---|---|---|
| 14.1 Ensure adherence to benchmarks set by GTEC/CTVET/international norms | 14.1.1 Monitor compliance with GTEC/CTVET/international norms in reviewing and developing programmes by departments and institutes | All academic programmes made GTEC/CTVET/international norms compliant | **50,000.00** | ▬ | ▬ | ▬ | ▬ | ▬ | Pro VC, Principal(s), Deans, Directors of QAPA & ICBTTPD, HoDs |
| | 14.1.2 Set up peer review mechanisms at the departments to ensure that teaching materials are of good quality | • Peer review teams constituted by departments<br><br>• Checklist for assessing quality teaching materials developed and implemented | **50,000.00** | | ▬ | ▬ | ▬ | | VC, Pro VC, Principal(s), Registrar, Deans, Dir. QAPA, HoDs |

**Objective 15: Ensure High Quality Standards in the University's Operations**

| Strategies | Activities | Key Performance Indicator(s), KPI | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 15.1 Ensure adherence to standards and policies in the University's operations | 15.1.1 Develop Standard Operating Procedures (SOPs) for various activities of departments/units/sections | Standard Operating Procedures (SOPs) for activities of departments/ units/ sections developed | **117,000.00** | ▬ | ▬ | | | | VC, Pro VC, Registrar, Dir. QAPA, Deans, HoDs |
| | 15.1.2 Develop policy to | Compliance policy | **60,000.00** | ▬ | ▬ | | | | VC, Pro VC, Registrar, |

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | ensure compliance with the policies, SOPs, code of ethical conduct, rules and regulations in the University | documents developed and published | | | | | | | Dir. Finance |
| 15.2 Strengthen monitoring mechanisms at all levels of the University's operations | 15.2.1 Appoint quality assurance officers at faculties/departments/ units/sections to ensure monitoring | Quality assurance officers appointed at faculties/departments/units/ sections | 300,000.00 | ▬ | | | | | VC, Principal(s), Registrar |
| | 15.2.2 Digitise and automate procedures and activities in the University's operations | All University operations procedures and activities digitalised and automated | 500,000.00 | | ▬ | ▬ | ▬ | ▬ | VC, Pro VC, Principal(s), Registrar, Directors of QAPA & ICT |
| | 15.2.3 Monitor adherence to quality delivery in all operations | • Adherence to quality delivery institutionalised and implemented<br><br>• Adherence reports submitted periodically | 100,000.00 | | ▬ | ▬ | ▬ | ▬ | Directors of Finance, QAPA, & Internal Audit |
| | 15.2.4 Organise consultative interactions with students | At least one consultative interaction with students organised every semester | 100,000.00 | | ▬ | ▬ | ▬ | ▬ | VC, Principal(s), Dean of Student Affairs, Deans, HODs |

**Objective 16: Strengthen Assessment Practices for Staff, Students and Physical Assets**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 16.1 Strengthen staff performance assessment | 16.1.1 Evaluate and review the existing assessment policies | Existing assessment policies evaluated, reviewed and published | 50,000.00 | ▬ | ▬ | | | | Pro VC, Principal(s), Registrar, Directors of HR & QAPA |
| | 16.1.2 Conduct regular assessment on staff | Annual assessment of staff performance conducted and | 20,000.00 | ▬ | ▬ | ▬ | | | Pro VC, Registrar, Deans, Directors of |

| | | | | | | |
|---|---|---|---|---|---|---|
| | performance | feedback given to staff | | | | QAPA & HR, HoDs |
| 16.2 Strengthen practice for students' assessment | 16.2.1 Set up departmental peer review committees to review all test items before administering them | Departmental peer review committees constituted | **45,000.00** | ▬▬▬▬ | | Pro VC, Principal(s), Deans, HoDs |
| | 16.2.2 Strengthen internal and external moderation of examinations | • Internal team for moderation of examinations constituted<br><br>• Annual external moderation of examinations conducted<br><br>• Reports on examination moderation submitted | **150,000.00** | ▬▬▬▬ | | Pro VC, Principal(s), Registrar, Directors of Academic Affairs & QAPA, Deans, HoDs |
| | 16.2.3 Ensure review and compliance with examination rules and regulations | Examination rules and regulations reviewed, published and implemented | **100,000.00** | ▬▬▬▬ | | Pro VC, Principal(s), Directors of Academic Affairs & QAPA, Deans, HoDs |
| | 16.2.4 Ensure timely publication of examination results | Examination results published as provided for in relevant policies | **150,000.00** | ▬▬▬▬ | | Pro VC, Principal(s), Registrar, Directors of Academic Affairs & ICT |
| | 16.2.5 Promote robust online assessment systems | Robust online assessment systems established | **200,000.00** | ▬▬▬▬ | | Pro VC, Principal(s), Deans, Directors of QAPA & ICT |
| 16.3 Strengthen practices for assessment of physical assets | 16.3.1 Develop standards and specification for academic facilities | Academic facilities standards and specifications developed | **50,000.00** | ▬▬▬▬ | | Principal(s), Registrar, Directors of Finance, WPDFM & QAPA |
| | 16.3.2 Ensure that regular assessment and maintenance plans are adhered to | Monitoring assessment reports on maintenance submitted | **60,000.00** | ▬▬▬▬ | | Principal(s), Registrar, Directors of Finance, WPDFM & QAPA |

| | 16.3.3 Organise workshop for users of physical assets | At least one workshop organised for users of physical assets on each campus annually | 37,500.00 | ▬▬▬▬▬ (2024–2028) | Principal(s), Registrar, Directors of Finance, WPDFM, QAPA & Internal Audit |
|---|---|---|---|---|---|
| | 16.3.4 Monitor usage of physical assets | Usage of physical assets monitored | 50,000.00 | ▬▬▬▬▬ (2024–2028) | Pro VC, Registrar, Dir. QAPA |

## Objective 17: Establish Mechanisms for Branding and Visibility of the University

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 17.1 Showcase the unique entrepreneurial qualities of graduates | 17.1.1 Organise annual international forum for AAMUSTED graduates to share their experiences | At least one international forum organised annually | 50,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Principal, Registrar, Dir. PA |
| | 17.1.2 Organise exhibitions, fairs and seminars to showcase entrepreneurial abilities of graduates | At least one exhibition, fair and seminar organised annually | 150,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | VC, Pro VC, Principal, Registrar, Directors, Deans, Dir. PA, HODs |
| | 17.1.3 Conduct tracer studies | At least one tracer study conducted, and findings published | 35,000.00 | | | | ▬ | | VC, Pro VC, Principal(s), Registrar, Deans, HoDs, Dir. PA |
| 17.2 Promote the AAMUSTED brand | 17.2.1 Brand assets of the University with AAMUSTED logo and colours | All movable and unmovable assets embossed with AAMUSTED logo and colours | 150,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Registrar, Directors of RIPIA, PA & WPDFM |
| | 17.2.2 Establish a marketing and communications unit under DRIPIA to spearhead the promotion of the AAMUSTED brand | Marketing and communication unit established | 150,000.00 | ▬ | ▬ | | | | VC, Dir. RIPIA |
| | 17. 2.3 Produce branded | Souvenirs, paraphernalia | 150,000.00 | ▬ | ▬ | ▬ | ▬ | ▬ | Registrar, Dir. RIPIA |

| | | | | Timeline | | Responsibility |
|---|---|---|---|---|---|---|
| | University souvenirs, and paraphernalia | and assets embossed with the University's logo | | | | |
| | 17.2.3 Provide customised business and identity cards for staff | • Customised business cards provided for officials<br><br>• Identity cards with holders for all staff | **150,000.00** | ▬▬▬▬▬▬ | | Registrar, Directors of PA and HR |
| | 17.2.4 Mount giant billboards/LED screens at vantage areas in the campuses and the country | Giant billboards/LED screens mounted on campuses and parts of the country | **625,000.00** | ▬▬▬ | | Registrar, Directors of RIPIA, WPDFM |
| | 17.2.5 Organise and participate in sporting activities and national quiz competitions | Sporting activities and quiz competitions organised and results documented | **405,000.00** | ▬▬▬▬▬▬ | | Pro VC, Principal(s), Deans, Head of Sports, HoDs |
| 17.3 Use internet to promote activities of the University | 17.3.1 Upgrade and update the University website regularly | University website upgraded and updated | **50,000.00** | ▬▬▬▬▬▬ | | Pro VC, Registrar, Directors of RIPIA, ICT & PA |
| | 17.3.2 Create and update webpages for all departments, units and sections to showcase all activities | Webpages created and updated for all departments, units and sections | **20,000.00** | ▬▬▬ | | VC, Pro VC, Directors of RIPIA, ICT & UR, Deans, HoDs |
| | 17.3.3 Create social media handles for AAMUSTED | Social media handles created and kept active | **50,000.00** | ▬▬▬▬▬▬ | | Directors of RIPIA & PA |
| | 17.3.4 Create staff profile and their research journal article titles the University website | Research profile of all staff visible on the University website | **20,000.00** | ▬▬▬▬▬▬ | | Pro VC, Registrar, Directors of RIPIA, PA |
| | 17.3.5 Encourage staff and students to sign up to research-oriented social | • At least 80% of staff and students sign up to Linked-In, | **20,000.00** | ▬▬▬▬▬▬ | | Pro VC, Deans, Dir. ICT, HoDs |

| | | | | | Responsibility |
|---|---|---|---|---|---|
| | media platforms (e.g. Linked-In, ResearchGate, google scholar, etc.) | ResearchGate, google scholar, etc.<br><br>• At least 80% of research findings disseminated through research-oriented social media platforms (eg. Linked-In, ResearchGate, google scholar, etc.) | | | |
| 17.4 Develop and implement outreach programmes | 17.4.1 Establish Directorate of Research and Institutional Advancement (DRIA) | DRIA established | 100,000.00 | | VC |
| | 17.4.2 Strengthen the Directorate of Public Affairs (DPA) to effectively market the University | Directorate of Public Affairs (DPA) strengthened | 25,100.00 | | VC, Registrar, Dir. PA |
| | 17.4.3 Appoint and train an outreach team | Outreach team appointed and trained | 100,000.00 | | VC, Principal(s), Registrar, Dir. PA |
| | 17.4.4 Strengthen engagement with media to enhance visibility | Engagement with media strengthened | 100,000.00 | | Principal, Registrar, Dir. PA |
| | 17.4.5 Encourage academic staff to participate in knowledge-based public debates | Academic staff participate in knowledge-based public debates | 50,000.00 | | Pro VC, Principal(s), Deans, HoDs |
| | 17.4.6 Advertise on radio, TV stations and print media | University activities advertised on radio, TV and print media every year | 500,000.00 | | Principal(s), Registrar, Dir. PA |
| | 17.4.7 Distribute flyers and stickers at programmes and conferences | Flyers and stickers distributed at programmes and conferences | 150,000.00 | | Principal(s), Registrar, Dir. PA |

| Activities | Key Performance Indicator(s), KPI | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|
| 17.4.8 Collaborate with student associations and alumni to advertise the programmes and activities of the University | Collaboration with students and alumni established | **30,000.00** | ▄ | ▄ | ▄ | ▄ | ▄ | Pro VC, Principal(s), Registrar, Dir. PA |
| 17.4.9 Organise research conferences, seminars, exhibitions and workshops | At least, ten (10) department/ faculty-based research conferences, seminars, exhibitions and workshops organized each year | **375,000.00** | ▄ | ▄ | ▄ | ▄ | ▄ | Pro. VC, Principal(s), Deans, HoDs |

## THEME 6: GENDER EQUITY, SOCIAL INCLUSIVENESS AND DIVERSITY

**LEAD OFFICERS: - Registrar and Head, Gender Desk**

**Objective 18: Promote Gender Equity**

| Strategies | Activities | Key Performance Indicator(s), KPI | Budget | 2024 | 2025 | 2026 | 2027 | 2028 | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| 18.1 Promote gender equity in staff recruitment and students' admissions | 18.1.1 Create a Centre for Gender Mainstreaming (CGM) | CGM created | **100,000.00** | ▄ | ▄ | | | | VC, Registrar, Head of Gender |
| | 18.1.2 Develop Gender policy | Gender policy for both staff and students developed | **50,000.00** | ▄ | ▄ | | | | VC, Registrar, Head of Gender |
| | 18.1.3 Implement affirmative action for staff recruitment and students' admissions | Affirmative action for staff recruitment and students' admissions implemented | **20,000.00** | ▄ | ▄ | ▄ | ▄ | ▄ | VC, Registrar, Head of Gender |
| 18.2 Support female staff in career or professional development | 18.2.1 Establish special fund for female staff to support research and to attend workshops/conferences/semi | Special fund established | **100,000.00** | ▄ | ▄ | | | | VC, Pro VC, Registrar, Dir. Finance, Head of Gender |

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| | nars and further training | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 18.2.2 Develop gender responsive pedagogy | Gender responsive pedagogy developed | **50,000.00** | ▬▬ | | | | | Pro VC, Registrar, Dir. Finance, Head of Gender |

**Objective 19: Promote Inclusivity and Diversity at all Levels**

| Strategies | Activities | Key Performance Indicator (KPI) | Budget | Time Frame | | | | | Lead Responsible Officer(s) |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 2024 | 2025 | 2026 | 2027 | 2028 | |
| 19.1 Create access for people of diverse background and promote inclusivity | 19.1.1 Develop a policy on inclusivity and diversity | Inclusivity and diversity policy developed | **20,000.00** | ▬▬ | | | | | VC, Registrar, Dir. WPDFM, Head of Gender |
| | 19.1.2 Make all infrastructure user friendly for differently-abled persons | 80% of infrastructure made user friendly for differently-abled persons | **525,000.00** | ▬▬▬▬▬▬ | | | | | VC, Principal(s), Registrar, Dir. WPDFM, Head of Gender |
| | 19.1.3 Make the social environment friendly for differently-abled persons | Social environment made friendly for differently-abled persons | **50,000.00** | | ▬▬▬▬▬ | | | | VC, Principal(s), Registrar, Dir. of WPDFM, Head of Gender |
| | 19.1.4 Recruit staff to support students with special needs | Staff recruited to support students with special needs | **50,000.00** | | ▬▬▬▬▬ | | | | VC, Principal(s), Registrar, Head of Gender |
| | 19.1.5 Develop disability responsive pedagogy | Disability responsive pedagogy developed | **50,000.00** | ▬▬ | | | | | Principal(s), Registrar, Head of Gender |

# List of Abbreviations

1. BIIC     -     Business Institution and Innovation Centre
2. CGM     -     Centre for Gender Mainstreaming
3. CTVET     -     Commission for Technical and Vocational Education and Training
4. DG     -     Director General
5. Dir.     -     Director
6. DPA     -     Directorate of Public Affairs
7. DRIPIA     -     Directorate for Research, International Programmes, and Institutional Advancement
8. GACS     -     General Administration and Consular Services
9. HR     -     Human Resource
10. HoDs     -     Heads of Department
11. ICBT     -     Institute for Competency-Based Training
12. ICT     -     Information and Communication Technology
13. IEDEI     -     Institute of Entrepreneurship Development Education and Innovation
14. ITPDLL     -     Institute of Teacher Professional Development and Lifelong Learning
15. PA     -     Public Affairs
16. Pro VC     -     Pro Vice-Chancellor
17. QAPA     -     Quality Assurance, Planning and Accreditation
18. RIA     -     Research and Institutional Advancement
19. TVET     -     Technical and Vocational Education and Training
20. VC     -     Vice-Chancellor
21. WPDFM     -     Works, Physical Development and Facilities Management

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