KWAME NKRUMAH UNIVERSITY

STRATEGIC PLAN

Working For Excellence

2025
2031

Plot 1583 Munkoyo Street, Kabwe
www.nkrumah.edu.zm

TABLE OF CONTENTS

MESSAGE FROM THE COUNCIL CHAIRPERSON

It gives me great pleasure, on behalf of the University Council, to present the Kwame Nkrumah University (KNU) Strategic Plan for 2025 - 2031. This Strategic Plan is a product of collective reflection, careful analysis, and broad consultations across all sectors of the university community and its stakeholders. It captures our shared vision, values, and ambitions for the future, providing a clear roadmap to guide the university's growth over the next seven years.

As we embark on this new strategic journey, we must recognize that KNU's success will depend heavily on the unwavering commitment of all members of the university community, including academic and non-academic staff, students, alumni, and our external partners. The Council strongly believes that it is through collective effort, innovative thinking, and a resolute spirit of excellence that KNU will achieve the ambitious targets set in this plan.

Reflecting on where we have come from, KNU has made impressive strides over the years, which include: expanding academic offerings, strengthening governance structures, enhancing research output, and improving infrastructure. These gains have laid a firm foundation upon which this Strategic Plan will build. However, we are fully aware that the challenges and opportunities in the higher education sector continue to evolve, and the university must remain responsive, innovative, and resilient.

The 2025 - 2031 Strategic Plan defines strategic priorities that will drive KNU's agenda for academic excellence, innovation, research leadership, enhanced digital capabilities, financial sustainability, and strengthened partnerships. The Council is fully committed to providing oversight, guidance, and support throughout the implementation of this plan to ensure its successful realization. In this regard, the Council will work closely with the University Management, Senate, staff, students, and all stakeholders to foster an environment that enables creative thinking, and operational excellence.

Let me take this opportunity to implore every member of the KNU community to embrace this Strategic Plan, own its goals, and actively contribute to its successful implementation. Your dedication and passion are the driving force that will transform this plan into reality and steer KNU toward greater academic distinction, impactful research, and lasting societal contributions.

Together, we have an opportunity to redefine the future of our university and firmly establish KNU as a globally recognized center of excellence. I have every confidence that, working together, we shall achieve and even surpass the aspirations set out in this plan.

On behalf of the University Council, I extend my profound gratitude to everyone who contributed to the development of this Strategic Plan. Let us now turn our collective focus to its successful implementation.

Mr. Lenox Shimwambwa
Chairperson – Kwame Nkrumah University Council

MESSAGE FROM THE VICE CHANCELLOR

Over the past five years, the dedication and hard work of every member of the KNU community has driven remarkable achievements for our University. The next seven years present us with an opportunity to build on this foundation and achieve even greater milestones. As we embrace the 2025 -2031 Strategic Plan, let us embody our ACHIEVE values to build on the success of the past five years. Collective effort will be critical. Together, we can achieve even more, transforming our shared vision into impactful realities and solidifying KNU as a leader in academic excellence, research and innovation.

It is with great pride and a deep sense of responsibility that I introduce the Kwame Nkrumah University's (KNU) Strategic Plan (SP) for 2025 - 2031. This new plan builds upon the successes and lessons learned during the 2020 - 2024 strategic period, which culminated in an extensive end-of-term evaluation. Through this process, we have celebrated remarkable achievements while identifying areas that require renewed focus and determination.

Over the past five years, we have made significant strides in student enrolment, curriculum diversification, infrastructure development, as well as partnerships with industry and academia. These accomplishments were driven by the unwavering commitment of our academic and non-academic staff, students, and other stakeholders. Notably, the introduction of market-driven programmes has positioned us as a key player in addressing national and regional human resource needs. Our collective efforts have also contributed to enhancing our institutional reputation.

However, the journey is far from over. The SP 2025 - 2031 outlines an ambitious roadmap to deepen our impact, expand opportunities, and elevate KNU as a leader in higher education. This plan is firmly grounded in our shared values, aptly captured in the acronym ACHIEVE:

A: Accountability
C: Collective Effort
H: Hard work
I: Integrity
E: Equity
V: Visionary
E: Excellence

These values will guide our actions as we strive to achieve the goals set out in this new Strategic Plan. We must embody these principles in all our endeavours, fostering a culture that promotes innovation, teamwork, and resilience.

The SP 2025 - 2031 sets bold objectives aimed at enhancing the quality of education, integrating modern technologies into teaching, learning, research, strengthening quality assurance systems, and improving learner support services as well as enhancing excellence in research and innovation. Together, we will tackle the challenges of our time with ingenuity and determination, including adapting to the rapidly evolving landscape of higher education and addressing the demands of the job market.

As we embark on this journey, I call on every member of the KNU community to commit to our shared vision and mission. Our achievements are not the result of isolated efforts but of a collective drive to transform our university into a beacon of academic excellence and societal contribution.

Let us work together to transform the aspirations of the SP 2025 - 2031 into reality. By embodying the principles of ACHIEVE, we can exceed our expectations and set new standards of excellence. I invite you to join us in this transformative journey, as we build on our successes and create a brighter future for KNU and the society we serve. Thank you for your continued dedication and commitment.

Prof. Alfred M. Mwanza, (PhD)
Vice Chancellor

ACRONYMS AND ABBREVIATIONS

1. CDF: Constituency Development Fund
2. CFO: Chief Financial Officer
3. CIA: Chief Internal Auditor
4. COL: Commonwealth of Learning
5. DVC: Deputy Vice Chancellor
6. ERP: Enterprise Resource Planning
7. FA: Financial Administrator
8. HEA: Higher Education Authority
9. HELSB: Higher Education Loans and Scholarships Board
10. ICT: Information and Communication Technology
11. KNU: Kwame Nkrumah University
12. LMS: Learning Management System
13. MOUs: Memoranda of Understanding
14. NGO: Non-Governmental Organization
15. ODL: Open and Distance Learning
16. PESTEL: Political, Economic, Social, Technological, Environmental, and Legal analysis
17. RPGSI: Research, Postgraduate Studies, and Innovation
18. MEL: Monitoring, Evaluation, and Learning
19. SI: Statutory Instrument
20. SP: Strategic Plan
21. SIS: Student Information System
22. STEM: Science, Technology, Engineering, and Mathematics
23. SWOT: Strengths, Weaknesses, Opportunities, Threats
24. ZAQA: Zambia Qualifications Authority
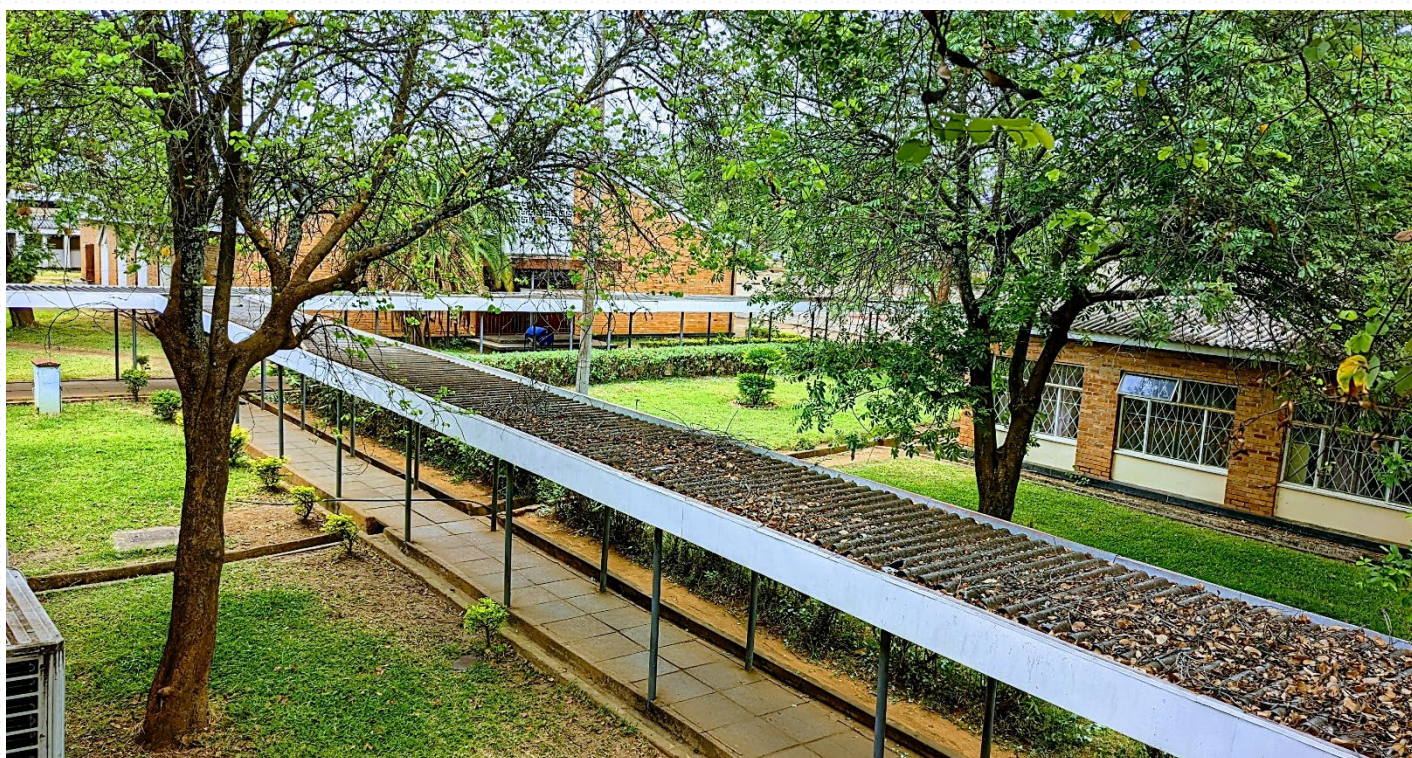
DEFINITION OF TERMS

1. **Academic Excellence**: Commitment to delivering high-quality, market-relevant education that equips students with necessary skills and knowledge.
2. **Strategic Plan**: A roadmap outlining Kwame Nkrumah University's priorities, goals, and actionable steps for 2025–2031.
3. **Stakeholders**: Individuals or groups, including students, staff, alumni, and external partners, with vested interests in the University's operations and outcomes.
4. **Governance Structure**: The framework comprising the University Council, Senate, and Management, responsible for oversight and decision-making.
5. **PESTEL Analysis**: A tool used to evaluate external factors such as Political, Economic, Social, Technological, Environmental, and Legal influences on the University.
6. **SWOT Analysis:** A strategic tool identifying Strengths, Weaknesses, Opportunities, and Threats to the institution.
7. **Higher Education Authority:** A regulatory body overseeing higher education institutions in Zambia to ensure compliance and quality standards.
8. **Open and Distance Learning:** Education delivered remotely, allowing students to learn outside traditional classroom settings.
9. **Research, Postgraduate Studies, and Innovation:** A directorate focused on advancing research activities and postgraduate education at the University.
10. **Zambia Qualifications Authority:** The body responsible for maintaining and monitoring academic qualification standards in Zambia.
11. **School:** An academic division within the university that focuses on a specific area of study or discipline and is tasked with delivering academic programmes, fostering research and innovation, and contributing to the overall mission of the University.
12. **Department**: A sub-unit within a School that focuses on a specific academic discipline or field of study and responsible for delivering specialized courses, facilitating research, and supporting both undergraduate and postgraduate programmes.
13. **Head of Unit:** The individual responsible for managing and overseeing the operations of a specific unit within the University.
14. **Unit:** A distinct organizational entity within the University, established to perform specialized functions or services in support of the institution's academic, administrative, or operational goals.

EXECUTIVE SUMMARY

The Kwame Nkrumah University 2025-2031 Strategic Plan provides a comprehensive roadmap to guide institutional growth and development over the next seven years, positioning KNU as a leading center for academic excellence, research, and innovation. This Strategic Plan builds upon the successes and lessons learned from the previous planning period and aligns with national and global higher education trends. Developed through an inclusive and participatory process, the plan reflects the collective vision of key stakeholders, including the University Council, management, staff, students, and external partners.

Strategic Direction

The Strategic Plan is anchored on KNU's mission to provide inclusive, high-quality education while fostering impactful research and innovation. It is guided by the university's core values, encapsulated in the ACHIEVE principles: **Accountability, Collective Effort, Hard Work, Integrity, Equity, Visionary Thinking, and Excellence**. These values guide the university's commitment to fostering a dynamic learning environment and serve as the foundation for implementing strategic initiatives and ensuring sustainable institutional progress.

Situational Analysis

A thorough situational analysis was conducted to assess KNU's strengths, weaknesses, opportunities, and threats (SWOT), alongside external factors using the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) framework. This analysis identified key challenges such as limited research output, financial constraints, and infrastructure gaps, while also highlighting opportunities in technology integration, research collaborations, and industry partnerships.

Strategic Priorities and Key Initiatives

To achieve its strategic goals, KNU has identified five key strategic priority areas:

1. *Enhancing Academic Excellence and Quality of Education*
   KNU is committed to delivering market-relevant education that integrates modern teaching tools, strengthens learner support, and enhances the academic experience. Key initiatives include:
   a) Expanding and diversifying academic programmes to align with industry and societal needs.
   b) Integrating digital learning technologies to support blended and interactive learning.
   c) Strengthening quality assurance and standardizing learning modules.
   d) Enhancing campus security, health, and safety standards to foster a conducive learning environment.
2. *Developing and Upgrading Physical Infrastructure and Advancing Digital and Virtual Capabilities*
   To support innovation in teaching, research, and administration, KNU will invest in modern infrastructure and digital transformation. Core strategies include:
   a) Upgrading physical and technological infrastructure across campuses.
   b) Integrating smart digital technologies to enhance academic and administrative processes.
   c) Strengthening infrastructure for research and innovation.
   d) Investing in renewable energy to ensure sustainable and reliable power supply.

3. *Advancing Research, Innovation, Publishing, and Consultancy Services*
   KNU aims to position itself as a hub for research excellence by increasing research output, fostering multidisciplinary collaborations, and enhancing postgraduate training. Key initiatives include:
   a) Expanding research participation among faculty and postgraduate students.

b) Strengthening research infrastructure and funding mechanisms.
c) Increasing publication rates and visibility in diverse academic fields.
d) Implementing quality assurance and monitoring systems to uphold research integrity.

4. *Strengthening Financial Performance for Sustainability*
Financial sustainability is a key pillar of KNU's strategic vision. The University aims to optimize its financial management systems and diversify income streams. Targeted strategies include:
   a) Establishing a cost-reflective fee structure to ensure financial viability.
   b) Increasing fee collection efficiency from 65% in 2024 to 95% by 2031.
   c) Achieving full automation of financial processes by 2028.
   d) Reducing administrative costs by 30% while diversifying revenue streams to ensure 30% of income is sourced from non-traditional means.

5. *Strengthening Marketing, Community Engagement, and Partnerships*
KNU seeks to enhance its reputation as a premier academic institution by leveraging digital marketing, community engagement, and strategic collaborations. Key initiatives include:
   a) Strengthening KNU's digital presence and branding to attract prospective students.
   b) Establishing a framework for industry and community partnerships to foster collaborative growth.
   c) Enhancing stakeholder engagement to increase visibility and institutional support.

Implementation, Monitoring, Evaluation and Learning

The plan outlines a structured implementation framework, ensuring alignment between strategic objectives and institutional operations. A robust monitoring, evaluation and learning mechanism has been incorporated with regular reviews and assessments to track progress, measure impact, and facilitate continuous improvement.

Financing the Strategic Plan

The successful execution of the plan depends on sustainable financial management. The plan outlines a sustainable financing strategy that includes optimizing internal revenue generation, securing external funding through grants and consultancy, and implementing cost-efficient resource utilization. Government subventions will also be leveraged to complement internal funding sources to ensure financial stability.

Summary

This SP represents a transformative agenda aimed at advancing academic excellence, research & innovation, and institutional sustainability in order to position the University for excellence in higher education. Through collaborative effort, leveraging technology, and enhancing financial sustainability, KNU is poised to achieve significant milestones in academic quality, research leadership, and institutional sustainability and make a lasting impact on Zambia's higher education landscape. The success of this plan will require the collective commitment of all stakeholders, to realize the university's vision of becoming a globally renowned institution for education, research, and innovation and ensuring that KNU remains a center of excellence in Zambia and beyond.

1. INTRODUCTION

The University's SP 2025 - 2031 serves as a comprehensive roadmap, outlining the institution's priorities and guiding its Schools, Directorates, and Units toward achieving shared goals. Developed through an inclusive process, the plan reflects insights from key stakeholders, including external partners, the University Council, management, staff, and students ensuring a collective vision for the University's future.

The SP begins with a Historical Perspective and Mandate of KNU, providing context by detailing the University's origins, evolution, and foundational mission. This historical overview sets the stage for understanding the institution's current direction. Following this, the SP Development Process section outlines the methodologies and collaborative efforts employed in crafting the plan, highlighting the participatory approach that engaged diverse University constituencies.

A thorough Situational Analysis evaluates the University's internal and external environments, identifying strengths, weaknesses, opportunities, and threats. The external environment scan assessed political, economic, social, technological, environmental, and legal factors, evaluating their positive and negative impacts on University operations. This analysis, alongside risk assessment and mitigation strategies, informed strategic decision-making and priority setting.

The articulation of the University's Mandate, Vision, and Mission statements defines its core purpose and aspirational objectives, guiding all strategic initiatives and actions. The SP further outlines the Core Values that establish the ethical principles and cultural norms underpinning the University's operations and community interactions.

At the heart of the SP are the Strategic Priorities, Goals, and Strategies. They identify specific areas of focus and set targeted outcomes. Additionally, they outline approaches designed to achieve these objectives, effectively translating the University's vision into actionable plans.

The plan details an effective Institutional Governance and Implementation Structure to ensure robust oversight and coordinated execution of strategic initiatives, clearly delineating roles and responsibilities across the University's hierarchy. Additionally, the Financing of the Strategic Plan section addresses the financial frameworks and resource allocation strategies essential for supporting the plan's initiatives, ensuring fiscal responsibility and sustainability.

To measure progress and ensure accountability, the Monitoring and Evaluation component establishes metrics and review processes to track the implementation and impact of strategic initiatives over time.

Supporting documents and detailed action steps are provided in the Implementation Plan, included as an appendix, offering additional resources and specific guidance for operationalizing the SP.

The successful realization of this SP is contingent upon the active engagement and collaboration of all University sectors. With the University Council's approval and the Executive Management's oversight, led by the Vice-Chancellor, the University is poised to navigate the forthcoming years with strategic intent and unified purpose.

2. HISTORICAL PERSPECTIVE & MANDATE

Kwame Nkrumah University is one of Zambia's nine (9) Public Universities, established under Statutory Instrument (SI) No. 106 of 2013, in accordance with the Higher Education Act No. 4 of 2013, read together with the Higher Education (Amendment) Act No. 23 of 2021. The University traces its origins back to 1967 when it was founded as Kabwe Teachers' Training College, focusing on training junior secondary school teachers. In 1971, the college was renamed Nkrumah Teachers' College by the then-President Dr. Kenneth Kaunda, in honour of Kwame Nkrumah, Ghana's founding president.

Between 2002 and 2008, the University began its transformation into a University, offering degree programmes in partnership with the University of Zambia. At its inception, KNU offered teacher education programmes across its four Schools that is Business Studies, Education, Humanities and Social Sciences, and Natural Sciences; with an enrolment of approximately 600 students. By 2019, during the development of its first SP, enrolment had grown to over 9,000 students. However, student numbers declined between 2020 and 2022 due to factors such as unemployment among trained teachers and the disruptions caused by the COVID 19 pandemic.

To address these challenges, KNU implemented measures to diversify its academic offerings. For example, the School of Business Studies expanded its portfolio from a single programme in 2020 to over ten(10) by 2024. Similarly, the School of Education broadened its scope to include degrees in Primary Education and Early Childhood Education. Additionally, the University significantly increased its postgraduate offerings, growing from eight master's degree programmes and one postgraduate diploma in 2020 to fifteen (15) master's degree programmes by 2024. This expansion in postgraduate offerings was achieved through the introduction of new programmes in the School of Natural Sciences and additional offerings in the School of Business Studies, underscoring KNU's commitment to academic excellence and accessibility. Further enhancing its academic landscape, KNU established the new School of Health Sciences, which is scheduled to enrol its first cohort of students in 2025. During the 2020 - 2024 SP period, infrastructure development significantly enhanced the University's capacity to accommodate student growth. Key achievements included the partial operationalization of the West Campus and the acquisition of the South-East Campus, which collectively increased the institution's infrastructural capacity. To further support this growth, the University extended its reach by establishing satellite campuses at ten (10) teacher training colleges. Combined with its diversified program offerings, these efforts enabled KNU to serve a student population exceeding 10,000 by the end of 2024.

In 2020, KNU was classified as a Tier 2 University limited to offering up to Masters level programmes, but its reclassification to Tier 1 in 2024 now qualifies it to offer Doctoral degrees.

About Kwame Nkrumah University

The University operates across four campuses namely: Main Campus, West Campus, East Campus, and South-East Campus all located along Munkoyo Street, approximately three kilometres from Kabwe Central Business Center.

Governance at KNU is overseen by the University Council, supported by the University Senate and Management. With the addition of the School of Health Sciences, the University now comprises five Schools:
1. School of Natural Sciences
2. School of Business Studies
3. School of Humanities and Social Sciences
4. School of Education
5. School of Health Sciences

KNU also has three academic Directorates:
1. Directorate of Open and Distance Learning
2. Directorate of Research, Postgraduate Studies, and Innovation
3. Directorate of Quality Assurance

The ninth academic unit is the University Library. The non-academic administrative Units include:
1. Vice-Chancellor's Unit: Encompassing the Information and Communication Technology Department, Internal Audit Department and Procurement Department.
2. Registrar's Unit: Housing the Finance Department, Human Resource and Administration Department, Maintenance Department, Parks and Gardens Department, Security Department, and Transport Department.
3. Dean of Students Unit: Hosting the student administration functions and welfare.

These Units collectively support the University's operations and contribute to its mission.

KNU is proud to be affiliated with several prestigious associations that underscore its commitment to regional and global collaboration. These include the Zambia Association of Colleges and Universities, the Association of African Universities, the Association of Commonwealth Universities, the Distance Education Association of East and Southern Africa, the Commonwealth of Learning, and the International Association of Universities. Such memberships demonstrate KNU's dedication to fostering academic excellence and leveraging global partnerships to advance its mission.

In addition to these memberships, KNU has established active partnerships through ongoing memoranda of agreement with institutions such as the National Institute for Public Administration and a three-party collaboration involving Osaka University in Japan and the National Science Centre in Zambia. Other key partners include, Toronto University, the South African National Space Agency of South Africa and the Africa Centre of Excellence for Infectious Diseases of Humans and Animals at the University of Zambia's School of Veterinary Medicine. These partnerships have been instrumental in KNU's growth and highlight the university's recognition of the vital role collaborations play in achieving academic and research excellence.

3. STRATEGIC PLAN DEVELOPMENT PROCESS

3.1 Introduction

The development of the Kwame Nkrumah University SP for 2025 - 2031 was preceded by a thorough evaluation of the first KNU SP (2020 - 2024) and its implementation process. This evaluation yielded key lessons that have significantly informed the current strategic direction. The creation of the 2025 - 2031 SP demonstrates the University's strong commitment to addressing the challenges encountered during the previous plan's implementation and to translating the lessons learned into actionable strategies for the future.

3.2 Methodology and Data Collection

The SP development utilized robust and participatory methodologies, involving systematic information collection and analysis to guide the process. This included evaluating the University's performance in the 2020–2024 SP, assessing institutional capacity in human and financial resources, and infrastructure. Internal and external stakeholders were actively engaged to incorporate diverse perspectives. A thorough scan of both internal and external environments provided a clear understanding of the business context and operating landscape, forming a solid foundation for the strategic direction.

3.3 Literature Review

The strategy development process was informed by a comprehensive review of key and relevant literature, including the Higher Education Act No. 4 of 2013, read together with the Higher Education (Amendment) Act No. 23 of 2021 and the Higher Education (General) Regulations of 2024 (SI No. 51 of 2024), along with other standards and guidelines issued by the Higher Education Authority. Additional sources reviewed included the Zambia Qualifications Authority Act No. 8 of 2024, the National Science and Technology Policy, the Ministry of Education SP 2022 - 2026, the General Education Curriculum Framework, and the Eighth National Development Plan, among others. This literature review was crucial in guiding the strategic development process, ensuring that the plan aligns with national priorities and regulatory requirements.

3.4 Stakeholder Analysis and Engagement

A comprehensive process to identify key stakeholders, assess their level of interest in the university's services, and determine their influence on the university's operations was conducted. This analysis resulted in a categorization of stakeholders, ranging from those with high influence/high interest to those with low influence/low interest. The findings informed the most effective strategies for engaging and managing stakeholders throughout the strategy development process and beyond.

3.5 Interactive Planning Workshop and Situational Analysis

The development of the SP was informed by a comprehensive situational analysis, which involved a thorough examination of both the internal and external environments. The analytical approach combined a PESTEL analysis to explore macro-level external factors and a SWOT analysis to assess internal capabilities, alongside a detailed risk assessment. Internally, the analysis reviewed key aspects such as the performance of the previous SP, University structure, staffing, skills, systems, leadership

style, and shared values. This was carried out through interactive and consultative meetings with the University Council, KNU's management, Senate, staff, and student representatives. These discussions helped identify significant trends and changes, both globally and within Zambia, that have shaped KNU's historical performance and are expected to influence its trajectory over the next seven years.

3.5.1 Internal Environment Scan

As part of the internal environment scan, a SWOT analysis was conducted to identify strengths to build upon, weaknesses to address, opportunities to seize, and threats to anticipate. This analysis was undertaken in addition to assessing the performance and goal achievement of the 2020–2024 SP. The SWOT analysis systematically examined both internal and external factors affecting KNU, with a particular focus on its structures, processes, and operations. Discussions with management and staff covered critical areas, including staffing, physical facilities, equipment, technology usage, financial status, governance, programmes offerings, market position, and service delivery. This process provided a comprehensive review of KNU's core mandate and performance indicators, facilitating a targeted approach to strategic planning.

3.5.2 External Environment

The external environment scanning for the SP development involved a comprehensive PESTEL analysis. This process included data collection and consultations with key stakeholders to identify relevant external influences on the University's operations and strategic goals. The identified factors were then categorized and prioritized based on their potential impact, and scenario analysis was applied to anticipate trends. The insights from this analysis were used to shape the strategic objectives and ensure alignment with Zambia's broader socio-economic and policy environment.

3.5.3 Resource Analysis

In addition to the data collected during the interactive planning sessions with key stakeholders, the strategic planning team conducted a thorough identification and analysis of KNU's key resources. This process involved evaluating the status of various resource categories, including human, financial, physical, and technological assets. Each category was carefully assessed, and the findings provided a clear understanding of KNU's current resource base and its capacity to support future strategic initiatives.

3.5.4 Analysis of Risk Factors

The risk assessment for the KNU 2025-2031 SP involved engaging key stakeholders to identify potential risks, followed by a ranking of these risks based on their likelihood and impact. Mitigation strategies were then developed, factoring in their feasibility and associated costs. This approach ensured that the SP was informed by risk considerations and effective mitigation measures.

3.5.5 Analysis and Review of Vision, Mission, Motto and Core Values

As part of the data collection process during interactive meetings with the University Council, Management, Staff, and Students, a comprehensive review of the high-level statements; including the vision, mission, motto, and core values was conducted. This analysis aimed to assess their continued relevance in light of the University's transformation from a teacher training institution to a University offering a diverse range of programmes in addition to teacher education. This step was crucial to ensure that these foundational statements accurately reflect the university's current identity and direction. The

analysis also encompassed a review of the core values to assess their relevance and effectiveness in guiding the University's strategic execution. This step was crucial to ensure that the values provide a solid framework for achieving the intended goals, aligning with the University's direction and aspirations.

3.5.6 Goal Setting

To effectively align the management of fiscal, human, and material resources, the University identified

strategic priority areas to provide a focused framework for guiding its growth over the next seven years. This initiative was undertaken during an interactive meeting involving the University Council, Management, Staff, and Students. Drawing on insights from the environmental scan, resource analysis, risk assessment, and other key factors, participants identified five priority areas closely aligned with the university's vision and mission as critical to achieving its goals.

The SP team further refined this input by integrating data from the environmental scan, risk assessment, resource analysis, literature review, and additional sources. This process culminated in the development of strategic goals, strategies, activities, and key performance indicators designed to achieve the set objectives. An important aspect of this phase was aligning the University's strategic planning cycle with the national development planning cycle. This alignment resulted in a seven-year SP with a provision for review after two years to ensure consistency with the Ninth National Development Plan.

The identified strategic priorities will serve as the foundation for resource allocation and performance evaluation, ensuring that the University's efforts remain aligned with its mission, vision, and core values while maintaining flexibility to adapt to emerging needs.

4. SITUATIONAL ANALYSIS

4.1 Introduction

The Situational Analysis chapter provides a comprehensive examination of the internal and external factors influencing KNU's operations and programmes. This systematic review, conducted at the conclusion of the 2020 - 2024 SP implementation period, identifies and evaluates the key environmental variables that have shaped the University's development and growth over the past 5 years.

The analysis highlights two critical dimensions of KNU's operating environment: internal variables, encompassing organizational strengths and weaknesses, and external variables, including broader economic, political, and technological trends. These dimensions are explored using various analytical tools, including:

a) SWOT Analysis, which emphasizes KNU's strengths, weaknesses, opportunities, and threats;
b) PESTEL Analysis, focusing on political, economic, social, technological, environmental, and legal external factors;
c) Resource Analysis, evaluating the University's human, financial, and physical resources;
d) Risk Analysis, assessing KNU's positioning in the higher education sector; and
e) Stakeholder Analysis, capturing insights from key internal and external stakeholders.

This situational analysis formed a critical foundation for the development of KNU's 2025 - 2031 SP by providing evidence-based insights into the University's current context and identifying strategic areas for improvement and growth.
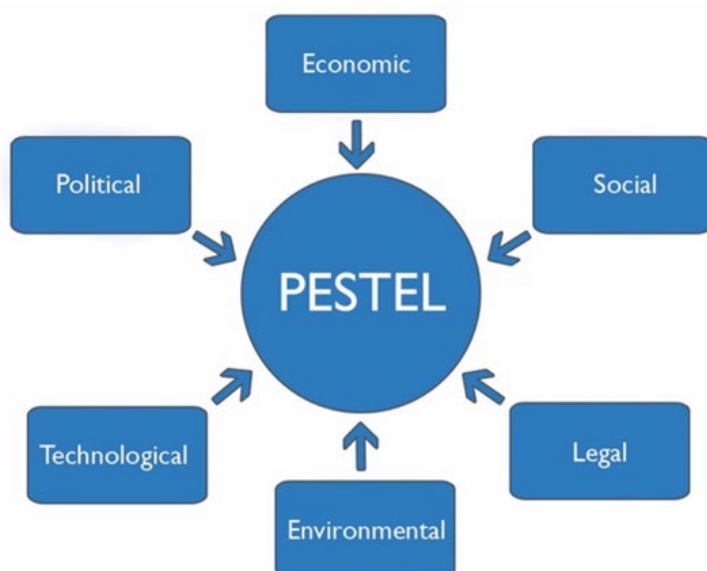
4.2 The External Environment Scan

A PESTEL analysis was essential as it provided a comprehensive understanding of the external environment influencing the institution. This PESTEL analysis paid attention to the external factors affecting and determining the performance of KNU and the main findings from this analysis are shown in the table 1.

P	E	S	T	E	L
POLITICAL	**ECONOMIC**	**SOCIAL**	**TECHNOLOGICAL**	**ENVIRONMENTAL**	**LEGAL**
FACTORS • Educating Our Future policy • Free education policy • Political pronouncements • CDF funding availability • Mass teacher deployment • National elections	• High interest rates • Foreign exchange fluctuations • Global economic changes • Employment levels • Inflation	• Gender and equity issues • Social disparities • Changing cultural values • Demand for higher qualifications • Religious beliefs	• Technological Advancements • Automation of systems • Virtual and remote learning platforms • Mobile ICT applications	• Effects of climate change • Energy crisis • Lead contamination • Waste management	• All applicable laws • Zambia Standards and Regulations for Quality Assurance Higher educations and regulations
POSITIVE • Encourages partnerships • Supports self-sustainability • Increased demand for University education and teacher training • Opportunity for programme diversification through CDF and HELSB financing	• Weak currency may attract foreign students and partnerships • Increased student market demand • Opportunities for diversification in response to labour market needs	• Enhanced community engagement opportunities • Improved social status through education • Increased demand for teacher education • Inclusive education for diverse learners	• Simplifies application and payment processes • Enhances student interfaces and remote learning • Opportunity for digital tools to enhance operational efficiency and marketing	• Research and advocacy • opportunities in environmental sustainability • Potential investments in green energy (e.g., solar power) • Collaboration on environmental programmes • Renewable energy opportunities	• Enhanced quality standards and tier classification • Greater inclusivity through disability policies • Opportunity for new programme introduction • Improved quality assurance
NEGATIVE • Pressure to adhere to costly regulations • Competition for public resources • Unpredictable political changes • Campaign season disruptions • Effects of global conflicts	• Higher operational costs • Inflation reduces purchasing power • Difficulty attracting funding due to high interest rates • Economic downturns affect enrolment	• Cultural and social barriers to participation • Competition from private institutions & other higher learning Public Institutions • Social inequalities limit access	• Poor internet connectivity • High costs of ICT infrastructure maintenance • Underutilization of e-learning resources	• Adverse effects of pollution, deforestation, and degradation • Increased costs for environmental compliance • Climate risks (e.g., extreme weather events)	• High costs for accreditation and compliance • Increased financial burden for disability-related activities

Table 1: PESTEL factors alongside their positive and negative impact on the University

4.3 Institutional Capacity Assessment and Internal Environment Scan

4.3.1 Performance assessment of the previous strategic plan

KNU's 2020 - 2024 SP provided a well-defined roadmap to advance its vision of becoming a leading international University offering quality, inclusive, and socially responsible higher education and research. The plan outlined six strategic perspectives, eleven goals, and numerous targeted actions designed to establish a solid foundation for institutional growth.

A comprehensive performance assessment of the 2020 - 2024 Strategic Plan revealed commendable achievements, with an overall implementation rate of 78% across the eleven strategic goals. This evaluation highlighted notable accomplishments, persistent challenges, and key lessons, providing valuable insights to guide future strategic planning and decision-making.

Table 2: Key accomplishments of the 2020 -2024 SP along with the challenges and the lessons learned

Key Achievements	Key Challenges	Key Lessons Learned
Strengthened governance and management systems	Limited financial resources delaying staff recruitment and projects	Realistic goal-setting is crucial for clarity and feasibility
Increased staff development improving qualifications of staff and motivation for staff	Incomplete infrastructure projects and ICT gaps	Proactive risk management ensures resilience against challenges
Broadened financial base through innovative initiatives	Slow administrative processes associated with public institutions delaying critical decisions especially in times of crisis such as pandemics	Regular stakeholder engagement fosters alignment and support
Enhanced student success through market-aligned programmes	Failure to introduce short-course offerings	Adaptability and continuous improvement enable responsiveness
Surpassed student enrolment targets	Branding and marketing require enhancement	Clear roles and accountability improve teamwork and focus
Improved teaching and learning environment	Gaps in e-learning adaptation	Effective communication enhances alignment and understanding
Expanded ICT and digital capacity	Cybersecurity and unit level inventory management gaps	Sufficient budgeting and financial support prevent delays
Established research collaborations, improved publication rates and exceeded targets	Limited consultancy, intellectual property as well as failure to consistently hold research seminars	Consistent monitoring ensures adherence to strategic goals

The assessment underscored the importance of inclusive communication, strong management support, and strategic flexibility in overcoming challenges and driving continued success. These findings have provided a clear roadmap for refining our strategies going forward. By analysing past performance and outcomes, we can identify areas for improvement and adjust our approach to better align with our

objectives. This process ensures that our strategic initiatives are both effective and responsive to the evolving needs of our organization.

4.3.2   Analysis of status of University Resources

The resource analysis process aimed to evaluate the university's capacity to achieve its strategic objectives by identifying and categorizing its resources. Key areas of focus included human resources, monetary resources, and infrastructure resources. The analysis revealed that KNU heavily relies on internally generated funds (87% of its operational budget), reflecting the institution's self-sufficiency while emphasizing the need for sustainable financial strategies. Significant physical and human resources were identified, underscoring the institution's potential for growth and its capacity for academic and operational excellence. The analysis highlighted the following:

1. The University benefits from a diverse and skilled workforce encompassing governance (evidenced by an operational University Council and fully filled positions for principal officers), academic staff, and support services. However, ensuring sufficient capacity in strategic areas, such as postgraduate teaching, disability support, and research management, remains critical to aligning workforce capabilities with the University's strategic objectives and enhancing its overall institutional impact.
2. KNU's self-reliance on internally generated funds mainly through the user fees demonstrates financial sustainability but underscores the need to diversify revenue streams, particularly through research grants, consultancy and partnerships.
3. The University has substantial infrastructure resources, including the library equipped with e-resources, laboratories, and recreational facilities. Opportunities exist to optimize unutilized land and expand capacity in critical areas such as hostels and classrooms.
4. KNU's focus on ICT integration for academic and operational functions aligns with modern education trends, but internet connectivity challenges must be addressed to maximize impact.
5. The institution's available land and increasing student population provide a solid foundation for strategic expansion in line with its vision.

Table 3: Resource Analysis of Kwame Nkrumah University

Resource Category	Sub-categories	Details	Key Highlights
Human Resources	- Governance and Leadership - Academic Staff - Non-Academic Staff	- University Council - Principal Officers - Senate - Schools (5) - Directorates (RPGSI, ODL, QA) - University Library - Non-academic departments - Support Units (ICT, Transport, Security, etc.)	- Diverse expertise across governance and management levels - Robust academic and administrative workforce
Monetary Resources	- Revenue - Investments	- User fees (self-funded & HELSB-supported)	- Reliance on internally generated revenue (87%)
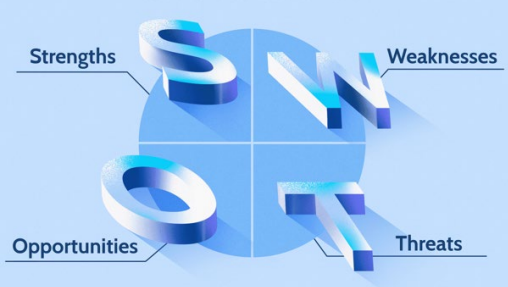
		- Research grants (third-party donor funding) - Government grants - Investments in securities	- Increasing student population as a financial resource
Infrastructure	- Academic Facilities - Support Facilities	-Classrooms (4 campuses) -Library (e-resources) -Laboratories -Hostels -Clinic -Recreation facilities -Staff offices -Power generators - Available arable land	- Adequate resources to support academic and extracurricular activities - Opportunities to expand infrastructure
ICT Resources	- Technology	- ICT infrastructure - Digital platforms for learning and management - Computers and networking facilities	- Growing emphasis on virtual learning and automation
Land and Logistics	- Land - Transport	- Unutilized land across four campuses - Pool vehicles	- Potential for future expansion and enhanced mobility

4.3.3 Analysis of Strength, Weaknesses, opportunities and Threats

The SWOT analysis was a critical tool for evaluating the University's internal strengths and weaknesses. It helped identify areas of strength that KNU can leverage, as well as weaknesses that require urgent attention. The process also examined external opportunities and threats that could influence the institution's performance during the 2025–2031 strategic period. The stakeholder engagement process promoted open and reflective discussions. It allowed participants to draw on their direct experiences and professional insights to identify factors that either enhance or hinder the University's performance. The SWOT analysis, therefore, formed the foundation for setting strategic priorities, shaping targeted interventions, and identifying the critical success factors required to implement the SP effectively.

Table 4: SWOT Analysis

Internal Factors	
Strengths	**Weaknesses**
1. Long-standing history and reputation in teacher training in Zambia and the SADC region. 2. The iconic name of Kwame Nkrumah lends a unique status and branding advantage. 3. Strategic location in Central part of Zambia and near the CBD within the district. 4. Availability of unutilized land and multiple campuses for expansion. 5. Strong teaching practice system and expertise in pedagogy. 6. Growing number of highly qualified academic and non-academic staff. 7. Inclusive learning with support for differently-abled students. 8. Robust staff development programmes and established linkages with professional bodies. 9. Stable academic calendar.	1. Insufficient ICT infrastructure and underutilization of e-learning systems. 2. Absence of standardized learning modules. 3. Maintenance and cleanliness issues across campus facilities. 4. Low participation in research, consultancy, and publication activities. 5. Inadequate social amenities and recreational facilities for students and staff. 6. Limited revenue-generating projects and declining internal revenue base. 7. Insufficient learner support services and weak coordination with affiliate institutions. 8. High student dept 9. Insufficient office space for staff I0. Insufficient student accommodation. 11. Old infrastructure with high maintenance costs

External factors	
Opportunities	**Threats**
1. Free education policy leading to increased applicants in the near future. 2. New higher education regulations improving quality and reducing competition. 3. Advancements in ICT and increased internet accessibility enable digital marketing and visibility. 4. Population growth creating opportunities for programme expansion. 5. Demand for health workers and early childhood education teachers supports diversification. 6. Zambia-Angola bilateral agreements and MOUs for English teacher training expand international reach. 7. National Science, Technology, and Innovation Policy funding postgraduate studies and research. 8. Strengthened branding and strategic partnerships with industry and international institutions.	1. Increased competition from many higher education institutions offering similar programmes. 2. Changes in government policies, including public procurement regulations and HEA compliance requirements. 3. Decline in interest in teaching careers, affecting teacher education programmes. 4. Cybersecurity challenges in protecting student information and institutional data. 5. Climate change impacts on infrastructure and resource planning. 6. Increased competition for government support among public universities. 7. Shifting market needs require constant curriculum reviews and quality improvements. 8. Energy crisis and ZESCO load management increased the operational costs. 9. Inadequate government grants.

4.4 Risk Assessment

The main risk factors identified and assessed as being critical to the performance of KNU currently and most definitely into the future are as presented in Table 5 below;

Table 5: Risk factors, their degree of impact on the University and the suggested mitigation strategies

Risk	Degree of Impact on KNU Operations	Mitigation Strategy
Reduction in student numbers in some programs, leading to high operational costs.	High	Implement a robust student recruitment strategy, enhance the curriculum, diversify programme offerings, adopt flexible modes of delivery, and enhance marketing efforts.
High student debt due to delays in payment of student fees.	High	Strengthen debt collection mechanisms, enforce systems to prevent fee accumulation.
Limited staffing levels, especially in new and expanding departments.	High	Maintain competitive Conditions of Service, strengthen staff development programs, attract visiting lecturers, and enable flexible delivery modes such as online teaching.
High operational costs due to underutilized resources such as internet bandwidth.	High	Optimize operational efficiencies, prioritize cost-saving measures, and align resource allocation with student enrolment trends.
Non-compliance with HEA accreditation.	High	Conduct regular internal audits, establish a dedicated accreditation team, and provide training for staff on HEA compliance standards.
Lack of effective coordination and management of Satellite Colleges.	Medium	Standardize management procedures, enhance oversight through regular audits, and conduct performance reviews of satellite campuses.
Meatal well-being for students and staff.	Medium	Expand counselling services, promote mental health awareness, and provide training for support staff.
Inadequate study spaces and infrastructure.	Medium	Optimize existing spaces, expand facilities, and develop a phased plan for infrastructure improvement.
Inadequate sanitation facilities (outdated toilets).	High	Allocate funds for infrastructure upgrades, prioritize maintenance schedules, and implement alternative sanitation solutions.
Safety risks from fire and lack of infrastructure insurance.	Medium	Conduct regular safety audits, install fire suppression systems, and ensure comprehensive insurance coverage for assets.
Dependence on government grants.	Medium	Diversify revenue streams through partnerships, research grants, consultancy services, and short courses.
High competition from other Universities.	Medium	Differentiate academic offerings, enhance University rankings, and engage alumni for brand promotion and recruitment efforts.

High unemployment among graduates.	High	Align curricula with industry needs, introduce entrepreneurial programmes, and strengthen internship opportunities.
Change in government policies affecting higher education.	Medium	Engage proactively with relevant ministries and maintain adaptability in University operations.
International economic and political turbulences.	Medium	Develop resilience strategies and diversify international partnerships to mitigate external risks.
Impact of climate change on operations.	Medium	Implement green energy solutions, adopt climate-resilient infrastructure, and integrate sustainability into campus policies.

4.5 Stakeholder Analysis and Engagement

A Stakeholder Analysis Matrix was developed to identify and categorize KNU's key stakeholders based on their influence and interest in the University's success. This analysis guided engagement during the SP development, ensuring input from critical stakeholders. Going forward, proactive and structured stakeholder management will play a central role in driving the successful implementation of the plan by fostering collaboration, enhancing communication, and strengthening long-term partnerships with both internal and external stakeholders.

Table 6: Stakeholder management matrix and the identified key stakeholders for each category

Stakeholder Category	Description	Management Strategy	Key Stakeholders
High Influence / High Interest	Stakeholders with significant power and strong interest in the University's success.	Actively engage and involve in decision-making processes; maintain regular communication.	Ministry of Education, University Council, Members Staff, Students, Donors, HEA, HELSB.
High Influence / Low Interest	Stakeholders with substantial influence but lower direct interest in the University.	Keep informed and maintain periodic communication to manage expectations.	Government Agencies, Alumni, Local Political Leadership, Local Authorities.
Low Influence / High Interest	Stakeholders with a high level of interest but limited influence over University decisions.	Keep adequately informed and engaged; address concerns promptly.	Students, Local Community, Parents/Guardians.
Low Influence / Low Interest	Stakeholders with minimal interest and limited influence over University activities.	Monitor with minimal engagement; provide basic information as needed.	General Public, Media, Service Suppliers.

5. MANDATE, VISION AND MISSION

5.1 MANDATE AND STRATEGIC DIRECTION

KNU is a public Higher Education Institution established through SI No. 106 of 2013 in accordance with the Higher Education Act No. 4 of 2013. It is duly recognized by the HEA as stipulated in the Higher Education (Amendment) Act No. 23 of 2021. Operating under the mandate outlined in Part IV, Section 14 of the Higher Education Act No. 4 of 2013, the University is empowered to provide higher education services. This legal framework underscores KNU's commitment to advancing education, research, and innovation in Zambia while adhering to national regulatory standards.

Through targeted investments in infrastructure, digital capabilities, and financial sustainability, KNU aims to enhance its educational offerings, boost research and innovation output, expand its corporate brand, and foster strategic partnerships to address societal needs effectively.

5.2 MISSION

To provide inclusive quality education, foster impactful research, and drive innovative solutions that address societal needs.

5.3 VISION

A globally renowned University, distinguished for excellence in education, research, and innovation, delivering solutions that create a lasting impact on societal needs.

5.4 STRATEGIC PRIORITY AREAS

The following strategic priority areas will guide the efforts to realize the University's Vision, Mission, and to contribute meaningfully to national development while maintaining global relevance in the ever-evolving landscape of higher education.

1. Academic Excellence and Quality
2. Infrastructure and Digital technology
3. Research, Innovation and Consultancy
4. Financial Health and Sustainability
5. Marketing, Community Engagement and Partnerships

6. CORE VALUES

At KNU, our core values, summarized as **ACHIEVE,** serve as the guiding principles for realizing our strategic goals. By living these values, we commit to a culture of excellence, inclusivity, and innovation that propels us to greater heights. These values guide decision-making, inform actions, and align the entire University community toward the fulfilment of our mission and vision. In practicing these values, we affirm that t**o ACHIEVE our GOALS and VISION, we must embody these principles.**

1. **ACCOUNTABILITY**
   We are committed to continue being transparent and responsible in all our operations, including the fulfilment of assigned responsibilities. We act in the best interest of the University community, uphold the highest standards of professionalism, and ensure we deliver on our commitments to stakeholders.

2. **COLLECTIVE EFFORT**
   Collaboration and teamwork drive our progress. Together, we harness diverse strengths, talents and perspectives of our community to achieve our goals and foster shared success and innovation.

3. **HARD WORK**
   Dedication and persistence are at the core of our work culture. We encourage every member of the University to strive for excellence and exceed expectations in their endeavours through diligence and commitment to high standards.

4. **INTEGRITY**
   We uphold the highest ethical standards, promoting honesty, fairness, respect and consistency in our interactions, decisions and operational activities across all levels of the University.

5. **EQUITY**
   Inclusivity and fairness define our approach. We are dedicated to creating an inclusive environment where diversity is celebrated, and everyone has equal opportunities to learn, grow, and contribute regardless of background or circumstance.

6. **VISIONARY**
   We embrace forward-thinking and innovative approaches, positioning the University as a leader in higher education and research by anticipating and adapting to future challenges and opportunities.

7. **EXCELLENCE**
   Our pursuit of distinction is unwavering. We continuously strive for the highest standards in teaching, research, and community engagement, continuously striving to surpass expectations and achieve outstanding results.

7. STRATEGIC PRIORITIES, GOALS, AND STRATEGIES

The interactive strategic planning meeting with Council members, Management, Staff and Students allowed us to understand our current status, the environment in which we operate and the

circumstances we continue to encounter in order to determine where we want to be in the next seven years. It also allowed us to align our endeavours with the national priorities and regulations to ensure that the plan we develop will drive our University towards achieving our strategic goals timely and efficiently.

Over the coming seven years, we will strengthen our resolve to achieve our vision of becoming *A leading University in inclusive quality education, research and innovation, responsive to social needs*. We will enhance our capacity *to provide inclusive quality education, foster impactful research, and drive innovative solutions that address societal needs*. Strategic Priority No. 1, is a listing of our high-level key performance areas, ambitions and changes which we will seek to achieve.

In order to align the management of fiscal, human, and material resources, the University has established strategic priority areas to provide a sharp plan focus over the next seven years. When the University is determining where to invest resources or how to assess performance, we will begin (but not end) with these priorities. Of course, these strategic priority areas reflect our mission, vision and core values.

Our Goals

7.1 Strategic Priority No. 1: Academic Excellence and Quality

Enhance the quality of education and academic experience of our students by fostering an environment that delivers market-relevant education, supports innovative teaching through modern teaching tools and technologies, strengthens learner support, and equips students with skills, values, and intellectual discipline for societal contribution by December 2031.

Strategies to achieve this goal:

a) Expand and Diversify Programme Offerings Aligning with Market Needs.
b) Enhance Teaching and Learning by integrating Modern and Advanced Technologies including Digital Learning & Teaching Tools.
c) Strengthen Quality Assurance Systems and Standardization of Learning Modules.
d) Enhance Learner Support Services and Facilities.
e) Maintain and Attract Highly Qualified and Experienced Staff.
f) Enhance campus security, health and safety standards, and the University environment to promote a secure, healthy, and aesthetically pleasing learning environment for staff and students.

7.2 Strategic Priority No. 2: Infrastructure and Digital Technology

Develop and modernize physical infrastructure while advancing digital and virtual capabilities to create a sustainable, technologically-enabled environment that supports innovative teaching, research, and administrative efficiency, enhancing the overall University experience by December 2031.

Strategies to achieve this priority:

a) Develop and Upgrade KNU Physical and Technological Infrastructure.
b) Integrate modern Smart Digital Technologies into KNU Processes and Infrastructure in order to support interactive and blended learning models.
c) Strengthen Infrastructure in Support for Research & Innovation.
d) Invest in Renewable Energy Technologies to Ensure Energy Efficient, Sustainable, Reliable Energy Supply.

7.3 Strategic Priority No. 3: Research, Innovation and Consultancy

Enhance research output and promote consultancy services by increasing research grant acquisition, publication rates, and fostering multidisciplinary collaborations & partnerships by 2031

Strategies to achieve this goal
  a) Increase Staff Participation in Research, Consultancy, and Publication.
  b) Strengthen Infrastructure and Support for Research & Innovation.
  c) Expand Research Output and Visibility in Multidisciplinary Areas.
  d) Increase Postgraduate Student Engagement in Research and Innovation.
  e) Implement Quality Assurance and Monitoring Systems.

7.4 Strategic Priority No. 4: Financial Health and Sustainability

Achieve financial sustainability through 80% increase in revenue, automation of financial systems to 100%, and diversified revenue streams contributing 30% of revenue by 2031.

Strategies to achieve this goal
  a) Establish a cost-reflective fee structure aligned with the actual costs by 2031
  b) Increase fees collection rate from 65% in 2024 to 95% by 2031.
  c) Achieve 100% automation of all financial processes by 2028.
  d) Optimize resource utilization to reduce administrative costs by 30% by 2031.
  e) Diversify revenue streams to above 30% non-traditional income by 2031.

7.5 Strategic Priority No. 5: Marketing, Community Engagement and Partnerships

Position KNU as a premier academic institution and the preferred choice for students by strengthening marketing strategies, fostering community engagement, and building strategic partnerships that enhance the University's corporate brand and reputation for excellence by 2031.

Strategies to achieve this goal
  a) Enhance the KNU brand Digital Marketing and position the University as preferred destination for higher education.
  b) Establish a community engagement and partnerships framework to enhance community engagement and foster mutually beneficial industry-university partnerships and Collaboration.

Working for Excellence

8. INSTITUTIONAL GOVERNANCE AND IMPLEMENTATION STRUCTURE

8.1 Introduction

This section outlines the institutional governance and implementation structure essential for the success of the 2025 - 2031 SP. It highlights key elements which includes governance structures, implementation roadmaps, and the dissemination strategy.

Building on over 50 years of experience as a higher education institution primarily providing teacher education and seven years of operating as an independent University, we will leverage lessons from the 2020 - 2024 SP to refine our approach. While maintaining and enhancing successful practices, the University will adopt innovative methods and strategies as well as foster beneficial partnerships to address emerging challenges in the higher education sector. Bold and forward-thinking actions are required to expand our horizons and achieve impactful results.

8.2 Governance Structure

The University's governance and accountability systems are pivotal for effective SP implementation, with the University Council bearing the primary responsibility. To effectively manage the SP implementation process, the organogram will need to include a Monitoring and Evaluation Officer, within the Vice-Chancellor's authority chain.

To reinforce corporate governance principles, targeted training sessions and inductions for University leaders will be undertaken. This initiative will include the review and refinement of governance instruments, such as the University Statutes, and operational procedures to align with the strategic objectives.

8.2.1 University Council

The University Council serves as the Apex Governance body, tasked with setting policies, overseeing institutional direction, and ensuring compliance with statutory requirements. Its leadership is critical in providing strategic guidance for achieving the goals outlined in the 2025 - 2031 SP.

8.2.2 Senate

As the academic authority of the University, the Senate oversees the development, implementation, and quality assurance of academic programmes. It plays a vital role in ensuring that the University's academic offerings align with the strategic priorities and meet national and global standards.

8.2.3 Management Structures

8.2.3.1 Principal Officers

Principal officers, led by the Vice-Chancellor, are responsible for translating strategic objectives into actionable programmes. They ensure that day-to-day operations align with the SP, fostering coordination across all units.

8.2.3.2 Deans, Directors, Heads of Departments and Heads of Units

Deans, Directors, and Heads of Departments and Units implement strategic initiatives within their respective areas. They serve as crucial links between executive management and staff, ensuring that the plan's objectives cascade effectively through all levels of the University.

8.3 Legal Framework

The University operates within the framework of Zambian laws and regulations governing the higher education sector, ensuring compliance with legal and governance principles. The implementation of the SP will adhere to these legal instruments, which provide a basis for institutional operations and accountability. Key legal instruments include:

8.3.1 The Higher Education Act No. 4 of 2013 as amended by the Higher Education (Amendment) Act Number 23 of 2021

The Higher Education Act No. 4 of 2013, read together with the Higher Education (Amendment) Act No. 23 of 2021, establishes the legal framework for higher education institutions in Zambia, outlining their powers, roles, and responsibilities. Compliance with these acts ensures that KNU's governance and operations align with national standards, fostering accountability and institutional credibility. Key provisions relevant to the SP include guidelines for governance structures, such as the University Council, Senate, and Management officers. Additional provisions address requirements for institutional registration, accreditation of learning programmes, and adherence to national education policies. The acts also specify quality assurance mechanisms to ensure Universities meet established standards, which are overseen by the Higher Education Authority.

8.3.2 The Higher Education (General) Regulations, Statutory Instrument Number 51 of 2024

The Higher Education (General) Regulations, Statutory Instrument No. 51 of 2024, provide detailed operational guidelines for implementing the provisions of the Higher Education Act, ensuring consistency and quality in higher education practices. Key elements of the regulation include standards for programme approval, curriculum development, and delivery mechanisms; protocols for student admissions, progression, and certification; specifications for institutional audits and quality assurance processes to maintain excellence; and requirements for public reporting and transparency in financial and academic activities.

8.3.3 The Zambia Qualification Authority Act Number 8 of 2024

This act governs the Zambia Qualification Framework to maintain academic standards and enhance national and international credibility of the University's programmes. Through adherence to this act, the University guarantees the credibility and relevance of its programmes, enabling graduates to compete effectively in the global job market.

8.4 Roadmap for the Implementation of the Strategic Plan

The implementation of the SP will be guided by a detailed roadmap embedded within the implementation plan (provided as an appendix 1). This plan outlines the key activities, timelines, expected outcomes, and associated resources required for success.

Implementation will be operationalized through annual work plans prepared by Units and Departments, ensuring alignment with the strategic goals. All staff members will be actively involved in these processes to promote ownership and accountability. Through this structured approach, the University will ensure that the SP is translated into actionable steps, fostering consistency and focus across all levels and Units.

Strategy Drivers are assigned to oversee the implementation of specific activities. Their responsibilities include:

a) Ensuring that implementing units integrate relevant activities into their annual work plans.

b) Monitoring progress using the Key Performance Indicators (KPIs) specified in the implementation plan.

c) Preparing periodic reports to track outcomes and inform decision-making.

8.5 Disseminating of the Strategic Plan

To address gaps in awareness and understanding of the SP and the responsibilities, identified during the evaluation of the 2020 - 2024 SP, a comprehensive dissemination strategy will be implemented to engage all University members. This will include the following strategies:

a) **Internal Awareness Sessions**

The office of the Registrar will organize and facilitate targeted sessions to be undertaken by the SP Committee for different staff categories to explain the Strategic Plan's Vision, Mission, Values, and Strategic Goals. These sessions will highlight the priority areas and focus for implementation during the 2025 - 2031 period.

b) **Unit-Level Engagement**

Heads of Units and Departments will play a critical role in ensuring that all staff within their teams understand the SP. They will outline individual roles and responsibilities in achieving the plan's objectives, to ensure alignment and commitment.

c) **Accessible Communication Materials**

The SP will be shared as a digital document accessible through the University's emailing system, staff portals and website. Summarized versions, such as brochures and posters, will be distributed to emphasize key aspects of the plan.

d) **Continuous Communication**

Regular updates, newsletters, and briefings will be provided to keep staff informed of progress and any adjustments to the SP. These channels will also serve as platforms for feedback and engagement.

9. FINANCING OF THE STRATEGIC PLAN

9.1 Introduction

The successful implementation of the 2025 - 2031 SP requires a robust financing framework that ensures adequate resources are available to meet its ambitious goals. This section outlines the key funding sources, the approach to resource mobilization, and the strategies for sustainability and risk mitigation. By leveraging both internal and external resources, the University aims to maintain financial stability and deliver on its commitments effectively.

9.2 Strategic Funding Sources

The financing of the SP will rely on a combination of internal and external funding sources, including:

a) Internally Generated Revenue which includes, tuition fees, income from satellite campuses, consultancy services, short courses, investments in financial securities, and other entrepreneurial activities.

b) Support from the government through the Government Grant for operational and capital expenditures.

c) Competitive research and educational grants from international development partners and local agencies aligned with higher education, research and national development priorities.

d) Collaborations and strategic partnerships with corporate and with private sector organizations and philanthropic contributions for specific projects and initiatives.

9.3 Approach

The University will adopt a structured and proactive approach to financing the SP, which includes:

a) **Annual Budgeting and Planning:** Units will develop detailed work plans aligned with strategic priorities, ensuring efficient allocation of resources.

b) **Diversification of Revenue Streams:** Expanding non-traditional revenue streams to reduce over-reliance on tuition fees and government grants.

c) **Capacity Building:** Training staff in resource mobilization and financial management to enhance efficiency and transparency.

9.4 Sustainability and Risk Mitigation

To ensure financial sustainability, the University will endeavour to align financial resources with the University's strategic priorities and maintaining a focus on sustainability. Additionally, we will focus on maintaining reasonable levels of internally generated revenue while supplementing these with external inflows through the following key strategies:

a) Prioritizing cost-effective resource utilization, and reinvesting surpluses into growth initiatives.

b) Adhering to the risk mitigation strategies outlined in Table 6 of this SP, such as diversifying revenue sources, maintaining financial reserves, and monitoring external economic conditions.

c) Exploring additional funding mechanisms as opportunities arise and responding effectively to unforeseen financial challenges.
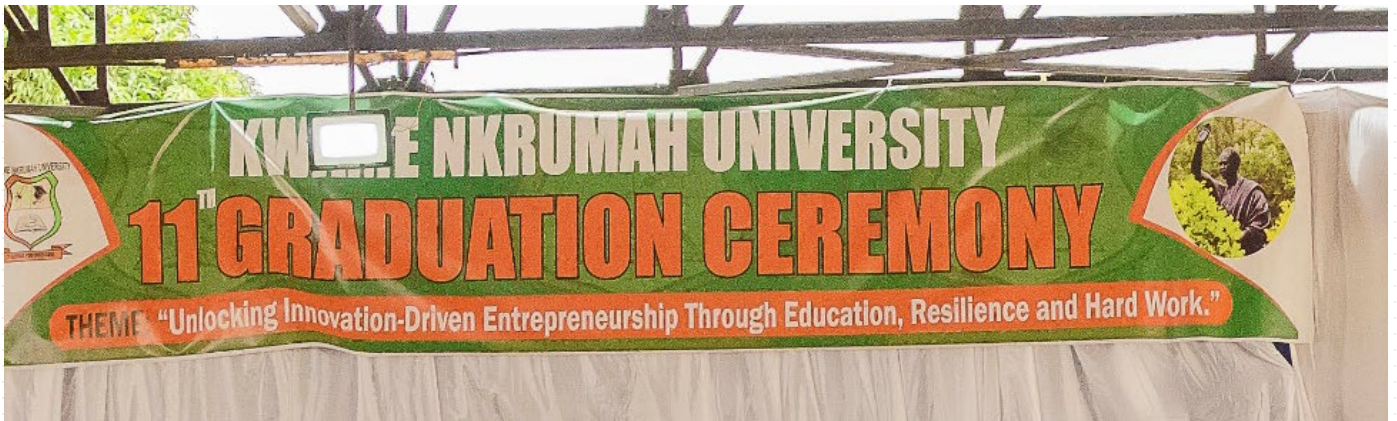
10. MONITORING, EVALUATION AND LEARNING OF THE STRATEGIC PLAN

10.1 Introduction

The successful implementation of the SP 2025 - 2031 hinges on the adoption of an effective MEL framework. This framework will provide a structured mechanism to track progress, evaluate impact, and enable adaptive management to ensure the University achieves its strategic goals. By fostering accountability, learning, and responsiveness, the MEL framework will drive continuous improvement in KNU's performance and outcomes.

10.2 Monitoring and Evaluation Strategy

The MEL framework will be designed as a robust system for results-based monitoring, focusing on tracking and reporting progress at all levels of the SP implementation. This approach emphasizes routine monitoring of inputs, activities, outputs, and outcomes to ensure alignment with strategic priorities and timely achievement of goals. The framework will focus on three key objectives:

a) **Accountability**
Ensure transparent use of resources and alignment with the SP objectives.

b) **Learning**
Identify successes and challenges to improve decision-making and implementation strategies.

c) **Adaptability**
Respond effectively to emerging trends and stakeholder needs, ensuring relevance and impact.

10.3 Baseline Indicators

A critical element of the MEL strategy is the establishment of baseline performance indicators. These indicators will provide a benchmark for measuring progress, enabling evidence-based adjustments and effective monitoring of results.

10.4 Implementation Approach

KNU will integrate the MEL framework into its operational processes by embedding monitoring activities into departmental work plans and ensuring consistent data collection. Regular reporting will allow management to track performance, address gaps, and implement timely improvements.

This strategy positions KNU to effectively measure its contributions to national development, communicate its achievements to stakeholders, and remain responsive to the dynamic educational environment, ensuring the successful realization of its SP 2025 - 2031.

APPENDIX

11. IMPLEMENTATION PROCESS

11.1 Introduction

This Implementation Plan for the 2025 - 2031 KNU SP serves as a comprehensive roadmap for its effective execution. It outlines specific, actionable steps required to translate the strategic plan into tangible outcomes that achieve the defined goals and objectives. Implementation will be carried out by University staff across all levels, in close collaboration with stakeholders, ensuring inclusivity and alignment with institutional priorities. The plan's success will be supported by strategic resource allocation through annual work plans developed by various departments and units, with active involvement of all University staff.

11.2 Enabling Factors

The successful implementation of the SP is premised on the following pre-conditions and assumptions:

11.2.1 Pre-conditions

These are key enabling factors to the successful implementation of the SP that are within the control of the University

a) Dissemination of the Plan to all members of staff;
b) Ownership of the Plan by top leadership and all members of staff;
c) Availability of committed, qualified and skilled staff; and
d) Linking the SP to the Budget:
e) Availability of basic tools and equipment: and
f) Conducive work environment
g) A robust Planning and Monitoring System
h) Timely approval of policies by the University Council;

11.2.2 Assumptions

These are critical enabling factors for successful implementation of the SP but are beyond the control of the University. These assumptions include:

a) **Adequate and Timely Government Funding.**
Consistent and timely disbursement of funds from the government to support University programmes and operational requirements.
b) **Timely Release of Loans and Grants for Students.**
Prompt allocation and release of funding for students supported by the Higher Education Loans and Scholarships Board (HELSB) or other funding bodies.

c) **Availability and Willingness of Development Partners.**
Continued commitment and collaboration from development partners, including local authorities, to support joint initiatives and projects.

d) **Support from Development Partners (both local and/or International).**
Sustained technical and financial assistance from international organizations such as UNESCO and other global partners to enhance institutional development.

e) **Stability in Government Policies and Regulations.**
A supportive and stable policy framework from the government, including higher education policies and regulatory guidelines, that aligns with the University's strategic objectives.

f) **Economic Stability**
A favorable macroeconomic environment to ensure the affordability of education and the sustainability of University operations.

g) **Technological Advancements and Infrastructure**
Availability of affordable and up-to-date technology to facilitate innovative teaching, research, and administrative operations.

h) **Community and Industry Engagement.**
Active support and collaboration from the local community and industry stakeholders to provide practical training opportunities, internships, and employment pathways for students

11.3 Performance Monitoring

The implementation of the SP will be reported on a Quarterly and annual basis and the review of the performance will be carried out twice at mid-term and at the end of the strategy period. This is essential to ensure the implementation is monitored and its performance is assessed on a regular basis. The Monitoring, Evaluation and Learning (MEL) of the implementation of the SP is vital for ascertaining its impact. The University will strengthen the MEL mechanisms to effectively and efficiently track progress and evaluate its performance against set targets Quarterly and annually. The assumptions outlined in this Implementation Plan need to be taken into account during the review of the SP performance.

11.4 Training of Implementation Staff

The implementation process should begin with communicating the plan throughout the University especially the key personnel, to ensure they buy into the plan and become fully committed to it early on. Where necessary, some key personnel may need to undergo specialised training in order to enhance efficiency in the execution of their duties.

12. IMPLEMENTATION PLAN

Strategic Priority No. 1: ACADEMIC EXCELLENCE AND QUALITY

Goal 1: To enhance the quality of education and academic experience at Kwame Nkrumah University by fostering an environment that delivers market-relevant education, supports innovative teaching through modern teaching tools and technologies, strengthens learner support, and equips students with skills, values, and intellectual discipline for societal contribution by December 2031

Strategies	Activities	Targets	Baseline	Budget	Responsible
1.1 Expand and Diversify Programme Offerings Aligned with Market Needs	1.1.1 Develop and implement a curriculum framework that aligns University programmes with the transformed education curriculum and quality standards, emphasizing skills development and interdisciplinary learning.	The Curriculum framework approved and implemented by Q3 2025.	Existing curriculum framework.	K250,000	**DVC – Academic,** Deans of Schools, Heads of Departments, Director - QA
	1.1.2 Review and update the existing curricula to include new market-responsive courses, aligning with industry standards and emerging fields such as AI, e-learning technologies, and interdisciplinary studies.	Completion of curriculum review for at least 80% of programmes by Q2 2026.	0% of Existing curricula reviewed.	K500,000	**DVC – Academic**, Deans of Schools, Heads of Departments
	1.1.3 Introduce and strengthen diversified, market-responsive programmes, in high demand fields.	Introduction of at least one new programme in each department by Q3 2027.	Existing programmes.	K600,000	**DVC – Academic,** Deans of Schools, Heads of Departments Director - QA
	1.1.4 Introduce new postgraduate programmes in response to the new curriculum framework for general education and other emerging and high demand fields.	Introduction of at least five (5) new postgraduate programmes; 30% Increase in postgraduate enrolment by 2028.	Existing 16 postgraduate programmes. 140 enrolments per cohort.	K300,000	**DVC – R & I,** Director RPGSI, Deans of Schools, Heads of Departments, Director - QA

	1.1.5 Design, develop, and implement market-responsive short professional development courses tailored to equip learners with practical competencies and skills for self-sufficiency and entrepreneurship.	Introduce 15 new skills-focused short courses by 2031.	Currently, 1 short course offered.	K200,000	**DVC – Academic,** Deans of Schools, Heads of Departments, Director – QA.
	1.1.6 Establish partnerships with professional bodies, industry and international universities to enhance curriculum relevance.	50% increase in number of active MOUs or agreements with professional bodies and Universities.	Less than 10% of the formal partnerships in place are Active.	K200,000	**DVC – Academic,** Deans of Schools, Heads of Departments, Director – QA.
	1.1.7 Implement curriculum changes based on feedback from at least 5 partners by 2028.	100% of revised curricula incorporating industry and academic partner input.	Curricula revisions informed by partners occur sporadically.	K100,000	**DVC – Academic,** Deans of Schools, Heads of Departments, Director – QA.
	1.1.8 Conduct annual market research to identify demand-driven programmes and maintain a dynamic database of market trends.	new programmes introduced after Q3 2027 informed by market trends and demand.	No structured market research or database currently in place.	K200,000	**DVC – Academic,** Deans of Schools, Heads of Departments.
1.2 Enhance Teaching and Learning by integrating Modern and Advanced Technologies including Digital Learning & Teaching Tools	1.2.1 Training staff on the use of the advanced E-learning technologies and digital tools that support interactive and hybrid learning models including AI-assisted learning platforms.	At least 80% of staff trained by Q4 2027.	0% trained.	K100,000	**DVC – Academic,** ICT Manager, Deans of Schools, Heads of Departments.
	1.2.2 Complete Transition to modern teaching methodologies by implementing blended learning modes that integrate online and face-to-face instruction and fully utilizing e-learning systems.	At least 50% of programs adopt blended learning and increase the usage of e-learning systems by 50% by Q4 2028.	Less than 7% usage of digital platforms by Dec 2024.	N/A	**DVC – Academic,** ICT Manager, Deans of Schools, Heads of Departments.
	1.2.3 Expand digital library resources to support both on-campus and distance learning students (off-campus access).	Digital library resources expanded to	Limited digital library access	K250,000	**Chief Librarian,** ICT Manager,

		improve remote access by Q4 2025.	for distance students.		
	1.2.4 Establish a comprehensive system for distance students to access library resources, including enhancing the online portal and delivery of physical resources when necessary.	90% of distance students actively accessing library resources remotely by 2026.	access library resources mostly during residential sessions.	K200,000	**Chief Librarian,** ICT Manager,
1.3 Strengthen Quality Assurance Systems and Standardization of Learning Modules	1.3.1 Develop standardized learning modules for consistent academic delivery and adherence to best practices and quality standards.	standardized learning modules across all programs by Q4 2028.	Learning modules lack standardization.	K700,000	**DVC – R & I,** Director ODL, Deans of Schools, Heads of Departments
	1.3.2 Review of the student assessment strategies to align with regulatory standards.	Student assessment strategies with aligned regulatory standards by Q4 2025.	Existing strategies require alignment with updated regulations.	K56,000	**DVC – R & I,** Director Quality Assurance, Deans of Schools
	1.3.3 Review and update academic policies for compliance with programme accreditation and qualification registration regulations.	Review conducted Bi-annually starting from Q1 2025.	Existing policies.	K150,000	**DVC – Academic,** Registrar Director Quality Assurance,
	1.3.4 Establish a compliance monitoring system to ensure programme accreditation and adherence to higher education standards and regulations.	Compliance system implemented by Q3 2025.	No compliance monitoring.	K50,000	**DVC – R & I,** Director - Quality Assurance
	1.3.5 Conduct bi-annual stakeholder consultations for feedback and insights on quality and standards.	consultations on quality and standards conducted starting in Q1 2026.	consultations on quality and standards currently in place.	K400,000	**DVC – R & I,** Director - Quality Assurance
	1.3.6 Track specific KPIs related to enrolment, student satisfaction, research output, and compliance to ensure continuous improvement.	at least 80% of actionable feedback is addressed within six months of each	No centralized KPI tracking.	K20,000	**DVC – R & I,** Director - Quality Assurance

		consultation - Ongoing from 2027 – 2031.			
1.4 Enhance Learner Support Services and Facilities	1.4.1 Enhance learner support services by training staff in academic advising, career services, mentorship, and basic counselling.	Train at least 80% of academic staff by Q4 2027	5 staff trained in counselling	K200,000	**Dean of Students,**
	1.4.3 Enhance the student portal to improve access to support services and feedback collection.	Student portal with enhanced support services and feedback features by Q4 2026	limited support service information and no feedback collection tools	K150,000	**Dean of Students,**
1.5. Maintain and Attract Highly Qualified and Experienced Academic Staf	1.5.1 Review and update the staff retention policy to include competitive remuneration, benefits, and professional growth opportunities	A reviewed and updated retention policy implemented by 2025.	Existing retention policy in place but needs review to align with market trends.	K150,000	**Registrar,** Deans of Schools, Heads of Units
	1.5.2 Develop and implement a structured staff capacity-building & professional Development programme, including scholarships and training opportunities.	academic staff trained in new methodologies by 2031.	Currently, 50% of staff have participated in training within the last 3 years.	K500,000	**Registrar,** Deans of Schools, Heads of Units
	1.5.3 Strengthen recruitment processes to attract top talent & highly qualified staff by offering competitive packages and leveraging University reputation.	Recruitment of 50 highly qualified staff across key disciplines by 2031.	Recruitment system exists but is limited in terms of competitive alignment with market demands.	K1,000,000	**Registrar,** Deans of Schools, Heads of Units
	1.5.4 Enhance the staff performance recognition system to enhance motivation and productivity	Annual performance recognition awards launched by 2026.	labour day awards system currently in place.	K200,000	**Registrar,** Deans of Schools, Heads of Units

1.6 Enhance campus security, health and safety standards, and the University environment to promote a secure, healthy, and aesthetically pleasing learning environment for students	1.6.1 Conduct a comprehensive security assessment of all campuses and surrounding areas.	Complete the assessment by June 2025.	Security assessments are conducted sporadically.	K150,000	**Registrar,** CSO, Resident Engineer, ICT Manager DOSA
	1.6.2 Install and upgrade security infrastructure (e.g., CCTV, lighting, and security feature on perimeter fencing).	Install new infrastructure at 100% of campuses by December 2026.	Security infrastructure is porous, with significant vulnerabilities across campuses.	K900,000	**Registrar,** CSO, Resident Engineer, ICT Manager, DOSA
	1.6.3 Increase the presence of trained security personnel at strategic locations on campuses.	Deploy adequately trained security personnel all identified strategic locations by December 2031.	Some strategic spots not maned by security personnel are insufficient.	K700,000	**Registrar,** CSO,
	1.6.4 Establish a Health and Safety Committee to monitor food standards in campus and surrounding eateries.	Fully operational committee by June 2025, with quarterly monitoring and reporting.	No formal Health and Safety Committee currently exists to monitor food standards.	K100,000	**Registrar,** DOSA
	1.6.5 Establish a partnership with the local authority for the development and implementation of guidelines for vendors around campuses to ensure food safety compliance.	Guidelines developed and disseminated to 100% of vendors by December 2025.	No formal partnerships or guidelines exist for ensuring food safety compliance among vendors.	K50,000	**Registrar,** Resident Engineer, DOSA
	1.6.6 Enhance campus green spaces, open-air study areas, and recreational facilities.	Develop or upgrade at least three green spaces and recreational areas on each campus by December 2027.	Green spaces and recreational facilities are limited and underutilized	K500,000	**Registrar,** Resident Engineer, Parks & Gardens

			across campuses.		
	1.6.7 Enhance waste management and recycling programmes to maintain campus cleanliness.	Implement programmes on all campuses by December 2026 with regular assessments.	recycling programmes are absent on all campuses.	K200,000	**Registrar,** Deans and Directors Resident Engineer,
	1.6.8 Conduct health and safety awareness campaigns for students and staff.	Organize at least three awareness campaigns annually starting from 2025.	Health and safety awareness campaigns are irregular and limited in scope.	K50,000	**Registrar,** DOSA
	1.6.9 Introduce a mobile app or online portal for students to report safety and environmental concerns.	Launch the app or portal by December 2025 and ensure a response mechanism within 24 hours.	No dedicated system exists for students to report safety and environmental concerns.	K50,000	**Registrar,** ICT manager, DOSA CSO

Strategic Priority No. 2: INFRASTRUCTURE AND DIGITAL TECHNOLOGY
Goal 2: Develop and upgrade physical infrastructure while advancing digital and virtual capabilities to create a sustainable, technologically-enabled environment that supports innovative teaching, research, and administrative efficiency, enhancing the overall University experience by December 2031.

Strategies	Activities	Targets	Baseline	Budget	Responsible
2.1 Develop and Upgrade KNU Physical and Technological Infrastructure by 2031	**2.1.1:** Develop/Renovate/Modernise/ Repurpose infrastructure	70% of identified infrastructure Developed/Renovated/Modernised/Repurposed by 2031 – (Annually starting Q1 2025).	Fewer than 30% of infrastructure meets inclusivity and safety standards.	K35,000,000	**Registrar** Resident Engineer, Heads of Unit Deans of Schools, Heads of Departments
	2.1.2: Assess furniture requirements and ensure the provision of adequate and suitable furniture for lecture rooms and student hostels.	Complete a comprehensive furniture needs assessment and achieve 100% furnishing	Inadequate or outdated furniture in lecture rooms		**Registrar** Resident Engineer Deans of Schools DOSA

		of identified requirements in lecture rooms and student hostels by Q4 2026.	and student hostels.		
	2.1.3: Expand Bandwidth 200Mbps to 700Mbps.	Expand to at least 450Mbps Bandwidth by Q4 2027.	Current bandwidth is 275 MBPs.	K5,500,000	**Registrar** ICT Manager
	2.1.4: Upgrade ICT infrastructure by installing fibre-optic networks to provide reliable internet access across all campuses, including lecture theatres, classrooms, and hostels).	At least 80% of identified ICT tools are operational and achieve 70% internet coverage across the University by Q4 2027.	Limited internet coverage and outdated ICT infrastructure across campuses and hostels.	K2,000,000	**Registrar** ICT Manager
	2.1.5: Provide computers for staff in a phased approach.	Procure computers for 75% of staff by Q4 2027.	Limited computer access; no formal BYOD policy in place.	K8,100,000	**DVC - Academic** ICT Manager, Deans of Schools
	2.1.6: Develop and implement the BYOD Policy.	BYOD Policy implemented and 60% of staff/students adhering by Q4 2025.	Existing protocols are outdated or inconsistently enforced.	K180,000	**Registrar** ICT Manager, Deans
2.2 Integrate modern Smart Digital Technologies into KNU Processes and Infrastructure in order to support interactive and	**2.2.1** Develop/procure a LMS and other advanced e-learning digital tools to support interactive and blended learning models, enhancing the learning environment.	Fully operational Smart LMS with biometric attendance tracking by Q3 2028; 100% integration across all programmes by 2031.	Current LMS lacks biometric attendance features and is inconsistently used.	K1,000,000	**DVC - Academic** ICT Manager
	2.2.2 Develop/procure and implement a Student Information System (SIS) by 2031.	Smart SIS operational across all schools and units by 2028; 70% of key processes automated.	Existing SIS is outdated and does not meet the needs of all	K1,000,000	**DVC - Academic** ICT Manager

blended learning models by 2031			Schools and Units.		
	2.2.3 Enhance cybersecurity resilience to protect data and infrastructure from threats (Including secure server rooms, reduce cyber-attacks and capacity building in data safety.	Cybersecurity framework operational by Q4 2025; reduce cyber-attack incidents by 50% by 2026.	Current cybersecurity measures are basic, with frequent minor data breaches.	K2,000,000	**DVC - Academic** ICT Manager,
	2.2.4 Establish centralized networked printers in Schools & Units.	Centralized networked printers operational in all Schools and Units by Q4 2026.	Printers are decentralized, leading to inefficiencies and high operational costs.	K1,300,000	**DVC - Academic** ICT Manager, Deans of Schools, Heads of Departments and Units
	2.2.5 Procure/Install Interactive video conferencing and smart board facilities in the Council Chambers, Staff room and ODL conference Room by 2031.	Interactive video conferencing facilities fully installed and operational in both locations by 2031.	No video conferencing facilities available in the Council Chambers or ODL conference room.	K7,500,000	**DVC - Academic** ICT Manager
2.3 Strengthen Infrastructure in Support for Research & Innovation	**2.3.1** Acquire and implement advanced digital tools and software to streamline research management and enhance efficiency (including anti plagiarism tool, research management tools, data analysis tools).	Deploy and operationalize 50% of the essential research management digital tools identified in the needs assessment by Q4 2027.	One research management software installed	K300,000	**DVC – R & I** ICT Manager Director RPGSI.
	2.3.2 Develop a phased infrastructure development/improvement plan focusing on technological tools and systems, research facilities, and laboratories.	50% increase in research space and technology resources by 2028	Existing research facilities are	K1,000,000	**DVC – R & I** Resident Engineer, Director RPGSI.

			outdated and inadequate		
	2.3.3 Establish a conference room at the East Library equipped with interactive videoconferencing and smart board facilities to support research and innovation.	Fully equip and operationalize the conference room with interactive videoconferencing facilities by Q4 2031.	None	K1,900,000	**DVC – R & I** Directorate RPGS Resident Engineer, ICT Manager,
<td colspan="5" style="background-color:#8BC34A"></td>					
2.4 Invest in Renewable Energy Technologies to Ensure Energy Efficient, Sustainable, Reliable Energy Supply	**2.4.1** Assess the energy consumption patterns, identify gaps, and conduct feasibility studies for renewable energy potential & solar hybrid installations across all campuses.	Comprehensive energy consumption assessment and feasibility studies completed by Q2 2026, identifying priority areas for implementation.	Energy consumption patterns are not systematically analysed; Dependence on the national grid with frequent energy disruptions.	K100,000	**Registrar,** Resident Engineer, CFO, FA
	2.4.2 Create a phased implementation roadmap for integrating renewable energy sources (e.g., solar, and hybrid systems) into campus operations.	implementation roadmap developed by 2026 by Q4 2026, aligning with campus energy need.	No actionable strategy for renewable energy deployment.	K250,000	**Registrar** Resident Engineer, CFO, FA
	2.4.3: Implement solar hybrid installations in strategic buildings based on feasibility study recommendations.	Solar systems operational Achieve 50% energy reliance on solar power across all campuses by Q4 2028.	No solar installations; reliance on conventional electricity results in high operational costs.	K2,500,000	**Registrar**, **CFO,** Resident Engineer FA
	2.**4.4** Scale up renewable energy systems to include hostels, classrooms, and recreational	Attain 100% renewable energy integration across	no renewable energy backup.	K4,200,000	**Registrar** Resident Engineer,

	facilities, ensuring comprehensive energy coverage.	all campuses by Q4 2031.			

Strategic Priority No. 1: RESEARCH, INNOVATION AND CONSULTANCY

Goal 3: To enhance research output, Innovation and consultancy by increasing research grant acquisition, publication rates, and multidisciplinary collaborations & partnerships by 2031

Strategies	Activities	Targets	Baseline	Budget	Responsible
3.1 Increase Staff Participation in Research, Consultancy, and Publication	**3.1.1** Formulate and implement a comprehensive research strategy to drive and enhance the University's research initiatives.	Research strategy implemented by Q1 2026.	No research strategy for the University.	K50,000	**DVC – R & I** Director RPGSI, School Deans Heads of Departments
	3.1.2 Organize annual training workshops for staff on research grant proposal writing, consultancy, and research skills.	At least 2 workshops held annually; Train 80% of academic staff within the first two years. - Annually (starting Q1 2025).	Less than 20% of staff trained annually; no regular workshops in place.	K150,000	**DVC – R & I** Director RPGSI, School Deans
	3.1.3 Establish an internal research mentorship program linking junior staff with experienced researchers.	Increase staff research participation by 30% by Q4 2026.	Research mentorship is informal and ad hoc.	K50,000	**DVC – R & I** Director RPGSI
	3.1.4 Create incentives, including a research excellence award, for staff who excel in research, consultancy, and publication.	10% annual increase in staff-led research projects - Q1 2026.	No structured incentive system for research output.	K150,000	**DVC – R & I** Director RPGSI
	3.**1.5** Provide grants for staff to engage in innovative research.	increase in research publications by 50%. By 2025 – Ongoing to 2030.	Limited internal grants available; low publication rate.	K2,100,000	**DVC – R & I** Director RPGSI, School Deans

	3.1.6 Create multidisciplinary research groups/teams in key areas like education, STEM, and Business & Economics to become national leaders in research output.	Establishment of at least three research centres; increase in external research funding by 30%. By 2027 annually until 2031.	No formal multidisciplinary teams in place; minimal external funding.	K50,000	**DVC – R & I** Director RPGSI, School Deans
3.2 Strengthen Support for Research & Innovation	**3.2.1** Upgrade the digital repository for research publications and provide staff training in the use of research management tools.	Complete repository upgrade by 2026 and increase repository usage by 60%. - Q3 2025 - Q4.	Existing repository is underutilized and not up-to-date.	K50,000	**DVC – R & I** ICT Manager, Director RPGSI
	3.2.2 Secure funding for research and technology from government and international partnerships.	Secure at least two new funding sources by 2027 - 2025 – 2027.	Limited active funding partnerships.	K100,000	**DVC – R & I,** CFO, Director RPGSI.
	3.2.3 Establish public-private partnerships for research.	Establish at least 1 public-private partnership for research by 2028.	Non currently exist.	K50,000	**DVC – R & I** Director RPGS, Deans of Schools
	3.2.4 Promote the University's expertise to secure contract research opportunities with corporate partners.	Establish at least 1 corporate partnership for contract research by Q4 2028.	Not happening.	K200,000	**DVC – R & I** Director RPGSI, School Deans
3.3 Expand Research Output and Visibility in Multidisciplinary Areas	**3.3.1** Enhance the visibility of the KNU Multi-Disciplinary Journal by indexing it in reputable databases (e.g., Scopus, Web of Science).	Index the journal in at least two major databases by 2027.	Journal visibility is low; no indexing in major database.	K200,000	**DVC – R & I** Director RPGSI, Journal Editorial Board
	3.3.2 Launch an annual international research conference hosted by KNU to present research findings and attract partnerships.	Host the first conference by Q4 2025 and increase participation by 20% each year. - Annually (starting 2025).	No regular international research conference hosted.	K1,000,000	**DVC – R & I,** Director RPGSI

	3.3.3 Establish multidisciplinary research groups focused on emerging areas such as climate change, renewable energy, and public health.	Form at least four multidisciplinary groups by 2028 Q2 2025 - Q4 2028.	Limited collaboration across disciplines.	K100,000	**DVC – R & I** Director RPGSI, School Deans
3.4 Increase Postgraduate Student Engagement in Research and Innovation	**3.4.1** Enhance the Research Training Seminar Series for postgraduate students to improve their research skills and publication output.	Achieve a 20% increase in student publications by 2027. - Bi-annual (starting Q1 2025).	Limited seminars conducted; low postgraduate publication rates.	K50,000	**DVC – R & I** Director RPGSI, School Deans
	3.4.2 Organize capacity building workshops for staff in student supervision and research methodology.	At least 2 workshops held annually; Train 80% of academic staff within the first two years.	Fewer than 2 workshops held; supervision skills vary significantly.	K100,000	**DVC – R & I** Director RPGSI,
	3.4.3 Organize annual departmental research seminars for all postgraduate students to present research progress.	Ensure 100% postgraduate participation by 2026 - Annually (starting 2025).	conducted inconsistently; low participation rates.	K50,000	**DVC – R & I** School Deans, Heads of Departments,
	3.4.4 Facilitate co-publication of student research with supervisors in the KNU journal and other high-impact journals.	Increase co-publications by 50% Continuous from 2025 - 2031.	Minimal co-publications between students and supervisors.	K50,000	**DVC – R & I** Director RPGSI, School Deans
3.5 Increase Partnerships for Research and Innovation and Leverage Funding opportunities and Partnerships to Boost Research Output	**3.5.1** Create a research fund management team within the RPGSI Directorate to streamline grant applications and track funding opportunities (scrutiny of the research grant proposals).	Establish the team by Q2 2025.	No dedicated team for managing research funds.	K20,000	**DVC – R & I** Director RPGSI
	3.5.2 Develop a partnership engagement strategy to strengthen existing collaborations and seek new local and international research partners.	Establish at least five new research partnerships by 2027 -2025 – 2026.	No formalized strategy; limited active partnerships.	K100,000	**DVC – R & I** Director RPGSI

	3.5.3 Expand research collaborations with local and international research bodies, industry, and other Universities.	Establishment of at least 10 new research partnerships; participation in joint projects -2026 - 2031 (Ongoing).	Limited collaborations in place.	K300,000	**DVC – R & I** Director RPGSI, Deans of Schools
3.6 Implement Quality Assurance and Monitoring Systems	**3.6.1**: Establish an annual research review process to assess progress on research projects, funding utilization, and publication rates and adjust strategies as needed.	Publish an annual research report each year beginning in 2025.	Research monitoring is inconsistent; no annual research review system.	K20,000	**DVC – R & I,** Director RPGSI
	3.6.2 Regularly review and update research policies to align with best practices and emerging trends.	Policy updates completed Bi-annual (starting 2025).	Policies older than 3 years and not aligned with current trends.	K200,000	**DVC – R & I** Director RPGSI,
3.7 Develop and implement a comprehensive Intellectual Property (IP) policy to enhance the protection, commercialization, and management of research outputs and innovations by 2027	**3.7.1** Conduct a review of existing IP-related sections in the research policy and grant guidelines.	Review completed by June 2025.	Existing IP provisions are fragmented and embedded within the research policy.		**DVC – R & I** Director RPGSI
	3.7.2 Benchmark IP policies from leading universities and adapt best practices to the KNU context.	Benchmarking completed and report produced by December 2025.	No formal benchmarking of IP policies conducted.	K150,000	**DVC – R & I** Director RPGSI
	3.7.3 Develop a standalone comprehensive IP policy, including guidelines for ownership, protection, and commercialization of research outputs.	Draft IP policy submitted for approval by June 2026.	No standalone IP policy currently exists.		**DVC – R & I** Director RPGSI
	3.7.4 Sensitize academic and research staff on the importance of IP and the implications of the new policy.	Conduct at least three sensitization workshops by December 2026, covering 80% of staff.	Limited awareness among staff on IP rights and commercialization.	K185,000	**DVC – R & I** Director RPGSI

			Baseline	Budget	Responsible
	3.7.5 Establish an IP Office or designate a unit responsible for managing IP registrations and commercialization efforts.	IP Office operational by December 2027.	No dedicated office or unit for managing IP at KNU.	K200,000	**DVC – R & I** Director RPGSI
	3.7.6 Facilitate registration of at least five patents or trademarks arising from University research annually.	25 patents or trademarks registered by 2031.	No patents or trademarks registered under the University's name.	K300,000	**DVC – R & I** Director RPGSI
	3.7.7 Develop partnerships with industry and legal experts to support IP commercialization and enforcement.	At least three industry partnerships established by December 2027.	No formal partnerships for IP commercialization currently exist.	K80,000	**DVC – R & I** Director RPGS!

Strategic Priority No. 1: FINANCIAL HEALTH AND SUSTAINABILITY					
Goal 4: To achieve financial sustainability through 80% increase in revenue, automation of financial systems to 100%, and diversified revenue streams contributing 30% of income by 2031.					
	Activities	**Targets**	**Baseline**	**Budget**	**Responsible**
4.1 Establish a cost-reflective fee structure aligned with actual costs.	**4.1.1**: Conduct a comprehensive analysis of operational and capital costs to determine the actual cost of delivering each program and service.	Cost analysis completed for 90% of programmes and services by Q4 2025.	Cost analysis conducted for fewer than 40% of programmes and services.	K200,000	**CFO, MA, FA**
	4.1.2: Benchmark fee structures of comparable universities both locally and internationally to ensure competitiveness and fairness.	Complete benchmarking for 100% of all Public Universities and 10 private Universities by Q2 2025.	Outdated fee benchmarking report available.		**CFO, MA, FA**
	4.1.3: Implement a tiered fee structure that considers program differentiation, market conditions, and student needs.	Tiered fee structure implemented for 100% of programmes by Q4 2026.	Flat fee structure with minimal differentiation.		**CFO, FA**
	4.1.4: Engage staff, students, alumni, and relevant government	Achieve 90% stakeholder buy-in by Q2 2026.	Limited stakeholder	100,000	**CFO, MA,**

	ministries in the fee-setting process.		engagement in fee-setting processes.		FA
4.2 Increase fee collection rates from 65% in 2024 to 95% by 2031.	**4.2.1**: Automate access to academic services by setting payment milestones within the SIS, such as restricted access to examinations.	Fully integrated milestone-based system operational by Q4 2025.	payment milestones to access to services not automated.	100,000	**CFO,** ICT Manager, Registrar
	4.2.2: Implement early payment a rewards system such as discounts and late fee payment penalties, automatically enforced through the SIS.	90% compliance with fee deadlines by Q4 2025.	penalties are inconsistently enforced in place.		**CFO,** MA, FA
	4.2.3 Develop and implement a robust debt recovery strategy for overdue fees including automated reminders to students and sponsors to track payments and balances.	Identified debt recovery strategies implemented and automated reminders activated by Q4 2025.	Basic manual debt recovery strategies.		
	4.2.4: Enhance communication on fee payment deadlines and procedures through SMS, emails, and other digital platforms.	90% of students receive timely fee payment reminders by 2025.	Inconsistent communication on deadlines.	K100,000	**Registrar**, CFO
4.3 Achieve 100% automation of financial processes by 2028	**4.3.1**: Conduct a systems gap analysis to identify automation needs and develop an implementation roadmap.	Gap analysis and roadmap completed by Q2 2025.	No gap analysis conducted for automation needs.	K120,000	**CFO,** MA, ICT Manager
	4.3.2: Upgrade the ERP system to support full financial process automation.	ERP system fully upgraded and operational by Q4 2026.	ERP system only partially supports automation.	K500,000	**CFO,** MA, FA, ICT Manager
	4.3.3: Train 90% of relevant staff on new automated system functionalities.	Staff training completed for 90% of relevant staff by Q3 2026.	Less than 20% of staff trained on financial automation systems.	K400,000	**CFO,** MA, FA

4.4 Optimize resource utilization to reduce administrative costs by 30% by 2031.	**4.4.1**: Conduct a cost-efficiency audit and implement recommendations.	A cost-efficiency audit and conducted by Q4 2027.	No comprehensive cost-efficiency audits conducted.	K100,000	**CFO**, MA, FA.
	4.4.2: Automate routine administrative functions.	100% of financial processes automated by Q4 2028.	Administrative functions only partially automate: 20%.	K200,000	**CFO**, ICT Manager, FA
	4.4.3: Consolidate non-essential services.	Non-essential services consolidated by Q4 2026.	No systematic approach to identifying or consolidating non-essential services.	N/A	**CFO**, MA
4.5 Diversify revenue streams to achieve 30% non-traditional income by 2031	**4.5.1**: Conduct feasibility studies and cost-benefit analyses for potential income-generating ventures, including the use of underutilized buildings, leasing of unutilised prime land or commercial purposes, development of a solar power generation plant at the Serenje farm mechanization and operationalisation of the Serenje farm.	Feasibility studies and cost-benefit analyses completed by Q3 2025.	No formal process for identifying income-generating ventures.	K300,000	**Registrar**, CFO, MA, FA
	4.5.2: Issue recommendations to Council and the Ministry of Education for the optimum use (lease/development) of unused University land for commercial purposes, and for the establishment of a commercial recreation centre through a public-private partnership.	Secure Council approval of revenue-generating partnerships by Q4 2028.	No existing recreational facilities; dining areas and kitchens underutilized; prime land available but underutilized.	K200,000	**Registrar**, CFO, MA, FA

	4.5.3: Implement at least one income-generating venture.	One operational revenue-generating agreement, generating 10% of annual revenue by 2031.	No income-generating ventures currently operational.	K5,000,000	**Registrar**, CFO, MA, FA
	4.5.4: Strengthen grant application processes for research funding.	Research funding increased by 10% annually.	Current research funding is limited, few grant applications.	K150,000	**DVC–R&I,** Registrar, CFO,
	4.5.5: Launch a resource mobilization campaign targeting endowments and grants.	Mobilization campaign launched and raising funds by Q2 2026.	No formal resource mobilization campaign launched	K300,000	**DVC–R&I,** Registrar, CFO,

Strategic Priority No. 1: MARKETING, COMMUNITY ENGAGEMENT AND PARTNERSHIPS					
Goal 5: Position KNU as a premier academic institution and the preferred choice for students by strengthening marketing strategies, fostering community engagement, and building strategic partnerships that enhance the University's corporate brand and reputation for excellence by 2031					
Strategies	**Activities**	**Targets**	**Baseline**	**Budget**	**Responsible**
5.1 Enhance the KNU brand, Digital Marketing and position the University as preferred destination for higher education	**5.1.1** Establish a centralized marketing unit	Marketing unit established and operational by Q2 2025.	No dedicated unit in 2024.	K200,000	**Registrar**, Marketing Coordinator
	5.1.2: Conduct targeted brand awareness campaigns leveraging social media, local events, and international platforms.	Increase student engagement on social media by 60% by Q4 2031.	Engagement rate at 20% in 2024.	K800,000	**Registrar**, Marketing Coordinator
	5.1.3: Redesign KNU's website to ensure user-friendliness, mobile responsiveness, and integration with social media showcasing	Enhanced website reflecting new identities resulting from SP live by Q2 2025, with a 40% increase in site traffic by 2031.	Current website.	K150,000	**Registrar**, Marketing Coordinator

	testimonials, achievements, and staff profiles.			
	5.1.4 Enhance online student recruitment and admission systems.	Upgraded admission platform by Q1 2025.	Current admission system.	250,000-	**Registrar**, Marketing Coordinator
	5.1.5 Conduct regular talk shows and panel discussions on local and national radio and TV stations.	Host quarterly talk shows starting Q1 2025.	No regular shows in 2024.	K150,000	**Registrar**, Marketing Coordinator
5.2 Establish a community engagement framework to Enhance Community Engagement and foster mutually beneficial industry-University partnerships and Collaboration	**5.2.1** Develop and implement a community engagement framework	Framework developed by Q2 2025 and implemented by Q4 2025.	No formal framework.	K50,000	**Registrar**, Marketing Coordinator
	5.2.2: Establish mutually beneficial partnerships with high schools to promote KNU's offerings through career fairs, mentorship, and guidance sessions at local schools.	Partner with 50 schools annually by 2026.	No formal partnerships with schools exist.	K700,000	**Registrar**, Marketing Coordinator
	5.2.3: Organize an annual Open Day exhibition targeting Schools, industry and the public showcasing KNU's offerings, research, and innovation.	Host first Open Day by Q3 2025 and increase attendance by 20% annually.	No Open Day held in 2024.	K700,000	**Registrar**, Marketing Coordinator
	5.2.4. Establish University-industry partnerships focused on emerging fields such as AI and climate change and host industry engagement forums bi-annually.	Form 10 partnerships with industry by Q4 2031 and host the first forum by Q3 2026.	Limited industry collaborations.	K350,000	**Registrar**, Marketing Coordinator
	5.2.5 Create community-university partnership forums for joint community developmental projects and host biannual community knowledge-sharing summits.	Establish 2 forums by Q3 2026 and host the first summit by Q4 2025.	No forums in place.	K350,000	**Registrar**, Marketing Coordinator
	5.2.6 Enhance partnerships with local and international universities	Launch 3 new exchange programs and 2 co-branded programmes by Q3 2027.	1 exchange programmes, 0 co-	K350,000	**Registrar**, Marketing Coordinator

	for exchange programmes and co-branded programmes.		branded programmes.		
	5.2.7 Conduct Corporate Social Responsibility (CSR) initiatives benefiting local communities.	Complete 10 CSR projects annually by 2026.	On average, 2 CSR projects have been completed annually.	K350,000	**Registrar**, Marketing Coordinator
	5.2.8 Spearhead the establishment of Central Province Annual Career Festival, sponsoring awards for high-achieving students.	Launch festival by Q3 2025 and sponsor 10 awards annually.	No existing Career festival in Central Province	K100,000	**Registrar**, Marketing Coordinator

13. BALANCED SCORECARD

Overview

The Balanced Scorecard provides a structured framework for translating KNU's 2025 - 2031 SP into clear, measurable outcomes across four key perspectives: Financial, Customer, Internal Processes, and Learning & Growth.

The Financial perspective focuses on achieving sustainability through diversified revenue, cost efficiency, and financial automation. The Customer perspective prioritizes academic excellence, student satisfaction, University visibility, and strong industry and community partnerships.

The Internal Processes perspective emphasizes modernizing teaching, enhancing quality assurance, increasing research output, and improving infrastructure. Finally, the Learning & Growth perspective targets staff capacity building, innovation, strong institutional governance, and promoting KNU's ACHIEVE values.

Together, these perspectives ensure that KNU's strategic vision is tracked, evaluated, and continuously improved to enhance institutional performance and impact.

Perspective	Strategic Objectives	Key Performance Indicators	Targets by 2031	Strategic Priority Link
Financial	Enhance financial sustainability through diversified income streams and cost efficiency	- Proportion of revenue from non-tuition sources - % reduction in administrative costs - Fee collection rate - Completion of cost-reflective fee structure analysis and approval by Council	- At least 30% of revenue from non-tuition sources - 30% reduction in administrative costs - Fee collection rate improved from 65% to 95% - Cost-reflective fee structure fully implemented by 2027 and maintained through periodic reviews until 2031	Financial Sustainability
	Improve financial management through automation	- % of financial processes automated	- 100% automation by 2028	Financial Sustainability
Customer (Students, Alumni, Community, and Industry)	Enhance academic excellence and student satisfaction through modern teaching, learner support and curriculum relevance	- % of programmes reviewed and updated to align with market needs - Number of student satisfaction surveys & needs	- 100% of programmes reviewed at least once every 3 years - Annual student satisfaction surveys conducted, with at least 80% of identified issues addressed	Academic Excellence

|		assessments conducted and acted upon - Number of new or rebranded academic programmes introduced - Student support service satisfaction rate (covering academic advising, counselling, library, ICT support, etc.) - % of students accessing modern digital learning platforms	- At least 15 new or rebranded programmes introduced by 2031 - 90% satisfaction with student support services - 100% of students regularly using the University's digital learning platforms	
	Enhance University visibility and reputation	- Number of promotional campaigns and marketing initiatives conducted per year - Number of feature articles, research highlights, or success stories published through media outlets and University platforms - Annual web traffic and social media engagement analytics (followers, shares, mentions) - University's position in national and regional academic rankings	- At least 4 major marketing/promotional campaigns conducted annually - At least 10 published success stories or research features per year - 50% increase in website traffic and social media engagement compared to 2024 baseline - Ranked among the Top 5 universities in Zambia by 2031	Marketing, Community Engagement & Partnerships
	Strengthen community engagement and collaborative	- Number of formalized partnership agreements signed with industries and	- At least 4 new partnership agreements signed per year (totaling 28 by 2031)	Community Engagement & Partnerships

		projects with industry	community organizations - Number of community engagement projects initiated and completed by each School - Number of students participating in University-coordinated internship and attachment programmes - Number of joint research or consultancy projects with industry and community partners - Number of stakeholder engagement forums held per year	- Each School initiates and completes at least 1 community engagement project per year - 100% of students in professional programmes placed in internships/attachments through University facilitation - At least 2 joint research/consultancy projects initiated per year - At least 1 industry-stakeholder engagement forum held annually	
Internal Processes	Modernize teaching, learning, and assessment processes through digital technologies and quality assurance	- % of courses delivered using blended learning - Number of quality assurance reviews conducted - Adoption of standardized learning modules across programmes	- 100% of programmes integrate blended learning by 2031 - Annual quality audits conducted - All learning modules standardized by 2027	Academic Excellence & Infrastructure Development
		Increase research output, innovation, and consultancy services	- Annual value of internal research grants secured - Annual value of external research grants secured - Average publications per academic staff per year - Number of consultancy	- 100% increase in internal research grant funding - 50% increase in external research grant funding (vs 2024 baseline) - Minimum 1 publication per academic staff per year - At least 20 consultancy assignments per year	Research, Innovation, Publishing & Consultancy

		assignments completed		
	Develop and upgrade physical and digital infrastructure to enhance learning, research and administration	- Number of new or upgraded learning, research, and administrative facilities - % of campus covered by high-speed digital connectivity	- All prioritized infrastructure projects completed by 2031 - 100% high-speed digital connectivity across all campuses	Infrastructure & Digital Technology
Learning & Growth	Build staff capacity to enhance teaching, research, and leadership capabilities	- % of academic staff with PhDs - Number of staff trained in supervision, research methods, and consultancy - Number of staff trained in digital tools - Number of students trained in digital learning platforms	- 90% of academic staff hold PhDs by 2031 - All academic staff undergo 1 capacity building sessions in the identified areas - At least 70% of staff trained in digital tools by 2027 - At least 80% of students trained in digital learning platforms by 2027	Research, Innovation, Publishing & Consultancy and Academic Excellence
	Foster a culture of innovation, accountability, teamwork, and continuous improvement to enhance institutional performance, promote equity, improve digital capacity, and strengthen health, safety, and environmental standards	- Number of process improvement initiatives implemented - % of staff participating in strategic plan review meetings - Performance appraisal completion rate - % of planned activities implemented on schedule - Number of health, safety, and environmental audits conducted - % implementation of recommended	- At least 2 process improvement initiatives per year - 100% participation in annual strategic plan reviews - 100% performance appraisals completed annually - At least 95% of planned activities implemented on schedule - Annual health, safety, and environmental audits conducted - At least 90% of recommended safety and security improvements implemented by 2031	Academic Excellence (Institutional Governance & Implementation)

		safety and security improvements		
	Promote a values-driven culture anchored in the ACHIEVE principles	- Staff and student awareness of core values - Number of values reinforcement programmes conducted	- 100% staff and student inducted on ACHIEVE values and principles at entry - Annual values awareness campaigns in all Schools and Directorates	All Strategic Priorities

Visual View

Financial	Customer
- Diversified income streams - Cost efficiency - Financial automation	- Academic excellence - Student satisfaction - University visibility - Community partnerships
Internal Processes	**Learning & Growth**
- Modern teaching & learning - Quality assurance - Research & innovation - Upgraded infrastructure	- Staff capacity building - Innovation culture - Values promotion - Health & safety
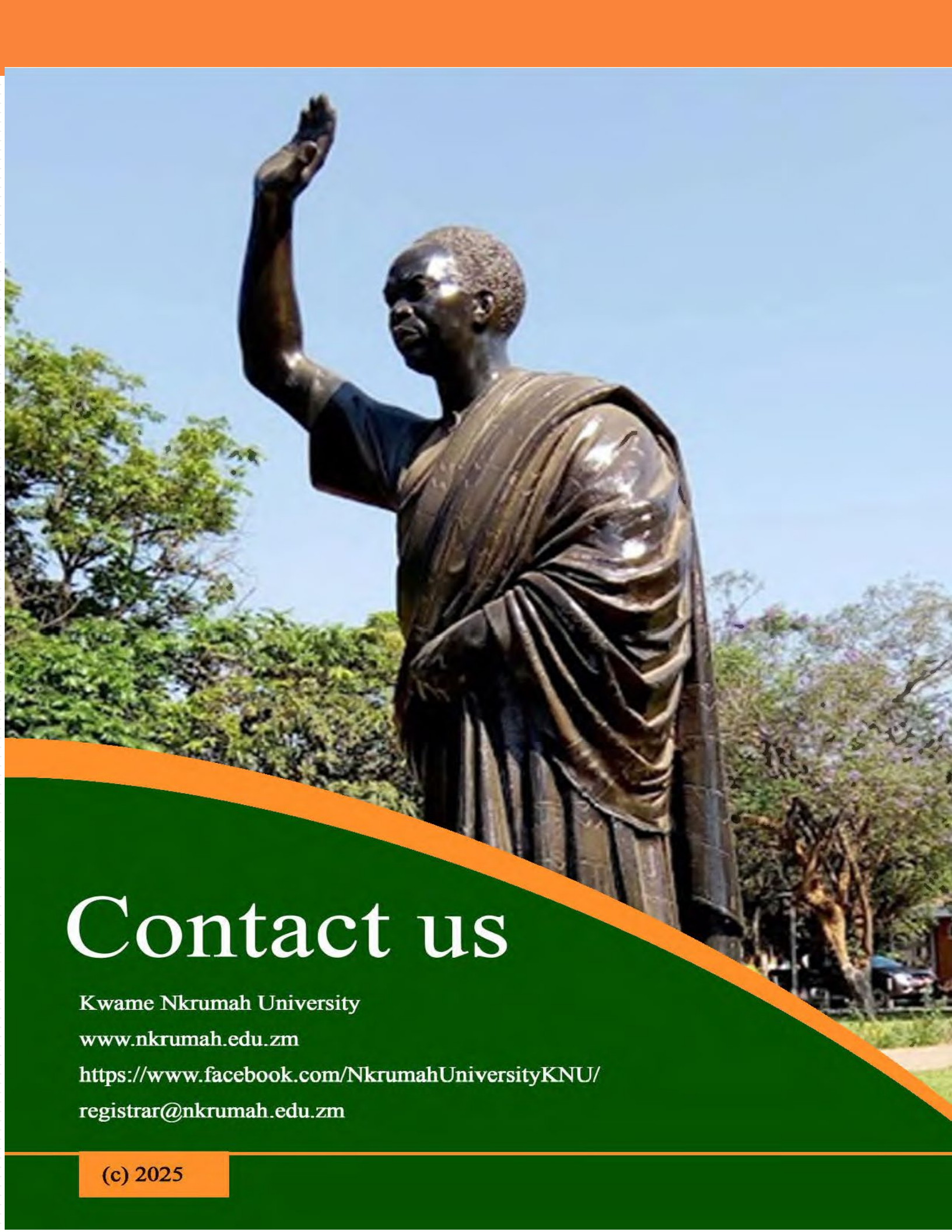
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