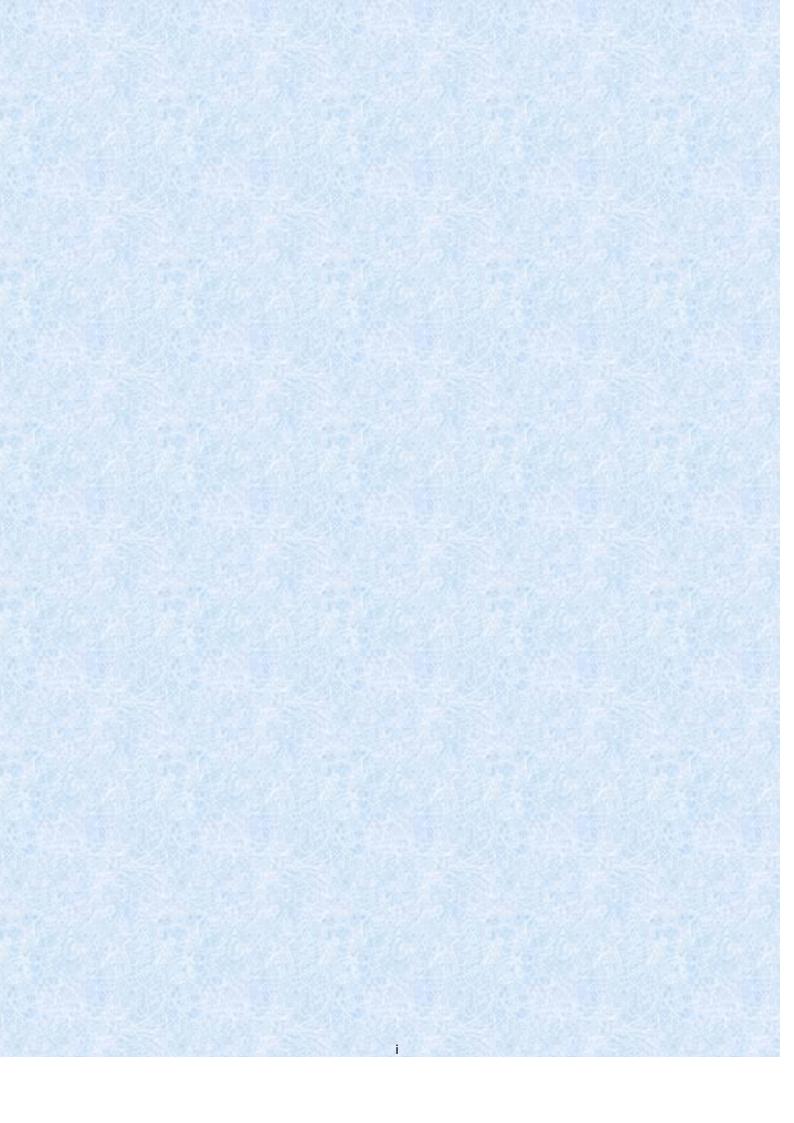# THE UNIVERSITY OF ZAMBIA

INSTITUTE OF ECONOMIC AND SOCIAL RESEARCH

STRATEGIC

PLAN

2023 - 2027

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FOREWORD

The Institute of Economic and Social Research (INESOR) is the University of Zambia's interdisciplinary social science research arm, dedicated to academic excellence, innovative research, and community engagement. As we embark on a five-year journey guided by the 2023-2027 Strategic Plan, we reaffirm our commitment to research excellence, teaching, community service and innovation in the digital era.

Professor Annie L. Sikwibele
Acting Vice Chancellor

This 2023-2027 Strategic Plan is the outcome of collaborative efforts by INESOR's academic and non-academic staff. It reflects our shared vision of *becoming a globally recognised and transformative leader in social science research and scholarly programmes that contribute to societal development*. The plan provides a clear roadmap for achieving our strategic goals and ensures efficient and effective implementation and management of our mission.

We acknowledge that the success of this plan relies on the collective efforts of the INESOR staff, the wider University community, stakeholders, and strategic partners both locally and internationally. We invite everyone to contribute to the success of the INESOR Strategic Plan and assure our unwavering dedication to realising its aspirations.

We express our sincere gratitude to all those who contributed to the formulation of this 2023-2027 Strategic Plan and extend our appreciation to our strategic partners for their continuous support. Together, we will accomplish our goals and position INESOR as a leading research institution in Africa and beyond.

Prof Annie L. Sikwibele

Acting Vice Chancellor

University of Zambia

ACKNOWLEDGEMENTS

Dr Joseph Simbaya
Director - INESOR

The successful development of the 2023-2027 Strategic Plan for the Institute of Economic and Social Research (INESOR) was a collaborative effort involving numerous stakeholders. We want to express our heartfelt appreciation to INESOR staff who contributed to the formulation of this plan. We thank internal and external stakeholders who provided valuable feedback during the review process. Your candid perspectives and comments were instrumental in shaping this Strategic Plan and ensuring its alignment with the University of Zambia and the community's needs.

We would also like to recognise and commend the dedicated efforts of the University Management in ensuring that INESOR and other units have unit-specific Strategic Plans derived from the overarching 2023-2027 University of Zambia Strategic Plan.

Furthermore, we thank the government, specifically the Ministry of Education, and all Ministries and cooperating partners for their input and unwavering support towards the Institute's research agenda.

Lastly, we call upon all INESOR staff to familiarise themselves with this Strategic Plan's contents and work TOGETHER towards its successful implementation. Our mission is to be at the forefront of interdisciplinary social science research that tackles pertinent policy questions through innovative research, impactful teaching, and expert consultancy. We will achieve this by fostering collaboration, focusing on high-impact research, establishing partnerships, promoting entrepreneurship and innovation, nurturing a culture of excellence, and optimising operations through effective data management systems. Let us remain committed to teamwork and dedication to accomplish the objectives outlined in this Strategic Plan.

Dr Joseph Simbaya

Director

ACRONYMS AND ABBREVIATIONS

ECRDC	Elizabeth Colson Research and Documentation Centre
ICT	Information Communication Technology
INESOR	Institute of Economic and Social Research
KRA	Key Result Area
M & E	Monitoring and Evaluation
MoF	Ministry of Finance
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
PESTLE	Political, Economic, Social, Technological, Legal, and Environmental (Factors)
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNZA	University of Zambia
VC	Vice Chancellor

EXECUTIVE SUMMARY

The INESOR Strategic Plan (INESOR-SP) for 2023-2027 is anchored on the University of Zambia (UNZA) Strategic Plan 2023-2027, which is aimed at repositioning the University into a world-class institution driven by excellence in teaching, research, community service, innovation, and industrialisation with a sound financial position. Development of the INESOR-SP 2023-2027 affirms the Institute's continued commitment to address its challenges (i.e., lack of a substantive University Council since 2016, limited commitment from staff, limited funding, and limited availability and utilization of IT) and apply lessons learned from the past. The SP analysis employs the PESTLE framework, which focuses on establishing the Institute's core functions and aligning them with available means to achieve goals and objectives.

The Institute was established in the 1930s as the Rhodes –Livingstone Institute and later incorporated into the University of Zambia following the University's establishment in the mid-1960s. The Institute has since undergone various changes: It was renamed to Institute of Social Research in 1966 with an initial focus on sociology, social anthropology, psychology, economics, human geography, demography, history, and political science. In 1971, the Institute merged with the Centre for African Studies to become the Institute for African Studies and it was later renamed INESOR in 1997 after merging with other full-time research units of the University. The Institute currently has six research programmes: Agriculture and Rural Development, Economic and Business, Governance, Health Promotion, Socio-cultural, and Urban Development. The Institute also has in place the Elizabeth Colson Research and Documentation Centre (ECRDC) whose collection mainly comprises research publications from the Institute's six programmes and individual researchers.

The INESOR-SP 2023-2027 is informed by INESOR's Vision, which is to become a globally recognised and transformative leader in social science research and scholarly programmes that drive the development of society. INESOR's aspiration as outlined in its mission is to be at the forefront of interdisciplinary social science research that tackles pertinent policy questions through innovative research, impactful teaching, and expert consultancy. In line with the UNZA 2023-2027 Strategic Plan, the INESOR-SP identifies the following Strategic Objectives, which will provide a road map for realising the Strategic Direction, Vision and Mission of the Institute between 2023 and 2027.

Strategic Objectives	Key Result Areas
1. Enhance intellectual wealth;	• Teaching and learning; • Research and publishing;
2. Enhance community engagement and marketing;	• Community engagement; • Communication and marketing;
3. Increase investment in the maintenance of digital and physical infrastructure;	• Partnerships; • Digital infrastructure; • Physical infrastructure;
4. Turn around the institutional financial performance; and	• Financial sustainability; • Innovation, entrepreneurship and enterprise

	development;
5. Streamline and enhance support functions	• Management support functions;
	• Quality assurance;
	• Occupational safety and health and environmental management;
	• Recreation and wellness; and
	• Social responsiveness.

The INESOR-SP 2023-2027 was developed with consideration of the following core values, which will further guide its implementation: Innovativeness, Integrity, Academic Freedom, Green Environment, Equity, Excellence and Customer Centric.

In line with the UNZA-SP 2023-2027, the Institute will apply a participatory management approach in implementing the INESOR-SP 2023-2027, ensuring employees are motivated; work environment is conducive to high productivity; teamwork is promoted in which leadership is by example; effective communication and guidance is provided; accessibility to stakeholders and promotion of individual growth

Implementation of the INESOR-SP 2023-2027 will require an estimated ZMW 6,796,000.00 with 40 percent (ZMW 2,718,400.00) of the budget being locally sourced, mainly through research overheads and will support administrative functions, ICT equipment, staff training, staff subscriptions, infrastructure maintenance and capital expenditure. The remaining 60 percent (ZMW 4,077,600.00) will be externally sourced through research grants and projects from local and international collaborations.

The strategic assumptions for the successful implementation of the SP include: Lack of political interference in UNZA and INESOR management's decision making; continued existence of an equitable competitive environment; willingness of various stakeholders to collaborate with INESOR; continued existence of political will and socio-economic climate conducive for business and investment. The required preconditions for successful implementation include: persistent resource mobilization efforts by INESOR management, prudent resource management; and positive mind-set and attitude change towards work.

Implementation of the proposed activities will be done by the Institute's research programmes and administrative units in collaboration with respective stakeholders. Implementation progress will be tracked monthly and quarterly and two performance reviews will be conducted, one at the mid-term and another at the end of the planning period. During these performance reviews, the assumptions and pre-conditions will be considered. The implementation of the INESOR Strategic Plan will align with the UNZA Strategic Plan and be implemented from January 1, 2023, to December 31, 2027.

1.1   Historical perspective

The Institute of Economic and Social Research (INESOR) at the University of Zambia (UNZA) has undergone various changes since its establishment in the 1930s. In 1966, the UNZA Senate established that the former Rhodes-Livingstone Institute would be an interdisciplinary social science research institute. The Institute was renamed the Institute of Social Research and initially focused on sociology, social anthropology, psychology, economics, human geography, demography, history, and political science. In 1971, the Institute of Social Research merged with the Centre for African Studies to become the Institute for African Studies. After the dissolution of other research institutes, the UNZA Senate reaffirmed the Institute's interdisciplinary nature and focused on social science research. It was renamed INESOR in 1997 after merging with other full-time research units of the University. The research philosophy of the Institute aims to be problem-area based rather than academic-discipline based. It seeks to reflect the nation's socioeconomic developmental priorities and continues to be interdisciplinary in its approach to research. These principles continue to guide INESOR today.

The Institute has been reorganised structurally three times, with significant changes to its research focus. Between 1977 and 1983, the Institute had five research divisions: Technology and Industry Unit, Manpower Research Unit, Community Research Unit, Urban Community Research Unit, and Arts and Communications Unit. In 1984, a new structure was implemented, consisting of two divisions: the Division for Development Research and Development for Cultural Research and the Documentation and Reprographic Centre. However, the binary structure needed to be revised and proper processes for setting research priorities, leading to a new structure consisting of four research programmes approved in 1989.

The dissolution of several full-time research units of the University led to the creation of six research programmes in the present structure of INESOR: Agriculture and Rural Development Research Programme, Economic and Business Research Programme, Governance Research Programme, Health Promotion Research Programme, Socio-cultural Research Programme, and Urban Development Research Programme.

Options for the future of INESOR include maintaining the status quo, making minor adjustments to the current research programmes, changing the titles of the current research programmes, transforming the Governance Research Programme and the Socio-cultural Research Programme into one research programme. The proposed changes are aimed at ensuring that INESOR transforms into a truly interdisciplinary social science research unit of UNZA. The potential restructuring process is envisioned to take place during the period of implementing the 2023-2027 INESOR Strategic Plan.

An integral part of INESOR is the Elizabeth Colson Research and Documentation Centre (ECRDC), which has a long history dating back to 1938 when it was known as 'The Sir Gilbert Rennie Library' under Rhodes-Livingstone Institute. The ECRDC was one of the leading social science libraries in Southern Africa, with a unique collection of materials on the African way of life in Northern Rhodesia and the challenges faced by Africans and their

interactions with Europeans. The ECRDC was involved in producing research reports, bibliographies, and other related materials. Its primary function was to collect, organise, and disseminate research conducted by the Institute on various themes. In previous years, it was known as the Documentation and Reprographic Centre or Documentation and Information Unit.

In July 2012, the Documentation and Reprographic Centre or Documentation and Information Unit, was renamed the ECRDC in honour of Prof. Elizabeth Colson's significant contributions to the Institute. Prof. Mubanga Kashoki led the renaming project with the support of the Institute's leadership and the University of Zambia. Prof. Colson contributed financially and materially to the ECRDC until her passing in August 2016. She donated her entire collection of anthropological work of the Gwembe-Tonga people, in addition to funding the procurement of ICT facilities at the ECRDC.

The ECRDC collection mainly comprises research publications from the Institute's six programmes. It also receives significant contributions from individuals, such as Richard Francis' historical collection on the Ngoni people of Eastern Province, Dr. Mwesa I. Mapoma's 'Submissions on the Establishment of One Party Participatory Democracy in Zambia/Commission of Inquiry Reports from various parts of the country,' Brian Stubbings' 'The Music of the Tonga tribe of Southern Zambia recorded between 1973-1977,' and Prof. Mwelwa Musambachime's 'Imiti- 1000 Bemba-named plants and their various uses (Imiti ne mikano- Medicines superstitious and talisman), among others. The ECRDC also solicits information materials from government ministries, UN agencies, and other organisations involved in related work. The ECRDC holds an excellent collection of books, journals, print and non-print/electronic materials, manuscripts and offprints, government reports, and historical and cultural information. It stores these resources in print and electronic formats in line with the Institute's six research programmes.

1.2   Functions of INESOR

The functions of INESOR are guided by the functions of the UNZA as set out in the Higher Education Act No. 4 of 2013 read together with the Higher Education Amendment Act No. 23 of 2021, which provides a legal framework for university education in Zambia and defines, broadly, the purposes of both public and private universities.
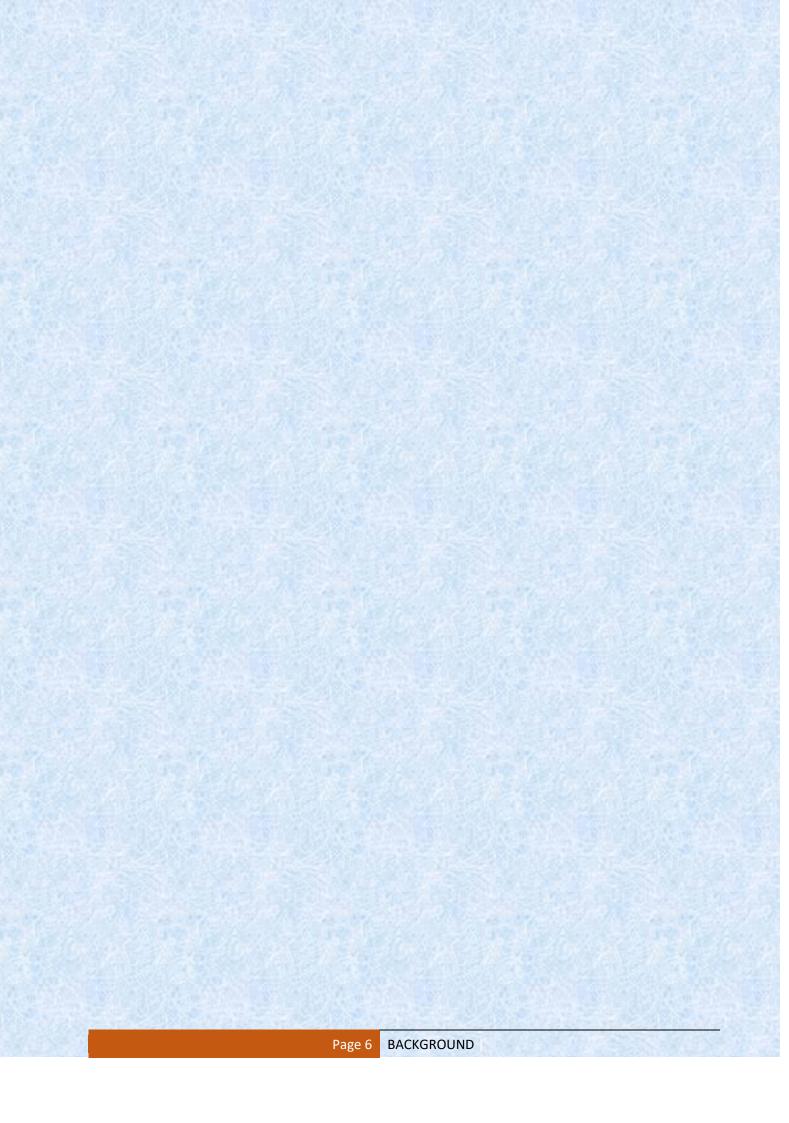
The Institute brings together and consolidates a community of scholars and scholarship on key policy-relevant thematic areas and implements its research agenda through six interdisciplinary research programmes namely; health promotion, economics and business, urban development, agriculture and rural development, social cultural and governance. The Institute also focuses on cross-cutting issues such as emerging global pandemics, gender, climate change and environment among others. The Institute unites all social science research of the UNZA and is firmly committed to enhancing the University's collective efforts and mobilising the broadest possible support towards research in Zambia and the region to inform policies and programs.

INESOR uses high-quality research methods to implement both basic and applied research that are relevant to both industry and academia. The Institute disseminates the results of its research through seminars, conferences, journal articles, press releases, and its ECRDC

which also serves the wider UNZA community (i.e., lecturers and students). The Institute also provides an opportunity for scholars from other institutions to share their findings and participate in an intellectual exchange of scientific views.

In summary, the Institute's main functions include, but not limited to:

(a) Generation of knowledge through scientific research to enhance social and economic development;

(b) Teaching and training;

(c) Contribute to the advancement of all forms of knowledge and scholarship in keeping with international standards of academic quality.

2.0   SITUATIONAL ANALYSIS

2.1   Overview

The development of the INESOR Strategic Plan for 2023-2027 signifies a commitment to address the challenges faced by the Institute and apply lessons learned from the past. The analysis employs the political, economic, social, technological, legal and environmental (PESTLE) framework, a strategic tool for reviewing and analysing external factors in strategic management and business analysis (Frue, 2017). This framework focuses on establishing an organisation's core functions and aligning them with available means to achieve goals and objectives. It involves analysing resources and technologies that can be utilised to attain fundamental institutional goals. The PESTLE analysis evaluates political, economic, social, technological, legal, and environmental factors. Applying this analysis in a wider context, specifically to INESOR, is essential for effectively implementing the 2023-2027 Strategic Plan. This approach considers the mid-term evaluations of the preceding 2018-2022 UNZA Strategic Plan, which highlighted the challenges faced by the wider University as follows:

- Non-availability of a substantive University Council for a prolonged period (Caretaker committees had presided from 2016 to April 2023).
- Non-availability of funds that hampered the full implementation of the preceding Strategic Plan.
- Limited availability and use of Information Technology to deliver the University's core mandates of teaching and research.
- The lack of commitment from staff and teams to undertake assigned and required tasks.

As these are broader systemic issues, INESOR operations were also affected by the same challenges. To effectively achieve the University's strategic objectives and overcome challenges faced in implementing the previous Strategic Plan, INESOR must adopt certain measures. The focus should be on aligning with the wider strategic objectives of the University for the 2023-2027 period, which are: enhancing intellectual wealth, community engagement and marketing, investment in infrastructure, improving financial performance, and streamlining support functions.

2.2   Political, Economic, Sociological, Technological, Legal and Environmental Analysis

To forecast the implementation of the current strategic plan, INESOR can utilise components of the PESTLE analysis that are most relevant and useful to its context. A detailed assessment of the INESOR context, in line with the University's strategic objectives, is outlined in Table

Table *1*: INESOR assessment

Strategic objective	Political - Government policies, governance, policy, political and solvency.
Enhancing intellectual wealth	To drive policy change at the national and global levels, INESOR should engage in policy-relevant research activities and use its seminar series to connect with policymakers. However, the Institute still needs to use the value of the seminar series fully, and there needs to be more awareness about it within the wider University community. Increasing awareness and participation in the seminar series will require an incremental process involving improved communication, collaboration with relevant departments, and proactive engagement with policymakers. By optimising the seminar series, INESOR can effectively contribute to policy discussions and enhance its impact.
	Promoting academic freedom is crucial because of the academics' potential exposure to political intimidation and coercion. The University should prioritise the development of clear policies that guide how academics can engage with the political environment. These policies will safeguard the freedom of academics to express their ideas, conduct research without undue influence, and contribute to the intellectual discourse without fear of reprisals. By establishing such policies, the University can create an environment that fosters academic freedom and protects the rights and independence of its faculty members.
Enhance community engagement and marketing;	To identify the INESOR niche, there is a need to assess the existing programmes. While signing Memoranda of Understanding (MoUs) with other institutions is important, it should not solely be used as a measure of accountability for results. Past experiences have shown that this approach led to conflicts among researchers and INESOR management. Instead, the focus should be on using MoUs for institutional growth and expanding INESOR presence in different sectors. The aim is to establish a strong foundation for the Institute and occupy strategic positions in relevant fields.
Increase investment in and maintenance of digital and physical infrastructure.	Over the past five years, INESOR has significantly improved its physical structures, despite a decrease in the number of academic staff available to raise resources. Moving forward, it is expected that the Institute will continue on this trajectory and prioritise accountability and transparency to enhance progress further.
Turn around the institutional financial performance; and	Organisations seek reliable information to enhance their operations in open markets and evolving demographics. Meanwhile, the government faces challenges such as high youth unemployment and shifting global politics that may impact our economy, which is heavily influenced by these geo-political changes. INESOR must strategically respond to these social needs and optimise its expertise. How can INESOR strategically position itself to contribute to future research and effectively meet these evolving demands?
Streamline and enhance support functions;	To ensure future success, INESOR should prioritise focusing on the desired change. Considering the current happenings within Zambia and globally is important when envisioning the Institute's future. By analysing the evolving landscape and anticipating potential shifts, INESOR can proactively adapt to emerging trends, challenges, and opportunities. This forward-thinking approach will enable the institution to align its strategies, programmes, and research efforts with the country's changing needs and the world. By staying agile and responsive to the evolving context, INESOR can position itself as a relevant and influential economic and social research player.
Strategic objective	Sociological - Beliefs, demographics, attitudes, consumer preferences, literacy, living standards, status, ethics, values, and religion.
Enhancing intellectual wealth	INESOR can leverage the changing demographics of the Zambian population, specifically the increasing demand for education, to its advantage. A key area of focus should be developing and enhancing research methodologies, particularly at the PhD level. INESOR can explore approaches utilised by other institutions that provide tailored courses for PhD students, emphasising expertise in research philosophies. Building upon the foundation established during POLYGRAM, INESOR can further strengthen its offerings in this area.
	INESOR has the opportunity to promote transparency and accountability as fundamental ethics and values. This applies not only within the Institute but also in external interactions. Building trust is crucial, both internally and in relationships with other stakeholders. By upholding these principles, INESOR can establish a strong foundation of trust and foster positive collaborations with its stakeholders.

Enhance community engagement and marketing;	Researchers should prioritise building trust and credibility through consultancies and projects. While resource generation remains essential, it is equally crucial to enhance the relevance and appeal of the Institute's work to the broader community. This requires developing plans and strategies to foster relationships with stakeholders, including the research community, policymakers, and rural communities. The goal is to ensure that INESOR's work resonates with various individuals and institutions, attracting diverse engagement and collaboration.
Increase investment in and maintenance of digital and physical infrastructure.	The Institute needs to seek external partnerships focussed on improving its digital and physical infrastructure
Turn around the institutional financial performance;	POLYGRAM provided a unique space by utilising internal resources and drawing on staff expertise for teaching. Additionally, the engagement with the Ministry of Finance (MoF) established an authoritative presence for INESOR in research, economics, and finance. Re-establishing similar meetings with government ministries is essential to regain the traditional space that needs improvement. Doing so can position INESOR as a leading institution for policy dialogue.
Streamline and enhance support functions;	INESOR must make strategic choices, such as determining the focus for each quarter, whether it be consultancies, primary research, or other priorities. However, this approach should be flexible to ensure that the Institute can responds to emerging needs. Additionally, it is crucial to delve deeper into the staff understanding of INESOR's goals and focus, observing the implicit aspects reflected in INESOR staff habits, behaviours, and actions.
Strategic objective	Technological research and development, innovation, quality, automation, cyber security, patents, information technology, communication, etc.
Enhancing intellectual wealth	INESOR possesses a distinct advantage in its capacity and expertise to generate high-quality research compared to other units. Abundant time and resources, particularly regarding technical expertise, are readily available. Therefore, INESOR should position itself as a leading unit in driving research initiatives and promoting excellence in research across the university. By leveraging INESOR expertise in anthropology and language, the Institute can collaborate with the Information Communication Technology (ICT) department and computer science to employ language processing methods, machine learning, big data, and other cutting-edge technologies. This would position INESOR at the forefront of academic innovation and technology. Furthermore, these activities can facilitate collaborative publications with other units based on existing data and encourage the utilisation of INESOR data by external departments and institutions seeking relevant information. Acknowledging that such endeavours may require specialised knowledge and technological skills, necessitating further training is important. INESOR should proactively propose such projects to the University for consideration in the future, bearing in mind the limitations due to data protection.
	Additionally, INESOR can provide input into developing or reviewing the UNZA policies about data protection, the use of official email (which currently exhibits weaknesses), and policies safeguarding the rights of staff and students regarding data protection.
Enhance community engagement and marketing;	Engage with research, policy, and programming institutions interested in big data and information dissemination—Utilise data to drive additional research initiatives.
Increase investment in and maintenance of digital and physical infrastructure.	Drive innovations in social science research and learning.
Turn around the institutional financial performance; and	Invest in essential technology infrastructure, including fast internet, as it is crucial for maximising returns through strategic engagement with staff. Strong, stable, and innovative leadership is vital for effectively utilising technology and generating profits.
Streamline and enhance support functions;	How can INESOR leverage technology to empower our staff and promote inclusivity and active participation in driving change? Organising short 30-minute sessions to enhance digital skills, such as document editing and formatting, is critical, as these readily available skills can greatly benefit INESOR staff.

2.3   Analysis of Strengths, Weaknesses, Opportunities and Threats

Aside from examining the political, economic, sociological, technological, legal and environmental factors influencing the operational aspects of INESOR, an additional analysis was conducted to explore the prominent internal strengths, weaknesses, opportunities, and threats (SWOT) of INESOR—this comprehensive assessment aimed to gain a thorough understanding of the current context.

Table 2: SWOT analysis

a. Strengths	b. Weaknesses

1. Renowned as the social science research wing of the University of Zambia, which is Zambia's highest-ranking learning and research institution
2. Has qualified staff
3. Ownership of sufficient office space
4. Has six research programmes covering a wide range of disciplines
5. Has experience built over 50 years providing research services to both government and non-government organisations
6. Renowned for its extensive collection of rare historical and cultural documents, making it a valuable reference centre (The Colson Centre)
7. Proactive partnerships with other universities, community colleges, research users, agencies and corporations.
8. Has robust administrative systems.
	1. Operational structure/bureaucracy
	   a. Project Contract signing take a long time
	   b. Requesting funds and procuring required items and services take long
	   c. Absence of stationed Procurement Officer
	2. Inadequate academic staff for all the research programmes
	3. Lack of coordinated resource mobilisation strategies and initiatives
	4. Poor reward system
	5. Lack of mentorship/capacity building programmes
	6. Poor transport and logistics management
	7. Inactive social media platforms (Facebook page, Twitter handle) and website
	8. Failure to submit research output to the Colson Centre.
	9. Lack of deliberate funding of the Colson Centre Programs.
	10. Poor team work among staff
	11. Failure to secure funding for pure research
	12. Lack of a deliberate policy for information sharing among members of staff
	13. Inadequate and weak security

c. Opportunities	d. Threats
1. Large pool of local and international partners with whom INESOR has MoUs for the provision of research services: 2. Increasing demand for solutions to social, economic and health problems based on research 3. Increased demand for research and monitoring and evaluation services from non-governmental organisations (NGOs) and other organisations. 4. Increased demand for evidence-based policy formulation by the government provides the Institute an opportunity to venture into more research with government. 5. Political will/enabling environment that allows international organisations to fund and do research in Zambia	1. Highly competitive environment 2. Negative perception from potential clients who view the Institute as being too bureaucratic. 3. High taxation and institutional levies that contribute to the reluctance of staff to conduct research and consultancy through INESOR in preference for individual contracts. 4. Lack of internal funding for research within the University, which leads to researchers focusing on consultancies at the expense of basic research 5. Non-replacement of staff within the University when their position fall vacant. 6. Internal competition within University departments which portrays lack of teamwork. 7. Weak linkages with teaching departments which makes collaboration difficult. 8. The potential absorption of the Institute into University will implicitly make the Institute lose the good will built over more than half a century. 9. Distance from the Institute to the main campus makes the Colson Centre's collection inaccessible to students. 10. Lecturers and researchers lack appreciation of the collection at the Institute.

3.0   HIGH LEVEL STATEMENTS

The high-level statements, which include the strategic direction, vision, mission, key result areas and core values, are presented below.

3.1   Strategic Direction

Repositioning the Institute into a globally recognised and respected social science research unit driven by excellence in research, teaching, community service and innovation with a sound financial position

3.2   Vision

To become a globally recognised and transformative leader in social science research and scholarly programmes that drive the development of society.

3.3   Mission

To be at the forefront of interdisciplinary social science research that tackles pertinent policy questions through innovative research, impactful teaching, and expert consultancy.

3.4   Strategic objectives

In line with the UNZA 2023-2027 Strategic Plan, the following Strategic Objectives will provide a road map for realising the Strategic Direction, Vision and Mission of the Institute:

a) Enhance intellectual wealth;
b) Enhance community engagement and marketing;
c) Increase investment in the maintenance of digital and physical infrastructure;
d) Turn around the institutional financial performance; and
e) Streamline and enhance support functions

HIGH LEVEL STATEMENTS

4.0 KEY RESULT AREAS

The key result areas from the pursuit of strategic objectives will be as follows:

i. Teaching and learning;
ii. Research and publishing;
iii. Innovation, entrepreneurship and enterprise development;
iv. Community engagement;
v. Recreation and wellness;
vi. Social responsiveness;
vii. Communication and marketing;
viii. Partnerships;
ix. Digital and physical infrastructure;
x. Financial sustainability;
xi. Management support functions;
xii. Quality assurance; and
xiii. Occupational safety and health and environmental management.

In line with the 2023-2027 UNZA Strategic Plan, the implementation of the INESOR 2023-2027 by INESOR staff and Management, will be guided by the following ethos:

a) Innovativeness

We search and research for and apply new and novel ideas, methods and practices in our operations and dealings

b) Integrity

We continue to be consistent in our actions and will conduct ourselves by our values, moral beliefs and professional/ethical principles.

c) Academic freedom

We uphold:

  I.   The right to search for truth, speak and write the truth and argue with evidence;
  II.   Freedom to question and test received wisdom, and to put forward new ideas and opinions, without academics placing themselves at the mercy of superiors for loss of jobs or privileges they may enjoy at the institution;
  III. The academic freedom for the advancement of education and knowledge;
  IV.   Scholarly expression from the threat of severance of the contract of service;
  V.   Intellectual property rights; and
  VI.   Application of equity in all the dealings-fair, just, and impartial.

d) Green Environment

We:

  I.   Endeavour to uphold shared values to strive for a better understanding of environmental issues, support environmental causes, and promote the protection of living organisms, including humans, from harmful actions that impact the air, land and water; and

  II.   Advocate for sustainable biodiversity management, ecologically-friendly production and provision of goods and services for a healthy living on earth and especially in our immediate environments.

e) Equity

We are fair, just and impartial in all our dealings.

f) Excellence
We strive to go beyond the ordinary to ensure that we have exceptional supreme standards in our teaching, research and community service.

g) Customer-Centric
We endeavour to understand customers' circumstances, decipher customers' perceptions, and correctly fulfil their expectations. These values help in nurturing our UNZA organisational culture that influences the behaviour of management, academics, technical and administrative staff as they relate to clients and stakeholders.

6.0 OBJECTIVES, STRATEGIES AND TARGETS

This section outlines the INESORs strategic objectives, strategies, activities, and key performance targets.

Table 3: Objectives, Strategies and Targets

Strategic Objective	Objective Statement	Strategies	Activities	Targets
Enhance intellectual wealth	Focus on high impact research, interdisciplinary collaboration, build research capacity and output through collaboration, funding, and dissemination and teaching	Foster interdisciplinary research collaborations	Apply for research funding and conduct interdisciplinary research	Increase the number of interdisciplinary research projects by 30% over 5 years.
			Host seminars, workshops, and conferences on cross-disciplinary research	Hold monthly seminars
		Increase grant applications and funding opportunities	Develop a grant writing workshop series and mentorship program for junior researchers	Increase grant funding by 20% over 5 years.
		Enhance the dissemination of research output through digital media and publications	Enhance the use of web platforms for publishing research findings and open access repository for archiving publications	Increase the number of research publications by 30% and the number of downloads of research papers by 50% over 5 years.
		Set up research priority areas	Organize research workshops to determine priority areas	Research priority areas for each programme identified by December 2023
		Increasing numbers of research publications in peer reviewed journals	Write and submit research manuscripts for publication	Increase research publications in top-tier journals by 25%;

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Enhance the efficiency of the INESOR journals	Strict adherence to the Editorial Board's rules and regulations of scheduled publications
				Increase citation rates by 30%
			Provide incentives for publishing in peer reviewed journals	Top two publishers awarded at the end of each year
			Enhance supervision of student research works	Academic staff supervising students in affiliate departments
			Enhance capacity in research grant proposal writing	All academic staff trained in grant writing
		Establish interdisciplinary research teams;	Organize regular interdisciplinary research seminars;	Increase interdisciplinary research publications by 30%;
		Develop joint research projects with other faculties/departments	Hold joint research meetings with other faculties/departments	Increase interdisciplinary research grant funding by 30%
		Development and enhancement of research collaborations with international organisations	Engage new research collaborators	One Memoranda of Understanding signed each year

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Enhance existing research collaborations	At least two new research collaborations each year Increase number of research grants by 50 % by June 2027 Maintain and successfully execute and complete all existing collaborations
		Establish a mentorship program for junior researchers;	Organize research training workshops and seminars;	Increase the number of junior researchers and postdoctoral researchers by 25%;
		Provide professional development opportunities for researchers	Provide opportunities for research exchange programs	Increase the number of research fellows by 30%
		Review the University's research and publication policy	Participate in the review of the Research Policy and Intellectual Property Rights	Research Policy and Intellectual Property Rights reviewed and revised policy in place by June 2025

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Implementation of the revised Research and Publication Policy	All specific objectives of the Research and Publication policy implemented by June 2027
			Monitoring of the implementation of the Research and Publication Policy	Quarterly performance reports submitted by staff
			Evaluation of the Research and Publications Policy	Staff annual performance appraisal
		Establishment of the INESOR system for rewarding outstanding research outputs	Develop an award system for outstanding research outputs	Contribution to establishment of approved award system for outstanding research outputs by December 2023
			Implement a research-outputs awards system for outstanding research outputs	Outstanding researchers awarded annually

Strategic Objective	Objective Statement	Strategies	Activities	Targets
		Institute to transform research output into relevant outputs that can guide policy makers and other stakeholders	Contribute to formulating university-wide a research agenda by December 2023	Contribute to formulating university-wide research agenda by December 2023
			Formulate Institute specific research agenda by December 2023	Institute research agenda formulated by December 2023
			Disseminate INESOR research agenda to all stakeholders	All research findings/results disseminated through seminars and workshops
		Operationalisation of the Teaching and Learning Policy	Monitor the implementation of the Teaching and Learning	Quarterly reports from research fellows
		Improvements in effective teaching and learning	Training research fellows in pedagogy using the in-house training programme	All research fellows trained in pedagogy including pedagogy for online teaching by December 2025

Strategic Objective	Objective Statement	Strategies	Activities	Targets
		Revision, development and implementation of demand-driven programmes	Contribute to development and implementation of new programmes	Staff participation in development and implementation of new programmes by December 2025
Enhance community engagement and marketing	Develop and strengthen stakeholder, community and international relationships and build a strong brand identity through effective communication and engagement strategies	Develop targeted communication and marketing strategies for key stakeholders	Conduct a stakeholder analysis to identify key audiences and tailor communication and marketing messages accordingly	Increase the number of media mentions by 30% and the number of social media followers by 30% over 5 years.
		Host public events and seminars to showcase research findings and engage with the community	Develop an annual public lecture series and research showcase event	Increase the number of attendees to public lectures and research showcases by 20% over 5 years.
		Identify potential industry partners;	Attend industry conferences to network and establish contacts;	Increase research funding from industry partners by 30%;
		Develop collaborations with industry	Develop industry partnerships through joint research projects	Establish long-term industry partnerships with at least 3 companies
		Identify potential community partners;	Attend community events to network and establish contacts;	Increase community engagement in research activities by 50%;

Strategic Objective	Objective Statement	Strategies	Activities	Targets
		Develop collaborations with community organizations	Develop community partnerships through joint research projects	Establish long-term community partnerships with at least 2 organizations
		Contribute to the development and enhancement of recreation and wellness facilities	Participate in university wellness awareness sessions, promotion/ campaign days on the institutional calendar	Staff participation in university-wide wellness awareness sessions and promotion campaign days established once per quarter (at lunchtime/after hours) by June 2027
		Enhancement of UNZA's corporate brand Enhance the Institute's global appeal by remodeling its international service delivery	Participate in conducting a university public perception survey	Contribute to preparation of public perception survey report by 31st December 2023
			Enhance the Institutes' international visibility	Existing partnerships and collaborations strengthened by December 2024
			Strengthen and increase key strategic international partnerships and collaborations	International partnerships and collaborations increased by December 2026

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Implement collaborative transformative Research, Development, demonstration and Deployment (RDD&D) agenda	Collaborative transformative Research, Development, demonstration and Deployment (RDD&D) agenda implemented by December 2024
		Establish collaborations with international institutions;	Attend international conferences and network with potential collaborators;	Increase the number of international collaborations by 30%;
		Participate in international research networks	Establish research partnerships with international institutions	Secure funding for international research partnerships
		Engagement in Corporate Social Responsibility (CSR) activities	Identify key CSR programmes	CSR programmes identified and prioritised by December 2023
			Implement prioritized CSR programmes	Prioritised CSR programmes implemented per year by December 2023

Strategic Objective	Objective Statement	Strategies	Activities	Targets
Increase investment in and maintenance of digital and physical infrastructure	Invest in technology and physical infrastructure to support research and enhance the research environment	Upgrade and maintain physical research facilities	Develop a facilities maintenance plan and allocate resources for infrastructure upgrades and maintenance	Reduce the number of maintenance issues and improve the functionality of research facilities by 50% over 5 years.
		Invest in digital infrastructure and data management systems	Develop a digital infrastructure plan and upgrade data management systems	Increase the number of digital infrastructure by 50% over 5 years.
		Rehabilitation of all existing physical infrastructure	Build required physical infrastructure	Required physical infrastructure built by June 2025
			Mobilise resources for rehabilitation	Approved rehabilitation report by December 2023
			Rehabilitate all existing infrastructure	Funds available for rehabilitation by December 2024

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Increase internet network speed	Install relevant equipment by December 2024
			Expand staff computer facilities	Purchase laptops and computers for staff
Turn around institutional financial performance	Generate revenue through research funding, partnerships, and fundraising efforts and promote entrepreneurship and innovation	Increasing revenue by the Institute through commissioned research and consultancy activities	Participate in reviewing the University consultancy policy	Staff participation in review of consultancy policy
			Implement the reviewed consultancy policy	Commence implementation of the reviewed consultancy policy by end of 2023
				10% annual increase in revenue from commissioned research and consultancy

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Market the Institutes consultancy commissioned research as well as Monitoring and Evaluation capabilities	Marketing interventions undertaken effective June 2023 10% annual increase in revenue from consultancies
			Conduct capacity building programmes to enhance staff capacity to undertake consultancy	Capacity building programmes are conducted annually for all research fellows
			Conduct capacity building programmes to enhance staff capacity to write commissioned research grant proposals	Increased research grants awarded to INESOR effective December 2024
			Enhance staffing levels to improve effectiveness	Recruit at least one academic staff in each research programme
		Increase research grant revenue and industry partnerships	Develop a research grant and industry partnership strategy	Increase research grant revenue by 25% and establish 5 new industry partnerships over 5 years.

Strategic Objective	Objective Statement	Strategies	Activities	Targets
		Develop entrepreneurship training programs	Hold entrepreneurship workshops and training programs;	Increase the number of student-led startups by 30%;
		Increase research grant applications;	Develop a grant writing training program;	Increase research grant funding by 50%;
		Diversify funding sources	Establish collaborations with funding agencies	Secure funding from at least 2 new sources per year
Streamlining Support Functions	Address bottlenecks in administrative processes, promote open access, enhance research communication, and develop a data management system	Implementing efficient administrative processes	Conduct a review of the institute's administrative processes and identify areas for improvement.	20% reduction in administrative inefficiencies each year until 2027.
			Develop and implement new administrative procedures to streamline processes.	New procedures developed to streamline processes and improve efficiency
			Review of job descriptions for non-academic staff	Job descriptions reviewed by December 2023
		Strengthening the human resource management system	Develop and implement a comprehensive staff training and development program for non-academic staff	80% of non-academic staff participate in the training and development program by June 2027.

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Implement a quarterly reporting tool for administrative staff	Quarterly reporting system for administrative staff developed by December 2023
		Establish an institutional repository	Deposit research publications in the institutional repository	Increase repository usage by 70% by June 2027
		Develop a communication strategy;	Create research summaries and infographics for social media and website;	Increase media coverage of research activities and outputs/disseminations by 50% by June 2027
		Utilize social media and other communication channels	Hold regular research dissemination events	Increase website traffic by 50% by June 2027
		Improving data collection and analysis	Develop and implement data collection protocols.	Achieve 95% accuracy of data collected by June 2024
			Train staff on data collection and analysis.	

Strategic Objective	Objective Statement	Strategies	Activities	Targets
		Enhancing data security and privacy	Develop and implement data security and privacy policies.	No data breaches within the next 5 years.
			Train staff on data security and privacy.	
		Promotion of recreation and wellness among staff	Development, rehabilitation and maintenance of recreation infrastructure	Recreation garden established by 2024
			Promote staff participation in wellness awareness sessions	Staff participation in university-wide wellness awareness sessions and promotion campaign days established once per quarter (at lunchtime/after hours) by June 2027
			Promote staff use of public counseling services at UNZA clinic	Staff use of counselling services at UNZA clinic by June 2027
		Enhancing the safety and maintenance of the Institute's physical infrastructure	Maintenance of physical infrastructure, facilities in a good state of repair	100% of physical infrastructure and facilities in a good state of repair by June 2027
			100% of equipment in a good state of repair by June 2027	100% of equipment in a good state of repair by June 2027

Strategic Objective	Objective Statement	Strategies	Activities	Targets
			Provision of fire prevention and management facilities	100% of fire prevention and management facilities installed by June 2027
			Maintenance of appropriate signage and location maps of facilities	100% of appropriate signage and location maps in key areas placed by June 2027

OBJECTIVES, STRATEGIES AND TARGETS

7.0　FINANCING THE 2023-2027 STRATEGIC PLAN

7.1　Overview

The successful implementation of the INESOR 2023-2027 plan relies on providing and effectively managing appropriate resources, including financial, human, material, infrastructure, and logistics resources. Adequate financing is crucial to ensure that required resources are available throughout the implementation process. Financing the Strategic Plan is decisive in achieving the Institute's vision. The total budget for this five-year plan is ZMW 6,796,000.00 million.

7.2　Strategic Funding Sources and Approach

The Strategic Plan's financing will come from internal and external sources. It is planned that 40 percent of the total funds needed for the plan will be generated internally, while the remaining 60 percent will be sourced externally.

Internal funding sources will primarily come from institutional and overhead fees, supporting administrative functions such as research materials, ICT equipment, staff training, staff subscriptions, infrastructure maintenance, and capital expenditures.

External funding sources will involve strategies to secure funds from external revenue sources. This includes research grants and projects from local and international collaborations. Examples of funding from external sources include foreign grants obtained through joint research proposals, funds earned from commissioned research from the industrial sector, and partnerships with NGOs and other research partners.

A matching revenue with costs approach will be implemented to ensure financial transparency and accountability, aligning payments with the respective costs they generate. The Strategic Objectives, strategies, activities, and targets are outlined in Tables 3. It is mandatory for all funding to be allocated to specific INESOR work plans that encompass the related activities.

The development of work plans will be based on the Strategic Plan, which serves as the primary reference for planned activities. Therefore, funding approval will be contingent upon an approved work plan derived from the implementation plan outlined in the Strategic Plan.

8.0   INSTITUTIONAL AND LEGAL FRAMEWORKS

8.1   Institutional Framework

The 2023-2027 INESOR Strategic Plan will serve as the foundation for INESOR's operations, encompassing research programmes and administration. Implementing this plan will involve active participation from UNZA management and all INESOR academic and administrative staff to ensure success.

University Council and Senate

The University Council, in line with the UNZA 2023-2027 Strategic Plan, will offer the university policy guidance and strategic leadership. Conversely, the Senate will oversee and direct all academic activities related to teaching, learning, research, and consultancy.

Central Administration

The Vice-Chancellor and Deputy Vice-Chancellor offices will offer high-level strategic and administrative leadership to execute the INESOR 2023-2027 Strategic Plan effectively.

INESOR Management

The INESOR management including the Director, Assistant Director, Programme Coordinators and Assistant Registrar, will offer strategic and administrative leadership at the unit level to ensure the successful implementation of the Strategic Plan. The INESOR management will be responsible for the following tasks:

1.0   Resource mobilisation for the implementation of this Strategic Plan
2.0   Ensuring effective quality teaching, learning and research;
3.0   Engagement of stakeholders;
4.0   Holding consultations with key stakeholders.

8.2   Legal Framework

Implementing the INESOR Strategic Plan will align with the 2023-2027 UNZA Strategic Plan, ensuring adherence to applicable Zambian laws and regulations. Specifically, the plan will comply with the provisions outlined in the Higher Education Act No—4 of 2013 and any amendments introduced in the Higher Education Act No. 23 of 2021.

9.0   STRATEGIC ASSUMPTIONS AND PRE-CONDITIONS

The successful implementation of the INESOR Strategic Plan may depend on various factors beyond the unit's control. Therefore, the following assumptions have been made:

a) Political interventions will not abrogate UNZA and INESOR management's decisions;
b) The higher education legal framework will continue to offer an equitable competitive environment;
c) Other academic, research institutions and key stakeholders, including the local communities, will be willing to collaborate with INESOR
d) The political will and socio-economic climate will remain conducive for business and investment.

In addition to the strategic assumptions, several internal conditions need to be established to ensure the effective implementation of the Strategic Plan, which include:

a) INESOR management will persist in resource mobilisation efforts to ensure the sustainability of its operations.
b) Practice prudent resource management.
c) INESOR management will develop and implement a deliberate programme to bring about a positive change of mind-set and attitude towards work.

10.0 THE IMPLEMENTATION PROCESS

10.1 Overview

The Institute's research programmes and administrative units will carry out the activities outlined in the 2023-2027 Strategic Plan involving key stakeholders. Progress in implementing the plan will be reported monthly and quarterly. Two performance reviews will be conducted, one at the mid-term and another at the end of the planning period. During these performance reviews, the assumptions and pre-conditions will be considered. The implementation of the INESOR Strategic Plan will align with the UNZA Strategic Plan and be implemented from January 1, 2023, to December 31, 2027. The plan will be supported by resource allocations outlined in the annual INESOR work plans.

10.2 Performance Monitoring and Implementation Support

Implementing the Strategic Plan will be regularly monitored and assessed by the performance, monitoring, and evaluation provisions. The INESOR Director's office will establish a dedicated team responsible for monitoring, evaluation, and implementation, with defined terms of reference.

10.3 Responsible Persons, Major Tasks, Facilities and Staff

The Director, Assistant Director, Programme Coordinators, and Assistant Registrar will oversee the implementation, monitoring, and evaluation of the Strategic Plan as outlined below:

Table 4: Staff responsible for implementation, monitoring and evaluation of the strategic plan

No.	Role	Responsible person
1.	Implementation, Monitoring and Evaluation	Director, Assistant Director, Programme Coordinators, Assistant Registrar
2.	Coordination of data collection, analysis and reporting	Director, Assistant Director, Programme Coordinators, Assistant Registrar
3.	Quality Assurance	Director, Assistant Director, Programme Coordinators, Assistant Registrar

The main tasks to be undertaken for the implementation of the Strategic Plan will include:

i. Development or adaption of UNZA manuals and other implementation guidelines;
ii. Overall planning and coordination of implementation activities;
iii. Appropriate training of staff responsible for implementation;
iv. Ensuring that all manuals applicable to the implementation effort are available;
v. Provision of all needed technical assistance;
vi. Acquiring special hardware and software required for the implementation.
vii. Integration of Strategic Management System with other management information systems (MIS) of the University.

Existing INESOR facilities will be provided, and if needed, new or refurbished facilities will be made available to support the implementation process, subject to the availability of

resources. The existing INESOR staff will be responsible for implementing the Strategic Plan. If necessary, the implementation staff may undergo training to enhance their efficiency in executing their duties. Occasionally, temporary staff may be recruited to fulfil specific roles.

11.0   APPENDICES

11.1   Appendix I: Implementation Schedule for the Strategic Plan

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	Basel ine	Resources required	Budget	Responsible person
1	Enhance intellectual wealth	Focus on high impact research, interdisciplinary collaboration, build research capacity and output through collaboration, funding, and dissemination and teaching	1.1. Foster interdisciplinary research collaborations	1.1.1 Apply for research funding and conduct interdisciplinary research	1.1.1.1 Increase the number of interdisciplinary research projects by 30% over 5 years.	0	Funds, HR	50000	Director, Assistant Director, All academic staff
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0	Funds, HR	20000	Director, Assistant Director, Programme Coordinators, administrative staff
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0	Funds, HR	20000	Director, Assistant Director, Programme Coordinators, administrative staff
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0	Funds, HR	20000	Director, Assistant Director, Programme Coordinators, administrative staff
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0	Funds, HR	20000	Director, Assistant Director, Programme Coordinators, administrative staff
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0	Funds, HR	20000	Director, Assistant Director, Programme Coordinators, administrative staff
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0	Funds, HR	20000	Director, Assistant Director, Programme Coordinators, administrative staff
				1.5.2 Enhance the	1.5.2.1 Strict adherence	0	Administrative	200000	Director, Assistant

				Objective/Strategy	Activity	Output/Indicator	Baseline	Resources	Budget	Responsible
						efficiency of the INESOR journals	to the Editorial Board's rules and regulations of scheduled publications		arrangements, ICT equipment		Director, Programme Coordinators, administrative staff
							1.5.2.2 Increase citation rates by 30%				
					1.5.3 Provide incentives for publishing in peer reviewed journals	1.5.3.1 Top two publishers awarded at the end of each year	0	Administrative arrangements, ICT equipment	200,000.00	Director, Assistant Director, Programme Coordinators, academic staff
					1.5.4 Enhance supervision of student research works	1.5.4.1 Academic staff supervising students in affiliate departments	0.1	HR, Funds	1,000.00	Director, Assistant Director, Programme Coordinators, academic staff
					1.5.5 Enhance capacity in research grant proposal writing	1.5.5.1 All academic staff trained in grant writing	0.1	HR Funds, venues, ICT equipment	100,000.00	Director, Assistant Director, Programme Coordinators, academic staff
				1.6 Establish interdisciplinary research teams;	1.6.1 Organize regular interdisciplinary research seminars;	1.6.1.1 Increase interdisciplinary research publications by 30%;	0	HR, Funds	20,000.00	Director, Assistant Director, Programme Coordinators, academic staff
				1.7 Develop joint research projects with other faculties/departments	1.7.1 Hold joint research meetings with other faculties/departments	1.7.1.1 Increase interdisciplinary research grant funding by 30%	0	HR, Funds	20,000.00	Director, Assistant Director, Programme Coordinators, academic staff
				1.8 Development and enhancement of research collaborations with international organisations	1.8.1 Engage new research collaborators	1.8.1.1 One Memoranda of Understanding signed each year	0.3	Funds, transport, venues, ICT equipment	10,000.00	Director, Assistant Director, Programme Coordinators
						1.8.1.2 At least two new		Funds,		Director, Assistant

						research collaborations each year		transport, venues, ICT equipment	50,000.00	Director, Programme Coordinators
						1.8.1.3 Increase number of research grants by 50 % by June 2027		Funds, Research facilities, Transport	30,000.00	Director, Assistant Director, Programme Coordinators
					1.8.2 Enhance existing research collaborations	1.8.2.1 Maintain and successfully execute and complete all existing collaborations	0.2	Funds, office space and equipment	20,000.00	Director, Assistant Director, Programme Coordinators
				1.9 Establish a mentorship program for junior researchers;	1.9.1 Organize research training workshops and seminars;	1.9.1.1 Increase the number of junior researchers and postdoctoral researchers by 25%;	0	HR, Funds	20,000.00	Director, Assistant Director, Programme Coordinators, academic staff
				1.10 Provide professional development opportunities for researchers	1.10.1 Provide opportunities for research exchange programs	1.10.1.1 Increase the number of research fellows by 30%	0	HR, Funds	20,000.00	Director, Assistant Director, Programme Coordinators, academic staff
				1.11 Review the University's research and publication policy	1.11.1 Participate in the review of the Research Policy and Intellectual Property Rights	1.11.1.1 Research Policy and Intellectual Property Rights reviewed and revised policy in place by June 2025	0	Administrative arrangements, ICT equipment	50,000.00	Director, Assistant Director, Programme Coordinators
					1.11.2 Implementation of the revised Research and Publication Policy	1.11.2.1 All specific objectives of the Research and Publication policy implemented by June 2027	0	Workshop venues, board and lodging, refreshments, stationery and ICT equipment	50,000.00	Director, Assistant Director, Programme Coordinators
					1.11.3 Monitoring of the implementation of the Research and Publication Policy	1.11.3.1 Quarterly performance reports submitted by staff	0.2	Administrative arrangements, ICT equipment	10,000.00	Director, Assistant Director, Programme Coordinators, all academic staff
					1.11.4 Evaluation of the Research and Publications	1.11.4.1 Staff annual performance appraisal	0.2	Administrative arrangements,	5,000.00	Director, Assistant Director, Programme

							ICT equipment		Coordinators, all academic staff
			Policy						
			1.12 Establishment of the INESOR system for rewarding outstanding research outputs	1.12.1 Develop an award system for outstanding research outputs	1.12.1.1 Contribution to establishment of approved award system for outstanding research outputs by December 2023	0	Workshop venues, board and lodging, refreshments, stationery and ICT equipment	50,000.00	Director, Assistant Director, Programme Coordinators
				1.12.2 Implement a research-outputs awards system for outstanding research outputs	1.12.2.1 Outstanding researchers awarded annually	0	Administrative arrangements, ICT equipment	20,000.00	Director, Assistant Director, Programme Coordinators
			1.13 Institute to transform research output into relevant outputs that can guide policy makers and other stakeholders	1.13.1 Contribute to formulating university-wide a research agenda by December 2023	1.13.1.1 Contribute to formulating university-wide research agenda by December 2023	0	Funds, transport, venues, ICT equipment	30,000.00	Director, Assistant Director, Programme Coordinators, all academic staff
				1.13.2 Formulate Institute specific research agenda by December 2023	1.13.2.1 Institute research agenda formulated by December 2023	0	Funds, transport, venues, ICT equipment	30,000.00	Director, Assistant Director, Programme Coordinators, all academic staff
				1.13.3 Disseminate INESOR research agenda to all stakeholders	1.13.3.1 All research findings/results disseminated through seminars and workshops	0	Funds, transport, venues, ICT equipment	30,000.00	Director, Assistant Director, Programme Coordinators, all academic staff
			1.14 Operationalisation of the Teaching and Learning Policy	1.14.1 Monitor the implementation of the Teaching and Learning	1.14.1.1 Quarterly reports from research fellows	0	Administrative arrangements, ICT equipment	20,000.00	Director, Assistant Director, Programme Coordinators, all academic staff

			1.15 Improvements in effective teaching and learning	1.15.1Training research fellows in pedagogy using the in-house training programme	1.15.1.1 All research fellows trained in pedagogy including pedagogy for online teaching by December 2025	0	Administrative arrangements, ICT equipment	20,000.00	Director, Assistant Director, Programme Coordinators, all academic staff
			1.16 Revision, development and implementation of demand-driven programmes	1.16.1 Contribute to development and implementation of new programmes	1.16.1.1 Staff participation in development and implementation of new programmes by December 2025	0	Administrative arrangements, ICT equipment	20,000.00	Director, Assistant Director, Programme Coordinators, all academic staff
No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	Basel ine	Resources required	Budget	Responsible person
2	Enhance community engagement and marketing	Develop and strengthen stakeholder, community and international relationships and build a strong brand identity through effective communication and engagement strategies	2.1 Develop targeted communication and marketing strategies for key stakeholders	2.1.1 Conduct a stakeholder analysis to identify key audiences and tailor communication and marketing messages accordingly	2.1.1.1 Increase the number of media mentions by 30% and the number of social media followers by 30% over 5 years.	0	Funds, HR	20,000.00	Director, Assistant Director, Programme Coordinators, administrative staff
			2.2 Host public events and seminars to showcase research findings and engage with the community	2.2.1 Develop an annual public lecture series and research showcase event	2.2.1.1 Increase the number of attendees to public lectures and research showcases by 20% over 5 years.	0	Funds, HR	70,000.00	Director, Assistant Director, Programme Coordinators, administrative staff
			2.3 Identify potential industry partners;	2.3.1 Attend industry conferences to network and establish contacts;	2.3.1.1 Increase research funding from industry partners by 30%;	0	Funds, HR	70,000.00	Director, Assistant Director, Programme Coordinators
			2.4 Develop collaborations with industry	2.4.1 Develop industry partnerships through joint research projects	2..4.1.1 Establish long-term industry partnerships with at least 3 companies	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators,

								academic staff
			2.5 Identify potential community partners;	2.5.1 Attend community events to network and establish contacts;	2.5.1.1 Increase community engagement in research activities by 50%;	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators, academic staff
			2.6 Develop collaborations with community organizations	2.6.1 Develop community partnerships through joint research projects	2.6.1.1 Establish long-term community partnerships with at least 2 organizations	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators, academic staff
			2.7 Contribute to the development and enhancement of recreation and wellness facilities	2.7.1 Participate in university wellness awareness sessions, promotion/ campaign days on the institutional calendar	2.7.1.1 Staff participation in university-wide wellness awareness sessions and promotion campaign days established once per quarter (at lunchtime/after hours) by June 2027	0	Funds, HR	50,000.00	Assistant registrar, Senior Administrative officer
			2.8 Enhancement of UNZA's corporate brand	2.8.1 Participate in conducting a university public perception survey	2.8.1.1 Contribute to preparation of public perception survey report by 31st December 2023	0	Funds, Transport, ICT equipment	100,000.00	Director, Assistant Director, all academic staff
			2.9 Enhance the Institute's global appeal by remodeling its international service delivery	2.9.1 Enhance the Institutes' international visibility	2.9.1.1 Existing partnerships and collaborations strengthened by December 2024	0	Funds, HR	100,000.00	Director, Assistant Director, all academic staff
				2.9.2 Strengthen and increase key strategic international partnerships and collaborations	2.9.2.1 International partnerships and collaborations increased by December 2026	0	Funds, HR	100,000.00	Director, Assistant Director, all academic staff
				2.9.3 Implement collaborative transformative Research, Development, demonstration and	2.9.3.1 Collaborative transformative Research, Development, demonstration and Deployment (RDD&D)	0	Funds, Venues	100,000.00	Director, Assistant Director, all academic staff

				Deployment (RDD&D) agenda	agenda implemented by December 2024				
				2.10 Establish collaborations with international institutions;	2.10.1 Attend international conferences and network with potential collaborators;	2.10.1.1 Increase the number of international collaborations by 30%;	0	Funds, Transport, ICT equipment	100,000.00	Director, Assistant Director, all academic staff
				2.11 Participate in international research networks	2.11.1 Establish research partnerships with international institutions	2.11.1.1 Secure funding for international research partnerships	0	Funds, Transport, ICT equipment	100,000.00	Director, Assistant Director, all academic staff
				2.12 Engagement in Corporate Social Responsibility (CSR) activities	2.12.1 Identify key CSR programmes	2.12.1.1 CSR programmes identified and prioritised by December 2023	0	Funds, HR	5,000.00	Administrative staff
					2.12.2 Implement prioritised CSR programmes	2.12.2.1 Prioritised CSR programmes implemented per year by December 2023	0	Funds, HR	50,000.00	Administrative staff
				2.13 Upgrade and maintain physical research facilities	2.13.1 Develop a facilities maintenance plan and allocate resources for infrastructure upgrades and maintenance	2.13.1.1 Reduce the number of maintenance issues and improve the functionality of research facilities by 50% over 5 years.	0	Funds, HR	200,000.00	Director, Assistant Director, Programme Coordinators
				2.14 Invest in digital infrastructure and data management systems	2.14.1 Develop a digital infrastructure plan and upgrade data management systems	2.14.1.1 Increase the number of digital infrastructure by 50% over 5 years.	0	Funds, HR	200,000.00	Director, Assistant Director, Programme Coordinators
				2.15	2.15.1 Build required	2.15.1.1 Required	0.3	Funds, HR		Administrative staff

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	Baseline	Resources required	Budget	Responsible person
				Rehabilitation of all existing physical infrastructure	physical infrastructure	physical infrastructure built by June 2025			500,000.00	
				2.15.2 Mobilise resources for rehabilitation	2.15.2.1 Approved rehabilitation report by December 2023	0	Funds, HR	20,000.00	Administrative staff
				2.15.3 Rehabilitate all existing infrastructure	2.15.3.1 Funds available for rehabilitation by December 2024	0.2	Funds, HR	1,000,000.00	Administrative staff
				2.15.4 Increase internet network speed	2.15.4.1 Install relevant equipment by December 2024	0	Funds, HR	300,000.00	Administrative staff, CICT
No.	**Strategic Objective**	**Objective Statement**	**Strategies**	**Activities**	**Targets**	**Baseline**	**Resources required**	**Budget**	**Responsible person**
3	Turn around institutional financial performance	Generate revenue through research funding, partnerships, and fundraising efforts and promote entrepreneurship and innovation	3.1 Increasing revenue by the Institute through commissioned research and consultancy activities	3.1.1 Participate in reviewing the University consultancy policy	3.1.1.1 Staff participation in review of consultancy policy	0	Funds, transport, venues	100,000.00	Director, Assistant Director, Programme Coordinators
				3.1.2 Implement the reviewed consultancy policy	3.1.2.1 10% annual increase in revenue from commissioned research and consultancy	0	Funds, ICT equipment	50,000.00	Director, Assistant Director, Programme Coordinators
				3.1.3 Market the Institutes consultancy and commissioned research capabilities	3.13.1 Marketing interventions undertaken effective June 2023	0	Funds, ICT, Transport	50,000.00	Director, Assistant Director, Programme Coordinators
				3.1.4 Conduct capacity building programmes to enhance staff capacity to undertake consultancy	3.14.1 10% annual increase in revenue from consultancies	0	Funds, ICT, Transport	50,000.00	Director, Assistant Director, Programme Coordinators
				3.1.5 Conduct capacity building programmes to	3.1.5.1 Increased research grants awarded to	0	Funds, ICT, Transport	50,000.00	Director, Assistant Director, Programme

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	Baseline	Resources required	Budget	Responsible person
				enhance staff capacity to write commissioned research grant proposals	INESOR effective December 2024				Coordinators
				Enhance staffing levels to improve effectiveness	Recruit at least one academic staff in each research programme	0.3	Funds	20,000.00	Director, Assistant Director, Registrar
			3.2 Increase research grant revenue and industry partnerships	3.2.1 Develop a research grant and industry partnership strategy	3.2.1.1 Increase research grant revenue by 25% and establish 5 new industry partnerships over 5 years.	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators
			3.3 Develop entrepreneurship training programs	3.3.1 Hold entrepreneurship workshops and training programs;	3.3.1.1 Increase the number of student-led startups by 30%;	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators
			3.4 Increase research grant applications;	3.4.1 Develop a grant writing training program;	3.4.1.1 Increase research grant funding by 50%;	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators
			3.5 Diversify funding sources	3.5.1 Establish collaborations with funding agencies	3.5.1.1 Secure funding from at least 2 new sources per year	0	Funds, HR	50,000.00	Director, Assistant Director, Programme Coordinators
No.	**Strategic Objective**	**Objective Statement**	**Strategies**	**Activities**	**Targets**	**Baseline**	**Resources required**	**Budget**	**Responsible person**
4	Streamlining Support Functions	Address bottlenecks in administrative processes, promote open access, enhance research communication, and develop a data management system	4.1 Implementing efficient administrative processes	4.1.1 Conduct a review of the institute's administrative processes and identify areas for improvement.	4.1.1.1 20% reduction in administrative inefficiencies each year until 2027.	0	Funds, HR	30,000.00	Administrative staff
				4.1.2 Develop and implement new administrative procedures to streamline processes.	4.1.2.1 New procedures developed to streamline processes and improve efficiency	0	Funds, HR	30,000.00	Administrative staff
				4.1.3 Review of job descriptions for non-academic staff	4.1.3.1 Job descriptions reviewed by December 2023	0	Funds, HR	30,000.00	Administrative staff
			4.2 Strengthening	4.2.1 Develop and implement a	4.2.1.1 80% of non-academic staff participate	0.1	Funds, HR	100,000.00	Administrative staff

the human resource management system	comprehensive staff training and development program for non-academic staff	in the training and development program by June 2027.						
		4.2.2 Implement a quarterly reporting tool for administrative staff	4.2.2.1 Quarterly reporting system for administrative staff developed by December 2023	0	Funds, HR		30,000.00	Administrative staff
	4.3 Establish an institutional repository	4.3.1 Deposit research publications in the institutional repository	4.3.1.1 Increase repository usage by 70% by June 2027	0.1	Funds, HR		50,000.00	Administrative staff
	4.4 Develop a communication strategy;	4.4.1 Create research summaries and infographics for social media and website;	4.4.1.1 Increase media coverage of research activities and outputs/disseminations by 50% by June 2027	0.1	Funds, HR		50,000.00	Administrative staff
	4.5 Utilize social media and other communication channels	4.5.1 Hold regular research dissemination events	4.5.1.1 Increase website traffic by 50% by June 2027	0.1	Funds, HR		50,000.00	Administrative staff
	4.6 Improving data collection and analysis	4.6.1 Develop and implement data collection protocols.	4.6.1.1 Achieve 95% accuracy of data collected by June 2024	0	Funds, HR		100,000.00	Director, Assistant Director, CICT, Programme Coordinators
		4.6.2 Train staff on data collection and analysis.						
	4.7 Enhancing data security and privacy	4.7.1 Develop and implement data security and privacy policies.	4.7.1.1 No data breaches within the next 5 years.	0	Funds, HR		100,000.00	Director, Assistant Director, CICT, Programme Coordinators
		4.7.2 Train staff on data security and privacy.						
	4.8 Promotion of	4.8.1 Development, rehabilitation and	4.8.1.1 Recreation garden established by 2024	0	Funds, HR		50,000.00	Administrative staff

			recreation and wellness among staff	maintenance of recreation infrastructure						
				4.8.2 Promote staff participation in wellness awareness sessions	4.8.2.1 Staff participation in university-wide wellness awareness sessions and promotion campaign days established once per quarter (at lunchtime/after hours) by June 2027	0	Funds, HR	20,000.00	Administrative staff
				4.8.3 Promote staff use of public counseling services at UNZA clinic	4.8.3.1 Staff use of counseling services at UNZA clinic by June 2027	0	Funds, HR	5,000.00	Administrative staff
				4.9 Enhancing the safety and maintenance of the Institute's physical infrastructure	4.9.1 Maintenance of physical infrastructure, facilities in a good state of repair	4.9.1.1 100% of physical infrastructure and facilities in a good state of repair by June 2027	0	Funds, HR	500,000.00	Administrative staff
					4.9.2 100% of equipment in a good state of repair by June 2027	4.9.2.1 100% of equipment in a good state of repair by June 2027	0.3	Funds, HR	500,000.00	Administrative staff
					4.9.3 Provision of fire prevention and management facilities	4.9.3.1 100% of fire prevention and management facilities installed by June 2027	0.1	Funds, HR	100,000.00	Administrative staff
					4.9.4 Maintenance of appropriate signage and location maps of facilities	4.9.4.1 100% of appropriate signage and location maps in key areas placed by June 2027	0.1	Funds, HR	100,000.00	Administrative staff

11.2   Appendix II: Implementation Chart

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Enhance intellectual wealth	Focus on high impact research, interdisciplinary collaboration, build research capacity and output through collaboration, funding, and dissemination and teaching	1.1. Foster interdisciplinary research collaborations	1.1.1 Apply for research funding and conduct interdisciplinary research	1.1.1.1 Increase the number of interdisciplinary research projects by 30% over 5 years.																				
				1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars																				
			1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0																				
			1.1.2 Host seminars, workshops, and conferences on cross-disciplinary	1.1.2.1 Hold monthly seminars	0																				

N o.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			research																						
			1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0																				
			1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0																				
			1.1.2 Host seminars, workshops, and conferences on cross-disciplinary research	1.1.2.1 Hold monthly seminars	0																				
				1.5.2 Enhance the efficiency of the INESOR journals	1.5.2.1 Strict adherence to the Editorial Board's rules and regulations of scheduled publications																				
					1.5.2.2 Increase																				

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
					citation rates by 30%																				
				1.5.3 Provide incentives for publishing in peer reviewed journals	1.5.3.1 Top two publishers awarded at the end of each year																				
				1.5.4 Enhance supervision of student research works	1.5.4.1 Academic staff supervising students in affiliate departments																				
				1.5.5 Enhance capacity in research grant proposal writing	1.5.5.1 All academic staff trained in grant writing																				
			1.6 Establish interdisciplinary research teams;	1.6.1 Organize regular interdisciplinary research seminars;	1.6.1.1 Increase interdisciplinary research publications by 30%;																				
			1.7 Develop joint research projects with other faculties/dep	1.7.1 Hold joint research meetings with other	1.7.1.1 Increase interdisciplinary research grant funding																				

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			artments	faculties/departments	by 30%																				
			1.8 Development and enhancement of research collaborations with international organisations	1.8.1 Engage new research collaborators	1.8.1.1 One Memoranda of Understanding signed each year																				
					1.8.1.2 At least two new research collaborations each year																				
					1.8.1.3 Increase number of research grants by 50 % by June 2027																				
				1.8.2 Enhance existing research collaborations	1.8.2.1 Maintain and successfully execute and complete all existing collaborations																				
			1.9 Establish a mentorship program for junior researchers;	1.9.1 Organize research training workshops	1.9.1.1 Increase the number of junior researchers																				

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				and seminars;	and postdoctoral researchers by 25%;	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
			1.10 Provide professional development opportunities for researchers	1.10.1 Provide opportunities for research exchange programs	1.10.1.1 Increase the number of research fellows by 30%	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
			1.11 Review the University's research and publication policy	1.11.1 Participate in the review of the Research Policy and Intellectual Property Rights	1.11.1.1 Research Policy and Intellectual Property Rights reviewed and revised policy in place by June 2025	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓										
				1.11.2 Implementation of the revised Research and Publication Policy	1.11.2.1 All specific objectives of the Research and Publication policy implemented by June 2027	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓			
				1.11.3 Monitoring of the implementation of the	1.11.3.1 Quarterly performance reports submitted by	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				Research and Publication Policy	staff	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
				1.11.4 Evaluation of the Research and Publications Policy	1.11.4.1 Staff annual performance appraisal	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
			1.12 Establishment of the INESOR system for rewarding outstanding research outputs	1.12.1 Develop an award system for outstanding research outputs	1.12.1.1 Contribution to establishment of approved award system for outstanding research outputs by December 2023	▓	▓	▓	▓																
				1.12.2 Implement a research-outputs awards system for outstanding research outputs	1.12.2.1 Outstanding researchers awarded annually	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
			1.13 Institute to transform	1.13.1 Contribute	1.13.1.1 Contribute to	▓	▓	▓	▓																

N o.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			research output into relevant outputs that can guide policy makers and other stakeholders	to formulating university-wide a research agenda by December 2023	formulating university-wide research agenda by December 2023	X	X	X	X																
				1.13.2 Formulate Institute specific research agenda by December 2023	1.13.2.1 Institute research agenda formulated by December 2023	X	X	X	X																
				1.13.3 Disseminate INESOR research agenda to all stakeholders	1.13.3.1 All research findings/results disseminated through seminars and workshops	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			1.14 Operationalisation of the Teaching and Learning Policy	1.14.1 Monitor the implementation of the Teaching and Learning	1.14.1.1 Quarterly reports from research fellows	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
			1.15 Improvements in effective teaching and	1.15.1Training research fellows in pedagogy	1.15.1.1 All research fellows trained in pedagogy	X	X	X	X	X	X	X	X	X	X	X									

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			learning	using the in-house training programme	including pedagogy for online teaching by December 2025	█	█	█	█	█	█	█	█	█	█	█	█								
			1.16 Revision, development and implementation of demand-driven programmes	1.16.1 Contribute to development and implementation of new programmes	1.16.1.1 Staff participation in development and implementation of new programmes by December 2025	█	█	█	█	█	█	█	█	█	█	█	█								
2	Enhance community engagement and marketing	Develop and strengthen stakeholder, community and international relationships and build a strong brand identity through effective communication and engagement strategies	2.1 Develop targeted communication and marketing strategies for key stakeholders	2.1.1 Conduct a stakeholder analysis to identify key audiences and tailor communication and marketing messages accordingly	2.1.1.1 Increase the number of media mentions by 30% and the number of social media followers by 30% over 5 years.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
			2.2 Host public events and seminars to showcase research findings and engage with	2.2.1 Develop an annual public lecture series and research showcase	2.2.1.1 Increase the number of attendees to public lectures and research showcases by	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

N o.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			the community	event	20% over 5 years.																				
			2.3 Identify potential industry partners;	2.3.1 Attend industry conferences to network and establish contacts;	2.3.1.1 Increase research funding from industry partners by 30%;																				
			2.4 Develop collaborations with industry	2.4.1 Develop industry partnerships through joint research projects	2..4.1.1 Establish long-term industry partnerships with at least 3 companies																				
			2.5 Identify potential community partners;	2.5.1 Attend community events to network and establish contacts;	2.5.1.1 Increase community engagement in research activities by 50%;																				
			2.6 Develop collaborations with community organizations	2.6.1 Develop community partnerships through joint research projects	2.6.1.1 Establish long-term community partnerships with at least 2 organizations																				
			2.7 Contribute to the development and	2.7.1 Participate in university wellness awareness	2.7.1.1 Staff participation in university-wide wellness awareness																				

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			enhancement of recreation and wellness facilities	sessions, promotion/ campaign days on the institutional calendar	sessions and promotion campaign days established once per quarter (at lunchtime/after hours) by June 2027	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
			2.8 Enhancement of UNZA's corporate brand	2.8.1 Participate in conducting a university public perception survey	2.8.1.1 Contribute to preparation of public perception survey report by 31st December 2023	▓	▓	▓	▓																
			2.9 Enhance the Institute's global appeal by remodeling its international service delivery	2.9.1 Enhance the Institutes' international visibility	2.9.1.1 Existing partnerships and collaborations strengthened by December 2024	▓	▓	▓	▓	▓	▓	▓	▓												
				2.9.2 Strengthen and increase key strategic international partnerships and collaboration	2.9.2.1 International partnerships and collaborations increased by December 2026	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓					

N o.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			s			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
				2.9.3 Implement collaborative transformative Research, Development, demonstration and Deployment (RDD&D) agenda	2.9.3.1 Collaborative transformative Research, Development, demonstration and Deployment (RDD&D) agenda implemented by December 2024	X	X	X	X	X	X	X	X												
			2.10 Establish collaborations with international institutions;	2.10.1 Attend international conferences and network with potential collaborators ;	2.10.1.1 Increase the number of international collaborations by 30%;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
			2.11 Participate in international research networks	2.11.1 Establish research partnerships with international institutions	2.11.1.1 Secure funding for international research partnerships	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
			2.12 Engagement in Corporate Social Responsibilit	2.12.1 Identify key CSR programmes	2.12.1.1 CSR programmes identified and prioritised by December	X	X	X	X																

N o.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			y (CSR) activities		2023	▨	▨	▨	▨																
				2.12.2 Implement prioritised CSR programmes	2.12.2.1 Prioritised CSR programmes implemented per year by December 2023	▨	▨	▨	▨																
			2.13 Upgrade and maintain physical research facilities	2.13.1 Develop a facilities maintenance plan and allocate resources for infrastructure upgrades and maintenance	2.13.1.1 Reduce the number of maintenance issues and improve the functionality of research facilities by 50% over 5 years.	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
			2.14 Invest in digital infrastructure and data management systems	2.14.1 Develop a digital infrastructure plan and upgrade data management systems	2.14.1.1 Increase the number of digital infrastructure by 50% over 5 years.	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
			2.15 Rehabilitation of all existing physical infrastructure	2.15.1 Build required physical infrastructure	2.15.1.1 Required physical infrastructure built by June 2025	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨								

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				2.15.2 Mobilise resources for rehabilitation	2.15.2.1 Approved rehabilitation report by December 2023	▧	▧	▧	▧																
				2.15.3 Rehabilitate all existing infrastructure	2.15.3.1 Funds available for rehabilitation by December 2024	▧	▧	▧	▧	▧	▧	▧													
				2.15.4 Increase internet network speed	2.15.4.1 Install relevant equipment by December 2024	▧	▧	▧	▧	▧	▧	▧													
3	Turn around institutional financial performance	Generate revenue through research funding, partnerships, and fundraising efforts and promote entrepreneurship and innovation	3.1 Increasing revenue by the Institute through commissioned research and consultancy activities	3.1.1 Participate in reviewing the University consultancy policy	3.1.1.1 Staff participation in review of consultancy policy	▧	▧	▧	▧					▧	▧	▧	▧	▧	▧	▧	▧	▧	▧	▧	▧
				3.1.2 Implement the reviewed consultancy policy	3.1.2.1 10% annual increase in revenue from commissioned research and consultancy	▧	▧	▧	▧					▧	▧	▧	▧	▧	▧	▧	▧	▧	▧	▧	▧
				3.1.3	3.13.1	▧	▧																		

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				Market the Institutes consultancy and commissioned research capabilities	Marketing interventions undertaken effective June 2023	▓	▓																		
				3.1.4 Conduct capacity building programmes to enhance staff capacity to undertake consultancy	3.14.1 10% annual increase in revenue from consultancies		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
				3.1.5 Conduct capacity building programmes to enhance staff capacity to write commissioned research grant proposals	3.1.5.1 Increased research grants awarded to INESOR effective December 2024	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓										
				Enhance staffing levels to improve effectiveness	Recruit at least one academic staff in each research programme	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			3.2 Increase research grant revenue and industry partnerships	3.2.1 Develop a research grant and industry partnership strategy	3.2.1.1 Increase research grant revenue by 25% and establish 5 new industry partnerships over 5 years.																				
			3.3 Develop entrepreneurship training programs	3.3.1 Hold entrepreneurship workshops and training programs;	3.3.1.1 Increase the number of student-led startups by 30%;																				
			3.4 Increase research grant applications;	3.4.1 Develop a grant writing training program;	3.4.1.1 Increase research grant funding by 50%;																				
			3.5 Diversify funding sources	3.5.1 Establish collaborations with funding agencies	3.5.1.1 Secure funding from at least 2 new sources per year																				
4	Streamlining Support Functions	Address bottlenecks in administrative processes, promote open access, enhance research communicati	4.1 Implementing efficient administrative processes	4.1.1 Conduct a review of the institute's administrative processes and identify areas for improvemen	4.1.1.1 20% reduction in administrative inefficiencies each year until 2027.																				

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		on, and develop a data management system		t.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
				4.1.2 Develop and implement new administrative procedures to streamline processes.	4.1.2.1 New procedures developed to streamline processes and improve efficiency	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
				4.1.3 Review of job descriptions for non-academic staff	4.1.3.1 Job descriptions reviewed by December 2023	▓	▓	▓	▓																
			4.2 Strengthening the human resource management system	4.2.1 Develop and implement a comprehensive staff training and development program for non-academic staff	4.2.1.1 80% of non-academic staff participate in the training and development program by June 2027.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	
				4.2.2 Implement a quarterly reporting tool for administrative staff	4.2.2.1 Quarterly reporting system for administrative staff developed by December	▓	▓	▓	▓																

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 Q1	Q2	Q3	Q4
					2023	▓	▓	▓	▓																
			4.3 Establish an institutional repository	4.3.1 Deposit research publications in the institutional repository	4.3.1.1 Increase repository usage by 70% by June 2027	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		
			4.4 Develop a communication strategy;	4.4.1 Create research summaries and infographics for social media and website;	4.4.1.1 Increase media coverage of research activities and outputs/disseminations by 50% by June 2027	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		
			4.5 Utilize social media and other communication channels	4.5.1 Hold regular research dissemination events	4.5.1.1 Increase website traffic by 50% by June 2027	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		
			4.6 Improving data collection and analysis	4.6.1 Develop and implement data collection protocols.	4.6.1.1 Achieve 95% accuracy of data collected by June 2024	▓	▓	▓	▓	▓	▓														
				4.6.2 Train staff on data collection and analysis.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		
			4.7	4.7.1	4.7.1.1 No	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 Q1	Q2	Q3	Q4
			Enhancing data security and privacy	Develop and implement data security and privacy policies.	data breaches within the next 5 years.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
				4.7.2 Train staff on data security and privacy.		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
			4.8 Promotion of recreation and wellness among staff	4.8.1 Development, rehabilitation and maintenance of recreation infrastructure	4.8.1.1 Recreation garden established by 2024	█	█	█	█	█	█	█	█												
				4.8.2 Promote staff participation in wellness awareness sessions	4.8.2.1 Staff participation in university-wide wellness awareness sessions and promotion campaign days established once per quarter (at lunchtime/after hours) by June 2027	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
				4.8.3 Promote staff use of	4.8.3.1 Staff use of counseling	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

No.	Strategic Objective	Objective Statement	Strategies	Activities	Targets	2023				2024				2025				2026				2027			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				public counseling services at UNZA clinic	services at UNZA clinic by June 2027																				
			4.9 Enhancing the safety and maintenance of the Institute's physical infrastructure	4.9.1 Maintenance of physical infrastructure, facilities in a good state of repair	4.9.1.1 100% of physical infrastructure and facilities in a good state of repair by June 2027																				
				4.9.2 100% of equipment in a good state of repair by June 2027	4.9.2.1 100% of equipment in a good state of repair by June 2027																				
				4.9.3 Provision of fire prevention and management facilities	4.9.3.1 100% of fire prevention and management facilities installed by June 2027																				
				4.9.4 Maintenance of appropriate signage and location maps of facilities	4.9.4.1 100% of appropriate signage and location maps in key areas placed by June 2027																				