

TaTU STRATEGIC PLAN 2025-2029

TaTU-SP2029

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P. O. Box 3 E/R, Tamale

TABLE OF CONTENT

Table of Content.....1

ACRONYMS.....3

SECTION ONE: INTRODUCTION.....5

SECTION TWO: THE STRATEGIC PLANNING PROCESS.....9

SECTION THREE: SITUATIONAL ANALYSIS.....12

SECTION FOUR: CORPORATE STRATEGIC ORIENTATION.....14

4.1 **Vision Statement**.....14

4.2 Mission Statement.....14

4.3 Niche Area.....14

4.4 Core Values.....16

4.5 Strategic Themes.....16

4.6 Assumptions underlying the Implementation of the Plan.....26

SECTION FIVE: STRATEGIES AND ACTIVITIES MATRIX.....28

TABLE 2: THEME I: EXCELLENCE IN TEACHING AND LEARNING, RESEARCH AND STUDENTS' SERVICE.....29

TABLE 3: THEME 2: PHYSICAL INFRASTRUCTURE, ENVIRONMENTAL GREENING AND TECHNOLOGY.....40

TABLE 4: THEME 3: EFFICIENT INSTITUTIONAL MANAGEMENT.....52

TABLE 5: THEME 4: SUSTAIINABLE FINANCIAL RESOURCES MANAGEMENT.....65

TABLE 6: THEME 5: INSTITUTIONAL MARKETING, PARTNERSHIP AND COLLABORATION.....71

SUMMARY OF THE TOTAL ESTIMATED COST OF THE PLAN'S ACTIVITIES.....82

SECTION SIX.....83

PLAN FINANCING AND IMPLEMENTATION.....83

6.1 Plan Financing.....83

6.2 Plan Implementation Process.....83

6.2.1 Pre-implementation Activities 83

6.2.2 Implementation Activities.....84

SECTION EIGHT: MANAGEMENT OF THE PLAN IMPLEMENTATION.....90

CONCLUSION 91

APPENDIX A: MEMBERSHIP OF STRATEGIC PLAN FORMULATION COMMITTEE 2025.....92

ACRONYMS

AAD	Academic Affairs Directorate
AAU	Association of African Universities
ATU	Accra Technical University
BDCSC	Business Development and Consultancy Services Centre
BOT/BOOT	Build, Own and Transfer/Build Operate Own and Transfer
BMCs	Budget Management Centres
CEEOP	Centre for Equity and Equal Opportunities
CIM-G	Chartered Institute of Marketing Ghana
CILT-G	Chartered Institute of Logistics and Transportation, Ghana
DWPD	Directorate of Works and Physical Development
DICT	Directorate of Information and Communication Technology
DMS	Director of Medical Service
DoIA	Director of Internal Audit
DoF	Director of Finance
DoGC	Directorate of Guidance and Counselling
DoGS	Dean of Graduate School
DoP	Director of Procurement
DoSA/DoS	Dean of Students Affairs/Dean of Students
DRI	Directorate of Research and Innovation
FANR	Faculty of Agriculture and Natural Resources
FAST	Faculty of Applied Science and Technology
FCAT	Faculty of Creative Art and Technology
GRASAG	Graduate Students Association of Ghana
GRIDCo	Ghana Grid Company Limited
GWCL	Ghana Water Company Limited
HRD	Human Resource Directorate
ICAG	Institute of Chartered Accountants Ghana
ICT	Information and Communication Technology

IDE	Institute of Distance Education
IPILD	International Programmes and Institutional Linkages Directorate
IT	Information Technology
LMS	Learning Management System
PhD	Doctor of Philosophy
PNDC	Provisional National Defense Council
PO	Planning Officer
PPP	Public, Private, Partnership
QAAPD	Quality Assurance and Academic Planning Directorate
SDGs	Sustainable Development Goals
SPFC	Strategic Plan Formulation Committee
SRC	Students Representative Council
SWOT	Strength, Weaknesses, Opportunities and Threats
TaTU	Tamale Technical University
TaTU-SP2029	Tamale Technical University Strategic Plan 2029
TTC	Trades Training Centre
TTI	Tamale Technical Institute
TTU	Takoradi Technical University
TUs	Technical Universities
TUAAG	Technical Universities Administrators Association of Ghana
TUSAAG	Technical Universities Senior Administrators Association of Ghana
TUTAG	Technical Universities Teachers Association of Ghana
UDS	University for Development Studies
UG	University of Ghana
UMaT	University of Mines and Technology, Takwa
UPSA	University of Professional Studies, Accra
URL	Uniform Resource Locator
VC	Vice Chancellor
WPDD	Works and Physical Development Director

SECTION ONE
INTRODUCTION

Tamale Technical University began as a Trades Training Centre (TTC) in 1951 and transitioned to a Government Training School in 1954. In 1960, it was converted to a Junior Technical Institute and on August 23, 1992 it was elevated to a Polytechnic following the promulgation of PNDC Law 321 arising from the Educational Reform Programme initiative. With the passage of the Technical Universities Act (Act 922) and the Amendment Act (Act 974), the institution was further elevated to its current status as a Technical University (TU) in the year 2018. Subsequent to its conversion to a technical university the mandate of the institution changed. This called for the formulation of the first Strategic Plan to reflect the University's status to work in line with its new mandate. The purpose of the first Strategic Plan was to develop a shared vision, mission and a set of priority objectives that were relevant to the development of a newly converted university.

The key result areas of the first Strategic Plan for Tamale Technical University were:

1. To expand and improve physical infrastructure.
2. To offer demand - driven academic programmes.
3. To enhance students' intake and welfare.
4. To promote quality teaching, learning, and research.
5. To attain excellent human resource base and enhanced administrative systems.
6. To work for partnership and collaborate with other institutions and organisations.
7. To improve IT infrastructure and
8. To diversify and expand revenue mobilization.

The Strategic Plan elapsed at the end of 2024 and with new Vice Chancellor appointed, there was the need to formulate a new strategic plan to reflect his vision for the development of the university. A five-member Strategic Plan Formulation Committee

(SPFC) was commissioned to review the expiring plan together with other relevant documents with the view to coming out with a new strategic plan for the next five years.

Tamale Technical University notably is an emerging university with a lot of potentials. With its strategic location in Tamale, it promises a great opportunity for growth to serve the population of the five regions of the north and Ghana at large. The university also has the potentials to easily internationalise by adopting strategic measures to reach citizens of countries bordering the northern-most part of Ghana and those in the Sahelian end of the West African countries. With appropriate marketing strategies, TaTU can become an enormous academic hub for students of the English-speaking West African countries and students who wish to acquire quality education away from their home countries.

The significant leap the university has taken in expanding the number of academic programmes that span one-year certificate, two-year Diploma, three-year Higher National Diploma, four-year Bachelor, Masters and PhD programmes across its eight faculties has culminated in an appreciable increase in student population. The increase in the student population comes with growing constraints and challenges that need to be addressed by the university management. Infrastructure deficit in terms of lecture halls accommodation, student housing facilities, libraries, staff offices, sustainable environmental management, efficient institutional management, deficient information and communication technology infrastructure and poor work etiquette among some staff are the internal constraints that urgently need to be addressed. Externally, growing competition from other universities in the city, corporate reputation management, lack of a comprehensive marketing strategy, exponential increase in utility tariff, weak industry-university relationship, and low government investment into the university are challenges that are impeding the growth of the university.

Given the potentials of the university and the challenges that have been pointed out, there was the need for the university to formulate a Strategic Plan that would respond to these issues within the exigencies of the national and global pursuits. To this end, the plan's themes, the objectives and the strategies are aligned with the Sustainable

Development Goals, the Ghana Tertiary Education Commission's Strategic Plan and Ghana's Education Strategic Plan 2018-2030. Statutorily, the Technical Universities Act 2016 (Act 922) and the Amendment Act 2018 (Act 974), the University's Statutes as well as all policies of the university guided the formulation of the plan.

This Second Strategic Plan of the University will guide the operations and development of TaTU for the next five years, (2025-2029). The Plan recognizes that to be able to make an impact on the socio-economic development of the nation, the university, first and foremost, has to focus on priority areas that resonate with the current challenges facing it as an institution at the same time in consonance with the national development agenda. In order to achieve these goals and objectives, the Strategic Plan outlines the essential elements and values required by each and every member of the university community.

After emerging from extensive stakeholder engagement and thorough environmental scanning, this Strategic Plan seeks to focus on five strategic themes, each of which has a set of objectives, strategies, activities and key performance indicators. The successful execution of these set of objectives under the themes will lead to the attainment of global reputation. These Strategic themes are:

i. Excellence in Teaching and Learning, Research and Students' Service
ii. Physical Infrastructure, Environmental Greening and Technology
iii. Efficient Institutional Management
iv. Sustainable Financial Resource Management
v. Institutional Marketing, Partnership and Collaborations

As the university progresses into the next five years, it will continue to pursue its mission to provide higher education and undertake research in engineering, agriculture, technical and vocational based disciplines using blended teaching approach that would produce professionals for industry. In effect, this Strategic Plan is designed to serve as a framework to guide the development of Tamale Technical University for the next five-

year period (2025 to 2029). It will also form the basis for the preparation of annual action plans and budgets of the university during the plan period.



Fig. 1: The Vice Chancellor Delivering a Speech

SECTION TWO

THE STRATEGIC PLANNING PROCESS

This strategic plan document is the result of several months of consultation and deliberations with a cross-section of both internal and external stakeholders. It was a critical examination process where stakeholders shared their experiences with the Strategic Plan Formulation Committee (SPFC) to arrive at useful insights that guided the crafting of the corporate vision, mission and the priority areas to be focused on as an institution. For the internal environmental scanning, a number of interactive meetings involving the following internal stakeholders were held:

- Key Office Holders (VC, Deans, Directors).
- Senior Academic Members (TUTAG).
- Senior Administrative Members (TUSAAG).
- Senior/ Junior Staff (TUAAG/TUWAG).
- Junior Members (GRASAG/SRC).

The purpose for the engagement of the aforementioned stakeholders of the institution in the planning exercise was to offer them the opportunity to bring to bear their collective views of the units they represented regarding the institution's strengths and weaknesses. It was also to suggest the changes that are needed, and the choice of strategies to manage these changes. Again, this was to ensure their ownership of the Strategic Plan and for that matter their commitment to implementing the strategies and the actions so agreed upon.



Fig. 2: Alumni and SRC on a round Table Discussion on the Strategic Plan

In scanning the external environment, the SPFC visited the following external partners:

- Tamale Metropolitan Assembly
- Tamale Teaching Hospital
- Ghana Grid Company Limited (GRIDCo)
- Ghana Water Company Limited (GWCL)
- Ghana Senior High School (Ghanasco)
- Dabokpaa Technical Institute
- Japan Motors
- Fatawu Bicycle Restaurant
- University for Development Studies (UDS)

In addition, the committee visited two traditional rulers at their palaces, notably Sagnarigu Chief's palace and Choggu Chief's palace to interact with them. These palaces were chosen because the university is directly under their jurisdictions.

The purpose of the visits to these stakeholders was to collate the needed inputs on the university's opportunities and threats and to explore the possibility of linkages and

collaborations with these selected institutions. The key outcomes of these deliberations formed the basis of this Strategic Plan.

Aside the interactive sessions, the committee also adopted desk top studies where a number of other institutions' strategic plan documents were reviewed. Among those consulted include UG Strategic Plan 2014-2024, UMaT Strategic Plan 2015-2024, UPSA Strategic Plan 2022-2031, AAU Strategic Plan 2020-2025, ATU Strategic Plan 2021-2025 and TTU Strategic Plan 2021-2025. Moreover, for the plan to be interdorm with the national education strategies, the Ghana Education Strategic Plan 2018–2030 was equally consulted. Among the broad strategic objectives captured in this plan included: Improved quality of teaching and learning and STEM at all levels, sustainable and efficient management, financing, and accountability of education service delivery. This provided the bases for the adaption of best practices so as to be well position as a world class TVET institution.

Thus, the plan is an indication that the university is consciously defining a future in which it seeks to clearly distinguish itself in technical and vocational education to make significant national and international impact. In order to ensure that the implementation of this Plan goes beyond just major projects and gets translated into routine activities expected by every university community member, the plan highlights priority objectives, strategies, activities and key performance indicators in metrices form. This will be monitored on regular basis to ensure that milestones set for achievement are being followed. The result of this is that the strategic and operational decision-making in the university will follow due process. In the nutshell, the plan is supposed to be the working document for every member of the university community.

SECTION THREE
SITUATIONAL ANALYSIS

Following the review of the expired plan, the SPFC observed that an environmental scan was inevitable. The committee therefore, undertook both internal and external environmental scan of the university. This enabled the team to gather the necessary information that was used to analyse the university's Strengths, Weaknesses, Opportunities, and Threats (SWOT). This was necessary to identify areas of opportunity where the strengths of the university could be applied to achieve the best results in an efficient manner, whilst managing the constraints and threats/challenges. Similarly, the weaknesses represent internal deficiencies that need to be remedied if the university is to take advantage of the external opportunities. Given the keen competition for resources, the results of this analysis will help to focus on the scope of activities of the university to increase the possibilities of achieving the strategic objectives defined. The output of the SWOT analysis is summarised in Table 1 below.

Table 1: Strengths, Weaknesses, Opportunities, and Threats of the University

Strengths	Weaknesses	Opportunities	Threats
• High calibre of staff • Healthy students-lecturer relationship • Quality programmes • Uniqueness of programmes • Availability of ROPAT and other platforms • Vast land • Strategically located • Presence of production units in the University • Availability of state-of-the-art laboratories	• Weak collaboration with industry • Poor visibility of the university locally and internationally • Delay in graduation of students • Low female enrolment in STEM related programmes • Overdependent on traditional IGF sources • Poor landscaping • Poor infrastructural development • Poor security on campus • Unkept campus • Lack of strict cooperation in tackling internal control measures • Unreliable internet connectivity • Lack of commitment in the implementation of policies documents • Inadequate office space and equipment • Lack of strict enforcement of disciplinary measures • Lack of comprehensive welfare policy • Negative attitude of some staff and some students • Unwarranted tensions among some staff members	• Located in the vicinity/proximity to 2nd cycle institutions • Existence of external partners • Availability of Private and Public Organizations • Free SHS Policy regime • Government intervention in tertiary institution • Large and strong alumni base • Support of other institutions	• Hosting of TTI students on campus • The road passing through the university to the adjoining community — a nuisance/thoroughfare • Cyber insecurity • Fast development of new technologies • Frequent power outages • Delay in the accreditation of programmes • External regulatory challenges • Dwindling government subvention • Inadequate finances to fund projects • Poor relationship with neighbouring communities • Competing existence of other tertiary institutions around the University

SECTION FOUR

CORPORATE STRATEGIC ORIENTATION

4.1 Vision Statement

To become a globally reputable university that trains world class engineers and TVET professionals for industry and national development.

4.2 Mission Statement

To provide higher education and undertake research in agricultural engineering, technical and vocational based disciplines, using blended approach that would produce topnotch professionals and engineers for industry and national development.

4.3 Niche Area

Agricultural Engineering is the niche area of the university and this will therefore be mainstreamed into all academic curricula and research in the university, as portrayed in the acquisition of relevant equipment and infrastructure.



Fig. 3: University Tractor for Agricultural Engineering Students



Fig. 4: TaTU Agricultural Engineering Workshop



Fig. 5: TaTU Tractor Ploughing the University Farm

4.4 Core Values

The core values of Tamale Technical University are:

i. Discipline – We will strive to maintain healthy work behavior and attitudes for improved performance that will engender mutual trust among staff.

ii. Efficiency – We will ensure quality in our work with minimum time and resources in other to execute our task to achieve our stated objectives.

iii. Effectiveness – We will conduct ourselves in a manner that would produce the intended results we seek to achieve as a university.

iv. Excellence – We will aim at attaining professionalism in resource use, creativity and continual improvement in every endeavour within and outside our university community.

It is expected that every staff of the university shall be attuned to these values and apply diligence in their line of duty. Therefore, all the governance documents such as the Act establishing the university and other applicable Acts, Scheme of Service, the Statutes, and all policies of the university, are required to guide the actions of all stakeholders in the discharge of their duties.

4.5 Strategic Themes

Over the plan period, the University intends to build its strength and competitive advantage in agricultural engineering, engineering, vocational and technical education in order to foster the culture of innovation and job creation among its graduates. To meet these aspirations, the university has adopted five (5) strategic themes for the plan period (2025-2029). Each theme comes with a number of priority objectives and strategies.

1. **Excellence in Teaching and Learning, Research and Students' Service**

The core business of the university is teaching, research, and community service. To this end, TaTU's eight faculties have mounted best-in-market academic programmes that have attracted a lot of applicants to the extent that the population of the university has almost doubled over the 2023-2024 academic year. The rapid growth in the enrolments into the university comes with same challenges such as enhancing quality of teaching, research, students' services and learning. This strategic plan responds to these

challenges by considering the following objectives: enhancing academic quality; improve research quality; and enhance student support services.

Fig. 6: A section of the University Library



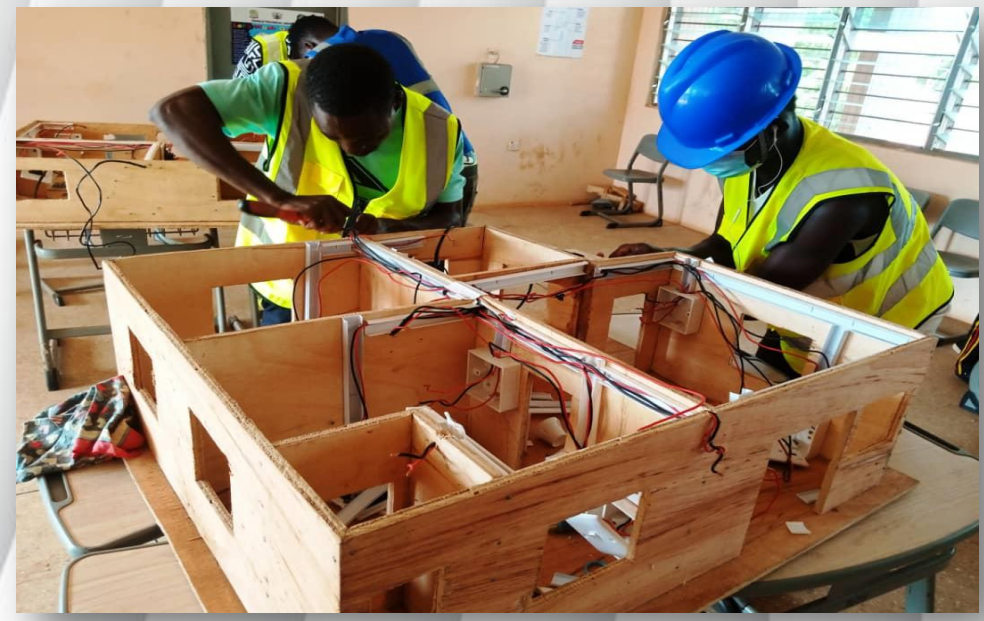


Fig. 7: TaTU Students at a Building Services Practical Session



Fig. 8: Design and Installation of Plaster of Parish (POP)



Fig. 9: TaTU Students at a Surveying Practical Session

2. Physical Infrastructure, Environmental Greening and Technology

This theme refers to the provision of physical infrastructure, greening of the environment and provision of IT infrastructure that supports teaching, learning and research. These include buildings, land, lighting, information communication technologies as well as learning management systems among others. With this, the university needs to provide an environment that will ensure a serene and conducive atmosphere for teaching, learning and research for the maximum benefit of all stakeholders. The goal is to develop and implement a comprehensive plan for the modernization of university facilities and environment. Under this goal, there are three broad objectives; firstly, to expand and maintain the physical infrastructure in order to upgrade the outlook of the campus, secondly to manage the university environment sustainably with greening initiatives, thirdly to improve ICT infrastructure so as to provide opportunities for sustained access to internet services.



Fig. 10: TaTU AVIC Laboratory



Fig. 11: Car Park for Staff





Fig. 13: Forecourt of FAHPS

3. Efficient Institutional Management

Efficient Institutional governance is a key driving force to the success of every institution. Efficiency in human resources management, resource generation and utilization, logistics management, infrastructure management and risk management are crucial for an organizations' competitiveness. It enhances the achievement of its short term, medium term and long-term goals. Efficient institutional management brings about improved productivity, better decision making, enhanced accountability, increased efficiency, enhanced reputation, compliance with regulations, better service delivery and long-term sustainability. When an organisation is efficiently managed, it brings a lot of benefits to its stakeholders; in this case students, employees, government/regulators, donors, investors and the communities. It is worth noting that in this era of IT revolution, no institution will be efficient and competitive in its management if IT is not deployed and adopted. This strategic plan is aimed at leveraging on the IT infrastructure

and the expertise of the staff of the ICT Directorate in order to enhance efficiency in the management of the university.



Fig. 14: TaTU Main Administration Block



Fig. 15: Vice Chancellor and Registrar in consultation



Fig. 16: TaTU Police Post



Fig. 17: The University Hospital

4. Sustainable Financial Resource Management

The Directorate of Finance has witnessed a significant growth in the numbers and quality of staff. In addition, there has been investment into the ROPAT and if it is fully deplored, there is the expectation that there will be phenomenal improvement in the financial administration of the university. These notwithstanding, financial administration of the university is fraught with a number of challenges. The overreliance on traditional sources of revenue mobilisation and the continuous centralisation of the financial management call for reforms in the Directorate of Finance. To ensure sustainable financial resources management, the university seeks to: ensure efficient revenue mobilisation; promote diversification of revenue streams of the university; ensure efficient management of expenses; enhance the investment drive of the university; and ensure fiscal discipline and compliance with all relevant governance policies and Acts of the university.



Fig. 18: Wielding Department at Work

5. Institutional Marketing, Partnership and Collaborations

The university is exposed to rife competition from other universities located in Tamale and from others which have distance learning campuses in the region. It therefore, behooves the university to devise more appropriate marketing strategies to match the competition. The mandate of the university requires it to collaborate and partner with industry players that will afford the university's faculties the opportunity to be exposed to the practical realities of the theories that are taught. The plan seeks to ensure institutional marketing by working to enhance TaTU's brand using integrated marketing communication.



Fig. 19: Cultural Display at Matriculation Ceremony



Fig. 20: TaTU signed MoU with Durban University of Technology in South Africa

4.6 Assumptions underlying the Implementation of the Plan

The successful implementation of the plan is dependent on the following assumptions:

1. Favourable market conditions. It is assumed that the market and industry trends would continue to favour the university's programmes. For instance, it is anticipated that the programmes rolled out by TaTU would continue to attract more prospective students and the performance of the products of the university continue to soar in the world of work.

2. Economic Conditions: It is envisaged that the current economic conditions will improve to enable the university meet the expenditure required for the implementation of the plan.

3. Regulatory Environment: As we are strictly regulated, it is assumed that regulatory requirements would not change significantly.

4. Competitor Activity: As the university operates in the midst of competitors, it is anticipated that competitors would not significantly alter their strategies.

5. Stakeholder Support: All stakeholders would continue to support the university to achieve its mission. All internal stakeholders will have positive change of attitudes and

mindset that will affect work outcomes positively. It is required that all stakeholders will acquire organisational citizenship behaviour (OCB) to conform with TaTU's core values.

Based on the assumptions, a risk management plan has been put in place to mitigate the potential risks associated with the strategic themes of the plan.

4.7: Philosophy behind the Strategic Implementation

The philosophy behind the strategic implementation of this plan is to turn the strategic objectives into measurable outcomes by assigning the right people, right processes and procedures, and allocating resources efficiently to achieve the vision of the university. The emphasis here is on discipline, accountability, and adaptability of the staff in order to ensure that the plan is not just written but will live through action.

SECTION FIVE
STRATEGIES AND ACTIVITIES MATRIX

This Section of the Strategic Plan deals mainly with the strategies and activities that will facilitate the achievement of the planned objectives. The strategies cover the measures that the university will adopt to take advantage of the opportunities and address the weaknesses in order to achieve the objectives. Indicators/Outputs have been set to define specific milestones in the achievement of the objectives of the university during the planned period. The TaTU-SP2029 places particular emphasis on promoting excellence in teaching and learning, research and students' service; modernising the infrastructure and facilities (including ICT upgrade and environmental greening); efficient institutional management; sustainable financial resource management and institutional marketing, partnership and collaborations. The strategies and activities are presented on Tables 2-6 together with their corresponding indicators, time frame, cost estimates and responsible duty bearers who will supervise the implementation of the planned activities. Table 7 on the other hand presents risk management and mitigation strategies which contains potential risks, key risk indicators, strategies and persons responsible.



Fig. 21: A Cross-Section of Dignitaries at Matriculation Ceremony

TABLE 2: THEME I: EXCELLENCE IN TEACHING AND LEARNING, RESEARCH AND STUDENTS' SERVICE											
Objectives	Strategies	Activities	Expected Output	Time Frame					Est. Cost (GHS)	Responsibility
				Y1	Y2	Y3	Y4	Y5		
1. To enhance quality of academic work	Promote excellence in teaching and learning	Expand and improve laboratory experiences in relevant departments	Simulations and other technological resources introduced	☑	☑	☑	☑	☑	400,000	VC, PRO VC, Deans & HODs
	Enhance the quality of human capital of the university	Train Faculty staff on relevant software	Faculty staff trained on relevant software	☑	☑	☑	☑	☑	40,000	VC, PRO VC, Deans, DICT, HODs
	Provide attractive work environment and excellent facilities	Evaluate current educational facilities, such as classrooms and laboratories	Educational facilities evaluated and deficits identified	☑	☑	☑	☑	☑		VC, PRO VC QAAPD, WPDD, DICT, Deans Registrar, Deans, HODs,
		Provide additional	Additional facilities and virtual learning	☑	☑	☑	☑	☑	1,000,000	Registrar, Deans, HODs,

	Provide mentoring opportunities for young teachers and students	facilities alongside virtual teaching Develop a mentoring policy for staff and students Assign mentees to mentors Set up criteria for matching mentees and mentors	platforms provided Mentoring policy developed and implemented Mentees assigned Criteria for matching mentees and mentors set up .	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑		Deans, HODs, Lecturers HODs, DoS Registrar, Deans, HODs, QAAPD, DRI
2. To improve quality of research	Revise the research policy document	Initiate the revision process Ensure the implementat	Research policy guidelines revised Research policy implemented	☑	☑	☑	☑	☑		Deans, HoDs, DRI

		ion of the research policy. Ensure compliance with Faculty recommend ed journals Facilitate subscription of the university library to relevant research data bases Provide access to electronic libraries to staff and students Provide training on the research	Compliance with faculty recommended journals enforced university library subscribed to relevant research data bases Recommended electronic data base acquired Training provided	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	300,000 60,000	Registrar,Deans, HoDs, BDCSC Registrar,Deans, HoDs, Registrar,Deans, HoDs, VC ,Pro VC, Registrar, Librarian ,DRI VC, Pro VC Chancellor & Librarian Librarian Library staff VC,Registrar, Deans,HoDs VC, DoF,& Registrar VC & DoF
	Improve critical infrastructure to enable and support excellence in research, creativity and innovation.									

		data bases Encourage staff to publish research in reputable journals Organize forums that promote research	Number of research output increase by 10% annually Two forums organized annually Faculties/ schools organised at least two research seminars for each semester.	☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	1,500,000	DRI, Dean &HoDs DRI, Dean &HoDs
3. To enhance student support services	Improve the effectiveness of Student Guidance and Counselling Directorate	Increase the staffing in the Guidance and Counseling Directorate Provide guidance and counseling	5 new staff recruited into guidance and counselling directorate Information on new programmes, courses and policies provided	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	2,500,000	VC & Registrar Registrar, Deans,HoDs

		staff with relevant information	to guidance and counselling directorate.	☑	☑	☑	☑	☑	500,000	Registrar, DACs Deans, HoDs
		Provide regular training for guidance and counseling staff and support staff	Regular training provided to guidance and counselling staff. Number of students seeking guidance and counselling services increased by at least 10%	☑	☑	☑	☑	☑		DoGC
		Provide adequate office accommodation for guidance and counselling Directorate	Well-furnished office accommodation provided			☑	☑	☑	200,000	DoSA, DoGC Deans HoDs,
	Ensure timely graduation of students.	Put mechanisms in place to	Semester results uploaded a month after end of	☑	☑	☑	☑	☑		VC, WPDD Registrar, DICT, Deans, HoDs, DACs

		ensure timely graduation of students.	semester examination Students results audited regularly. Students' entry qualifications verified at most first semester of the graduation year	☑	☑	☑	☑	☑		QAAPD, DICT, DACAs, DSCAs, DICT VC, PRO VC DoGS VC, PRO VC, DoF, Registrar, HoDs, Deans
	Enhance the visibility of the university in the global scene	Initiate activities to attract internationa l students.	50 undergraduate international students admitted annually. 25 postgraduate international students admitted.	☑	☑	☑	☑	☑		
	Increase support for student activities and initiatives	Provide resources for Department s, faculties and the	Department tracer studies conducted in every four years	☑	☑	☑	☑	☑	450,000	

		university wide to conduct tracer studies	Faculty tracer studies conducted in every four years University -wide tracer studies conducted in every four years.	☑	☑	☑	☑	☑		
	Enhance students' welfare	Improve on the facilities of students' accommodation	Halls of residence and lecture theatres well refurbished	☑	☑	☑	☑	☑	2,000,000	PRO VC, DOSA, WPDD DoF,
			Organised regular meeting with owners of private hostels on students' welfare.	☑	☑	☑	☑	☑		
			10 Gazebos constructed							WPDD, Chief Security, DOSA, Security Dept, VC, DoF
		Strengthen security for students on and outside campus	Security alert tips developed and distributed to students.	☑	☑	☑	☑	☑		Registrar, Deans, HoDs
				☑	☑	☑	☑	☑		DoF, VC

			Security Patrol team formed	☑		☑		☑		Registrar, HRD, PRD DICT, DOSA, DGS
			Number of security personnel increased ‘by 15% annually							
		Create a mechanism for effective feedback to students’ grievances and complaints	Secretaries to departments trained regularly on handling of students’ issues.	☑	☑	☑	☑	☑	300,000	DMS
			A link for students complains on the ROPAT system created	☑	☑	☑	☑	☑		PD, DMS DoF
	Improve students’ health services	Enhance health delivery services for students	The use of NHIS cards in the university hospital enforced	☑	☑	☑	☑	☑		VC, DoF Registrar
			Hospital management system (HAMS[LHIMS) procured and in	☑	☑	☑	☑	☑	140,000	DICT, DMS,

			use Mandatory health examination for fresh students organised		☑	☑	☑	☑		DoSA, DACAs, HoDs, SRC
		Provide health education for students.	Quarterly health programmes organised by university authority.	☑	☑	☑	☑	☑	400,000	PRD, All Unions WPDD,
			Health programs incorporated into SRC and departmental week celebration programs.	☑	☑	☑	☑	☑		Estate officer IPILD, Coach ,
			University unions regularly organised health sensitisation programs.		☑					Deans DOSA Sports Dept, Sports Chairman, Hall Tutors
		Enhance the hospital facilities	Regular maintenance of hospital physical infrastructure	☑		☑		☑		

			facilities instituted		☑		☑			
	Develop a health insurance policy for students and staff on industrial attachment	Engage private company for health insurance policy	Health insurance policy implemented	☑	☑	☑	☑	☑		
	Develop sports and recreation policy	Commissio n a committee to formulate the policy	Policy formulated and implemented	☑	☑	☑	☑	☑		
		Enhance sport facilities	Basketball court constructed at the hall of residence.	☑						
			Multi-purpose soccer pitch and athletic oval constructed		☑	☑	☑	☑		
			Sports equipment procured annually.			☑	☑			
		Promote	Inter faculty/ departmental sporting events organised			☑			200,000	

		sporting activities in the university	Annually Participation in inter university games increased Inter-halls sporting games organised annually.	☑	☑ ☑	☑	☑ ☑	☑	400,000	

TABLE 3: THEME 2: PHYSICAL INFRASTRUCTURE, ENVIRONMENTAL GREENING AND TECHNOLOGY											
Objectives	Strategies	Activities	Expected Output	Time Frame					Est. Cost (GHS)	Responsibility
				Y1	Y2	Y3	Y4	Y5		
1. To expand and maintain physical infrastructure and upgrade the outlook of the campus	Review the Land Use plan for Tamale Technical University	University community together with the consultant review and demarcate the land.	The Land Use Plan for the University reviewed and in use	☑ ☑	☑ ☑				400,000	VC WPDD Registrar PO
	Provide new physical infrastructure and landscape the campus	Complete Fence wall around the university campus Construct inner roads with drains within the university	Fence wall 100% completed 90% of inner roads done with bituminous surface.	☑ ☑	☑ ☑	☑ ☑	☑ ☑	 ☑	2,800,000 3,000,000	VC WPDD DoF DoP PO

		campus Construct walkways, pavements, and lawns in open spaces. Construct a modern Auditorium of 5,000-seater capacity Construct modern lecture halls complex Build and equip laboratories and workshops with modern facilities Construct modern faculty	85% of pavements and walkways done with beautiful landscape A modern auditorium with 5,000 -seater capacity in use Two Modern lecture halls with offices constructed Two well equipped laboratories and workshops constructed for FAST and FCAT At least two faculties' buildings put up 2 Parking lots provided at	☑ ☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑ ☑	75,000,000 60,000,000 50,000,000 50,000,000 50,000,000	VC WPDD DoF DoP

		buildings Provide adequate parking lot for staff vehicles	designated places for staff	☑	☑	☑		☑	400,000	
	Diversion of the main road passing through the university to the adjoining community	Pursue urban road department to complete the link road after the university campus Educate the general public on the need to use that link road instead of passing through the campus Institute restrictions to prevent the public from using the University	Linked road constructed Bill boards mounted directing general public to use the linked road Security beefed up at the entrance to restrict passers-by	☑ ☑	☑ ☑	☑ ☑ ☑	 ☑	 ☑	 200,000	VC WPDD PRD PO VC Registrar Security Unit

		Avenue as thoroughfare Prevent motor riders from entering the campus without crush helmets Provide stickers for commercial vehicles that will be entering the campus	Riders without crush helmets prevented from entering the campus Campus commercial vehicles identified with stickers	☑	☑	☑	☑	☑		

	Maintenance of existing structures	Renovate and refurbish existing buildings Use university colours to paint all buildings. Prioritize Painting buildings along university roads	All existing structures well maintained and well-kept Buildings painted with university's colours All buildings along the university roads duly painted	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑	☑ ☑	10,000, 000 2,000,000	WPDD DoF DoP
2. To manage the University environment sustainably with greening initiatives	Improve sanitation on campus	Review and operationalise sanitation policy Ensure sustainable water supply to the University community Educate and supervise	Sanitation Policy reviewed and operationalised Pipelines upgraded and more boreholes constructed and mechanised Offices and Washrooms conditions improved	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	1,000,000 2,000,000	VC WPDD DoF DoP PO

		cleaners to routinely carry out their mandate at the right time Outsource sanitation services to private agencies	Private agencies engaged to enhance sanitation in the university	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	 15,000,000	
	Institute operation keep the campus clean	Establish a sanitation day in a month Organize general clean up exercises on campus regularly Hold workshops/talks shows on keeping the environment clean	Last Friday of every month dedicated for general cleaning at the halls of residence 3 General clean up exercises organized per semester At least one workshop or talk show organized per semester Campus kept clean at all times.	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	600,000 300,000 150,000	DSA SRC WPDD DEANS

		Conscientize the university community to desist from indiscriminate littering of the campus Prevent the local community from open defecating and damping of refuse on campus	Clean campus without filthy	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	100,000 100,000	HODs PO Security Unit
	Sustainable landscaping through regular maintenance of lawns	Acquire machines such as lawn mowers, trimmers, lawn tractors etc to trim the grasses Supervise labourers to weed portions of the campus	Necessary machines acquired and staff trained on lawns management Bushy grass cleared and well kept.	☑ ☑	☑ ☑	☑ ☑	 ☑	 ☑	2,000,000	VC WPDD DoF DoP HRD

		that are bushy Engage professional gardeners to manage the lawns at vantage locations	4 Professional gardeners engaged and lawns well maintained	☑	☑	☑	☑	☑	120,000	
	Plant trees at vantage areas to keep campus cool and green	Establish Students' Environmental Clubs Support university community members to plant trees and nurture them to survive Embark on replacement of over aged trees on campus	Students' environmental clubs formed Minimum of 100 trees planted every rainy season over aged trees that that are life threatening are replaced 90% of varied species of native trees found	☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑	100,000 100,000 50,000	WPDD FANR DoF DoP DSA SRC Security Unit Registrar WPDD

		Prevent indiscriminate felling of trees by the local community	on campus and duly preserved	☑	☑	☑	☑	☑		
3. To Improve IT infrastructure and access	Improve and extend the university internet service to cover the entire campus	Engage a reliable internet service provider with value for money terms of engagement	A reliable service provider engaged	☑	☑	☑	☑	☑	2,000,000	VC DICT DoF
		Upgrade the existing Internet Bandwidth to increase the speed	Speed of internet increased by 80%	☑	☑	☑	☑	☑	1,500,000	
		Upgrade the main radio links to Fibre connections from the ICT Block to every part of campus	100% internet coverage on the university campus achieved							

	Improve access to and use of ICT in teaching and learning	Procure at least fifty (100) desktops computers annually to beef up the number of computers in the laboratories	100 desktops procured annually	☑	☑	☑	☑	☑	2,000,000	VC Registrar DICT, Deans, Directors, HoDs
		Install smart screens and projectors in some of the lecture halls	Procure five smart boards annually	☑	☑	☑	☑	☑	150,000	
		Negotiate with private agencies to supply laptops to staff on concessionary prices	70% of interested staff supplied with the laptops	☑	☑	☑	☑	☑		
		Supply Broadband internet service to staff and students through PPP	100% of interested staff and 80% of students received broadband services	☑	☑	☑	☑		150,000	

		Build the capacity of all academic staff on T&L software packages and applications	95% of staff had their capacities developed on the relevant software and applications	☑	☑	☑	☑		1000,000	
	-Improve access to and use of ICT in institutional management.	• Procure at least fifty (50) laptop computers annually. Acquire Licensed Operating Systems, computing software for official use Build the capacity of the administrative staff whose assignments are	Minimum of fifty (50) laptop computers and accessories procured annually Licensed Operating System and software acquired and in use. 90% of administrative staff had their capacities built on advanced spreadsheets	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	☑ ☑ ☑	975,000 90,000 100,000	VC Registrar DICT, Deans, Directors, HoDs

		data-intensive on advanced Spreadsheets In-house development and use of functional Information Systems at the Operational and Strategic levels of management	50% of functional information systems developed internally	☑	☑	☑	☑	☑		

TABLE 4: THEME 3: EFFICIENT INSTITUTIONAL MANAGEMENT											
Objectives	Strategies	Activities	Expected Output	Time Frame					Est. Cost (GHS)	Responsibility
				Y1	Y2	Y3	Y4	Y5		
1. To Improve Human Resource Management	Develop Strategic Recruitment Plan to attract quality staff	Revise Recruitment plan of the university	Recruitment plan of the university revised	☑			☑		10,000	VC Registrar HRD
		Determine the university's staffing needs across various units	Staffing needs determined	☑	☑	☑		☑		HoDs Deans Directors HRD
		Recruit staff to fill available vacancies	At least 80% of staffing needs satisfied	☑	☑	☑	☑	☑	25,200	VC Registrar HRD
					☑		☑	☑		
	Improve Talent Management	Identify and develop future leaders to ensure continuity	Potential leaders identified and trained across various units	☑	☑	☑	☑	☑		Registrar Deans, Directors, HoDs HRD
		Develop and implement HR succession Plan	Succession plan developed and operationalised	☑	☑	☑	☑	☑		HRD Deans

		Provide opportunities for professional development	60% of staff attained professional status	☑	☑	☑	☑	☑	100,000	Registrar VC Registrar HRD Deans
		Develop and implement performance management system	Comprehensive performance management system developed and implemented	☑	☑	☑	☑	☑		HRD Registrar
		Organise periodic training, workshops, and conferences to enhance employees' competences to changing industry trends	Training workshops for 70% staff conducted	☑	☑	☑	☑	☑	1,500,000	VC HRD Registrar Deans Directors

	Improve employee engagement and retention Foster a positive work environment Conduct regular employee satisfaction surveys	Encourage and promote open communication, recognize employee achievements and work-life balance Develop recognition and reward programme Award hard working employees Gather feedback from employees to identify areas for improvement and measure the effectiveness of HR initiatives	At least 90% of employees are retained Annual awards programme instituted 5% of staff awarded annually Data on employee performance and satisfaction obtained	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	500,000 40,000	VC Registrar HRD Deans Directors VC Registrar HRD HRD Deans HoDs
	Improve Employee	Develop and implement	Staff health insurance and	☑	☑	☑	☑	☑	3,000,000	VC Registrar

	Well-Being	Health insurance and welfare policies	welfare policies developed and implemented							HRD Director of Health
2. To streamline the administrative structure and Decentralize Decision Making	Consciously devolve authority across all functional units Digitalize the administrative system of the university	Develop and implement fiscal and administrative decentralization initiatives Improve the IT infrastructure to ensure effective internet service in the university Adopt e-administration system	Decentralization policy document developed and implemented 95% of internet accessibility achieved 95% adoption of e-administration achieved	☑ ☑ ☑	☑ ☑ ☑				1,000,000	VC Registrar DoF Deans ICTD HRD
3. **To enhance Professional Development and Organisational Excellence**	Provide framework to enhance staff performance and efficiency	Design key standards performance to guide work in each functional area Institute formal	KPIs developed and implemented by each functional unit	☑	☑	☑	☑	☑		HRD Registrar VC

		mentorship programme across the university Provide on-the-job training for staff of the university Resource and empower the Quality Assurance Office to ensure that quality is mainstreamed across all units Improve internet service on campus and train staff on e-governance Develop	Mentorship schemes in place across all units and levels At least 75% of employees trained annually Sufficient Logistics and enforcement powers provided to the unit At least 95% of university management systems digitalised 95% internet coverage	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	100,000 550,000 75,000 500,000	HRD Registrar Deans HRD Deans VC Registrar DoF QAAPD ICT Directorate VC Registrar Deans WPDD VC Registrar DoF VC

	Increase students enrolment	industry-driven academic programmes and increase awareness about those programmes Develop and implement scholarship award policy for excellent students	achieved Student enrollment increase by 20% annually 20 students awarded scholarships annually	☑ ☑ ☑	☑ ☑ ☑	☑ ☑	☑ ☑	☑ ☑	150,000 300,000	Deans HoDs QAAPD AAD
4. To promote Diversity, Equity, and Inclusion in the university	Foster a culture of Diversity, equity, and inclusion of all internal stakeholders	Constitute a committee to Develop a policy on diversity, gender inclusiveness and the vulnerable Develop and implement a	Committee established and policy document produced Gender and	☑ ☑	☑ ☑	☑	☑	☑	50,000	CEEOP VC Registrar CEEOP Registrar PRD

		five (5) year gender sensitization plan for the university	inclusiveness sensitization plan produced and operational	☑	☑	☑	☑	☑	93,000	VC Registrar CEEOP PRD
		Implement gender-based programmes that are in-line with the SDGs (SDG-5) to attract funding and to achieve organizational excellence	Gender-based programmes to meet SDGs implemented	☑	☑	☑	☑	☑	550,000	CEEOP HRD Registrar DoF VC DoF CEEOP
		Provide gender-based training to staff of the university	Staff trained on gender and inclusiveness	☑	☑				40,000	
		Resource the office of the Centre for Equity and Equal Opportunities (CEEOP)	The office of CEEOP resourced with the needed logistics and		☑	☑	☑	☑	300,000	

			staff							
5. To improve Communication among members of the university community	Establish Effective Communication channels that ensure transparency, accountability, and timely information sharing	Enhance internet connectivity and network the communication system of the university	At least 75% of the university Communication systems networked	☑	☑	☑	☑	☑	1,500,000	ICT Directorate VC Registrar DoF
		Resource and train staff of Public Relations Directorate to enhance efficiency in communication	At least 75% of staff of the public relations directorate trained		☑	☑			20,000	VC PRD DoF Registrar
				☑	☑	☑	☑	☑		VC Registrar PRD
		Adopt employee engagement and participation	Regular statutory committees' meetings oragnised	☑	☑	☑	☑	☑	200,000	
	Adopt digital Communication	Improve IT infrastructure to facilitate the adoption of digital communication	At least 95% digital communication Achieved	☑	☑	☑	☑	☑		
				☑	☑					

	Produce and implement a communication policy document to guide the communication strategies of the University	Put in place Regular Feedback and Feedback Mechanisms Constitute a committee to develop a university-wide communication strategy document	Substantial amount of data received from responses Committee Formulated	☑ ☑ ☑	☑ ☑ ☑				10,000	
6. To improve overall efficiency in Governance and accountability in the University	Enhance effective governance and accountability structures Ensure effective Leadership and Management	Define Clear roles and Responsibilities for the governing of the institution to avoid confusion and ensure accountability Provide training and development support for senior	University-wide work schedules and responsibilities produced and distributed to staff At least 90% of senior management staff trained	☑ ☑	☑ ☑	☑			200,000	VC Registrar HRD VC Registrar HRD

	Enhance organizational citizenship behaviour	management and faculty leaders Ensure discipline among staff by strictly enforcing the laws governing the institution Create and utilize online governance platforms to facilitate communication Organize Workshops on citizenship behaviour	At least 70% reduction in disciplinary cases E-governance platform created and adopted At least 95% of staff trained	☑ ☑ ☑	☑ ☑ ☑	☑ ☑	☑	☑	960,000	VC Registrar Deans Heads of Department/Sections/Units and Directorates VC DICT Registrar Deans VC Registrar HRD
7. To evaluate the Overall performance of the University	Enhance and educate staff on Performance Measurement and Evaluation Metrics	Constitute a committee to improve the matrix and train staff on its usage	Current performance matrix enhanced and staff educated on its usage	☑	☑				200,000	VC, Registrar

	Review objectives and Targets set annually	Conduct regular review of the objectives of the University	Objectives of the strategic plan reviewed annually	☑	☑	☑	☑	☑	300,000	VC, Registrar, Deans
8. To enhance external relationships with stakeholders	Enhance Networking with industry and relevant institutions	Collaborate with traditional authorities, local and international universities and industries within the university's catchment area and beyond Develop a policy to attract foreign students Provide non-financial support to businesses within the catchment area of the university	Number of MoUs signed and functional A policy to attract foreign students formulated Number of business groups and individuals trained	☑ ☑ ☑	☑ ☑ ☑	☑ ☑	☑ ☑	☑ ☑	500,000 500,000	IPILD, Registrar, Industrial Liaison, Deans/HoDs Registrar, VC Deans, HoDs, DoF IPILD, Deans, HoDs

		Build a data base of institutions for collaborations	Data base of stakeholders for collaborations established							VC, Registrar, DoF, DoP
	Enhance student internship with local artisans	Adequately resourced the office of IPIL to be able to execute its mandate	Office of the IPIL furnished, logistics and support staff provided	☑					200,000	VC, Deans, PRD
		Collaborate with well-endowed artisans in the industrial area to create opportunities for students	MoUs signed with artisans and students deployed	☑	☑	☑	☑	☑	300,000	Deans, Directorates, HoDs
	Improve publicity of the academic programmes of the University	Make video documentary on the university programmes and achievements	Documentary produced and played on TV stations							
			Increased 65% increase in student enrolment as well as	☑	☑	☑	☑	☑	200,000	Deans, Directorates, HoDs

		Carve out vision and mission statements from the university's own	collaborations with relevant stakeholders Vision statement of each faculty formulated	☑	☑	☑	☑	☑		Deans, Directorates, HoDs
	Promote Educational and Academic Exhibition Fares	Institute an annual academic exhibition fare in the University	Academic exhibitions and fares organized annually	☑	☑	☑	☑	☑	250,000	PRD DEANS/HoDs PRO-VC

TABLE 5: THEME 4: SUSTAIINABLE FINANCIAL RESOURCES MANAGEMENT											
Objectives	Strategies	Activities	Expected Output	Time Frame					Est. Cost (GHS)	Responsibility
				Y1	Y2	Y3	Y4	Y5		
1. **To ensure efficient revenue mobilisation**	Improve School fees Revenue Collection Strategies	Initiate measures to enhance fee Revenue Collection	At least 95% fee recovery achieved annually	☑	☑	☑	☑	☑		DoF Registrar DICT
	Enhance non-fee revenue collection	Widen the scope of charges on miscellaneous services	95% revenue recovery from miscellaneous services realised	☑	☑	☑	☑	☑	250,000	HoDs, Deans, DoF, AAD, DICT
	Automate revenue mobilisation processes	Fully deploy the ROPAT system	100% deployment of automated system of revenue collection Attained							DoF, DICT
	Provide accessible and convenient means for fee payments by	Engage more accessible banks for fee revenue mobilization	Banks with nationwide branches engaged for fee collection	☑	☑					
			Innovative mobile money technologies deployed in fee collection							VC, DoF,

	students	Deploy Mobile Money technologies		☑	☑					DICT
	Capacity development of staff of the Directorate of Finance to efficiently collect revenue	Organize capacity training for staff of the directorate	90% of staff capacity developed and in full operation	☑	☑				100,000	DoF, HRD
2. **To promote diversification of revenue streams of the university**	Commercialise innovation from the faculties	Initiate processes to commercialise production units	Each faculty has one innovation commercialised in a year	☑	☑	☑	☑	☑		Deans, HoDs, DRI
	Adopt the entrepreneurial university model	Commercialise the services of all production units	Services of every department commercialised	☑	☑	☑	☑	☑	240,000	Deans, HoDs, BDCSC
	Identify avenues for revenue generation	Establish more viable business ventures	At least 3 new businesses established	☑	☑	☑	☑	☑	1,250,000	Deans, DoF, BDCSC, Registrar
		Explore for grantsmanship by faculties	A number of grantsmanship secured	☑	☑	☑	☑	☑		

	Adopt grantsmanship as a major revenue avenue Development and implementation of a strategy to make IDE a major revenue wing	Develop a Strategy on IDE as a major revenue wing	annually Strategy on IDE operation developed	☑	☑					Deans, DoF, BDCSC, Registrar VC, Pro VC Dean IDE, HoDs, Registrar
3. To ensure efficient expenditure management	Ensure sustainable budgeting of the university expenditure	Draw Budgets that are informed by the Strategic Plan of the university Draw Annual Procurement Plans that are informed by the Budget of the University Ensure Continuous	Each Budget Management Centre (BMC) resourced, based on their Action Plans annually Annual procurement plan prepared 90% of core staff of all BMCs duly trained	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	2,000,000 100,000	VC, Pro VC, Deans, HoDs, Registrar DoP, DoA, Deans, DoF

		capacity building of staff of BMCs to align planned activities to their budgets Adopt an efficient turn-around period for the processing of staff claims	Expeditious measures adopted for claim processing	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	500,000	DoA, Deans, DoF VC, Pro VC Registrar, DoF, Deans, HoDs
4. To deepen Investment Drive of the University	Explore feasible partnerships with private businesses for infrastructure development	Adopt private-public partnerships for the development of the university Engage in BOT/ BOOT Agreements Explore alternative	One PPP project agreed on Annually Two projects initiated Other feasible financial investment strategies identified	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	2,000,000	

		feasible financial investment strategies Organise Investment Round Table Discussions with Businesses	Regular Annual meetings with investors held	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	 250,000	VC, Registrar, the Deans, Directors, DoF BDCS
5. To ensure fiscal discipline and compliance with all Acts that guide financial Management	Develop capacities of all staff of Finance Directorate and Heads of BMCs on public sector financial regulations Facilitate fiscal decentralisation of the University	Organize training workshops for all staff in finance and BMCs Provide training and adequate resources to various units	Staff concerned trained annually Faculties, Directorates and Institutes fiscally decentralised BMCs adequately	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	500,000 150,000	VC, Registrar, Deans, Directors, HoDs DoF, DoA, DoP

	Ensure that the university responds to audit queries decisively	Provide training to all BMC heads to ensure lesser audit queries	resourced to operationalise the fiscal decentralisation Audit queries minimised to less than three (3) per annum	☑ ☑	☑ ☑	☑ ☑	☑ ☑	☑ ☑	2,100,000	

TABLE 6: THEME 5: INSTITUTIONAL MARKETING, PARTNERSHIP AND COLLABORATION										
Objectives	Strategies	Activities	Expected Output	Time Frame					Est. Cost (GHS)	Responsibility
				Y1	Y2	Y3	Y4	Y5		
1. To Enhance TaTU brand using Integrated marketing communication	Undertake institutional Communication Audit	Conduct an audit of the Universities internal communication channels and processes	Internal communication channels and processes audited	☑						PRO VC& DEANS, Registrar, PRD
		Implement a comprehensive marketing and communication campaign.	Integrated and comprehensive marketing and communication campaign implemented	☑	☑	☑	☑	☑	100,000	PRO VC, DEANS, HOD'S, PRD & AAD
	Revise a Strategic Marketing Plan	Develop and sharpen multi-channel of marketing and public relations strategies using diverse platforms	Aggressive advertisement on 10 radio stations initiated.	☑	☑	☑	☑	☑	100,000	
	Increase awareness of the		20 Large Billboards mounted at vantage points across the	☑	☑	☑			500,000	

	university among a variety of audiences		region and beyond 5 teams formed to embark on Intensive outreach programs to feeder schools across the region and beyond Staff /students motivated to market the university programs Departments developed and shared fliers of their programs to stakeholders At least 25 female students admitted into engineering programs annually. 20 brilliant but needy students supported with half tuition fees.	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑	☑	☑	200,000 40,000 250,000	DoF, PRD VC, & AAD DoF, PRO VC ,PRD, AAD & WPDD DoF, Deans & HoDs
		Less-endowed girl-child motivated into STEM related programmes Increase								

		investment in social media presence. Proactively promote TaTU unique programmes in the external media by creating special events to publicize them.	Influencers and brand ambassadors, including students and alumni, engaged on social media to promote TaTU University official sites linked to Face Book, Instagram, LinkedIn, X etc Distance learning programs aggressively promoted in social media Short video clips of new and existing programs shared on social media platforms Students' successes, ground breaking research, and community	☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑	☑	☑	200,000	DoF, HoDs HoDs VC, PRO VC & Registrar VC, PRO VC & Registrar VC, PRD, VC, DoF & DICT

		Increase TaTU Search Engine Optimisation	initiatives posted on social media. Shared alumni success stories, widely on social platforms, On -page Optimisation eg. Keyword research, Title Tags, URL Structure, Meta Description etc created Off-Page optimisation (Social media marketing platforms, etc) created Annual durbar organised to honour outstanding Staff and the event posted on social media.	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑ ☑ ☑	☑ ☑ ☑	☑			DICT & PRD DICT IDE, DICT & DoF

	Manage and enhance the Image of TaTU	Develop a robust IT Crisis Management Plan Leverage positive testimonials	Crisis management plan developed and implemented. Backup software acquired and Website improved Online mentions and sentiments actively tracked and attended to Positive testimonials leveraged	☑ ☑ ☑ ☑	☑ ☑ ☑ ☑	☑ ☑ ☑	☑ ☑	☑ ☑	250,000 100,000	PRD, DICT, Media and Mass Department DICT &PRD DICT & PRD DICT & PRD VC, PRO VC, DoF & PRD VC, PRO VC, DoF, Registrar & PRD

2. **To Promote partnership and collaboration**	Collaborate with reputable universities in Ghana and abroad	Initiate collaborations with selected universities in Ghana and abroad	A number of MoUs signed with universities in Ghana and abroad	☑	☑	☑	☑	☑		Deans, HoDs & IPILD
	Collaboration with professional bodies and the private sector	Identify professional corporate bodies for collaboration	Number of collaborative agreements signed with professional and corporate bodies	☑	☑	☑	☑	☑		IPILD & VC
	Invite the private sector to partner in the provision of infrastructure and facilities	Partner with Financial Institutions for the development of the university	Number of PPP projects initiated	☑	☑	☑	☑	☑		VC, DoF, DoP & WPDD
	Strengthen the university's international profile and visibility	Identify specific, reputable journals for staff publications	A good number of staff researches published in reputable journals	☑	☑	☑	☑	☑		Registrar, Deans, HoDs VC, Pro VC, Deans & DRI,
		Develop and implement	Internationalisation policy and							PRO VC, DRI, IPILD

		internationalisation policy and strategies	strategies developed and implemented	☑	☑					PRO VC, DRI, IPILD, DGS

TABLE 7: RISK MANAGEMENT AND MITIGATION PLAN						
No.	Theme	Risk Identification	Key Risk Indicators (KRIs)	Strategies	Means of verifications	Risk Owners /Responsibility
1.	Excellence in Teaching and Learning, Research and Students' Service	-Declining academic quality -Poor research output -Student dissatisfaction -Declining students' numbers	-Mass student failure -Poor quality graduates produced -Predated journals publications -Students' agitation and rioting -Few students registered	-Regular curriculum review and accreditation compliance. -Faculty capacity building and continuous training. -Organize research seminars and workshops, establish research grants, embark on mentorship and innovation initiatives. -Enhance student services (i.e., counselling, career guidance, feedback systems). -Integrate e-learning platforms with digital libraries -Embark on vigorous outrage programmes/ advertisement on the programmes	-accreditation reports -tracer studies report -research publication metrics, -student satisfaction surveys, -enrolment data	Pro VC DRI QAAPD DoGC DoSA DICT PRD PO

2.	Physical Infrastructure, Environmental Greening, and Technology	-Infrastructure inadequacy and deterioration -Environmental degradation -Outdated technology -Poor internet coverage -Cyber insecurity	-Lack of facilities to contain the students -Poor state of existing facilities -Filthy environment -gully erosion -bare land Obsolete computers and accessories Intermittent reception of network Frequent hacking of the IT system	-Provision of infrastructure, infrastructure upgrade and preventive maintenance -Green campus initiatives (i. e., improve sanitation, embark on tree planting, lawns creation and grass planting). -Regular IT upgrades -cybersecurity measures -smart campus solutions. -Disaster preparedness protocols.	-Infrastructure performance indicators, -Sustainability reports, -IT infrastructure and internet coverage	VC WPDD DoF DoIA DoP DICT PO
3.	Efficient Institutional Management	-Poor governance -Inefficient decision-making,	Disregard for rule of law Haphazard execution of projects and activities	-Clear governance framework with accountability mechanisms. -Leadership training, succession planning, and staff development programs. -Digital automation of HR, finance, and	-Annual performance reviews -management	VC Registrar HR DICT

		-Staff disaffection -Poor staff output -Staff attrition	Staff rioting Low productivity Staff numbers dwindling	administration processes. -Regular stakeholder engagement and transparent communication	audits, -staff retention rates	PO
4.	Sustainable Financial Resource Management	-Dwindling government subvention -Overdependence on school fees -Rising operational costs -Misappropriation of resources	Funding cut No other sources of revenue High overheads cost Unaccounted spending	-Diversify revenue sources (i.e., alumni donations, research grants, partnerships etc.). -Establish endowment funds and innovative investment drives. -Implement cost-control and efficiency measures. -Transparent financial audits and reporting	-Financial health indicators (i.e., cash flow, debt ratios, funding sources). -Audit reports	VC DoF DoIA BDCSC
5.	Institutional Marketing, Partnership, and Collaborations	-Weak brand visibility -limited partnerships -Poor international competitiveness	Invisible on the media landscape Few partnerships with other institutions Few foreign students Low linkage with	-Strengthen institutional branding through campaigns and alumni success stories. -Build network and collaborations with industry, government, and international institutions. -Enhance digital presence (i. e., website, social media, online engagement).	-Enrolment trends -partnership KPIs -brand recognition surveys.	VC PRD IPILD DICT AAD

		-Weak network and collaborations	industry and development partners	--Target student recruitment locally and internationally		

SUMMARY OF THE TOTAL ESTIMATED COST OF THE PLAN'S ACTIVITIES

No.	Theme	Cost (GHS)
1	Excellence in Teaching and Learning, Research and Students' Services	10,390,000
2	Physical Infrastructure, Environmental Greening and Technology	334,735,000
3	Efficient Institutional Management	14,223,200
4	Sustainable Financial Resource Management	9,440,000
5	Institutional Marketing, Partnership and Collaborations	1,740,000
	Grand Total	**370,528,200**

SECTION SIX
PLAN FINANCING AND IMPLEMENTATION

6.1 Plan Financing

To effectively carry out the strategies outlined in the five (5) thematic areas of the plan, Tamale Technical University requires substantial financial resources and kind. Specific proposals will be prepared for a number of projects/activities before definitive statements of their resource implications can be made. These proposals should come from the offices/individuals assigned with the responsibilities. In order to implement the strategies to achieve the objectives, the university must involve stakeholders such as the industrial and business communities, the alumni, NGOs, development partners, foreign embassies as well as government ministries and departments in mobilising the required resource.

Over the years, the university has been overly dependent on government funding whilst a number of opportunities for the generation of income from other sources remained unexploited fully. It is therefore necessary that over the plan period, the university diversifies its sources of revenue. The university should take full advantage of the opportunities at GETFund to access its annual allocation from the fund for the much-needed infrastructure. Other sources that should be considered are the business community, alumni, and project proposals.

Another alternative source of funding the university needs to leverage on, is to utilize its production units in generating income. This can be done by resourcing these units and empowering the Business Development and Consultancy Services Center to coordinate their activities effectively. It is expected that funds from these sources will enable the university to reduce its over dependence on government subvention and school fees. It is advisable to adopt best practices from other institutions in the competitive educational business environment that will spur the resources of the university for its plan implementation.

6.2 Plan Implementation Process

6.2.1 Pre-implementation Activities

Having received the approval by the University Governing Council, the Plan is ready for implementation. However, there is the need for these pre-implementation activities.

a) Sensitization Workshops

A number of workshops would be organized for the internal stakeholders to sensitize them on the need to hold the document in high esteem as a working document for the institution. This is to commit everyone to owning the document in one way or the other.

b) Training Workshops

Aside the sensitization workshops, there would be others to train all Budget Management Centres (BMCs) heads on how to prepare action plans and budget statements to reflect the provisions of the Strategic Plan.

6.2.2 Implementation Activities

Plan implementation is the link between plan formulation and outputs. It is basically about putting plans into action. The collective responsibility of all duty bearers as presented in the plan would be required for the effective implementation of the plan. Therefore, all unit heads, Deans, Directors, Heads of Department are supposed to draw their annual plan from the strategic plan. For effective implementation of the plan, the University's composite budget drawn from all units, and the procurement plan are all supposed to be informed by the Strategic Plan**.**

Thus, performance of all unit heads, Deans, Directors, HoDs and all other duty bearers are supposed to be accounted for by how each has implemented the aspects of the plan's provisions relevant to their areas. The Vice Chancellor is to supervise the implementation of the Strategic Plan and would be directly accountable to the Governing Council of the university on the implementation of the plan. The policies formulated by the University, the strategic plan implemented, the budgets allocated, the procurements planned must all be accounted for by performance. The performance of the Governing Council of the university is to be assessed based on the successful implementation of the Strategic Plan.

Besides the assumptions made in section 4.6, it must be noted that, the successful implementation of the plan is premised on some pre-requisite conditions namely;

(i) Political will and commitment at TaTU Governing Council and Management level;

(ii) Shared ownership of the plan and its implementation by all stakeholders;

(iii) Preparedness and capacity of SPIMC to coordinate, manage and monitor the implementation process;

(iv) Mobilization of sufficient resources to execute the projects and activities in the plan.

The actual implementation of the Tamale Technical University Plan involves the following key activities:

(a) Action Plan for University Central Projects

Action Plans should be drawn to facilitate the implementation of university central projects such as the construction of infrastructural facilities like lecture halls, modern auditorium, offices for staff, parking lots, fence wall, demarcation of roads, walkways and landscaping of the university campus among others as provided for in theme two (2) of the University Strategic Plan.

(b) Preparation of Faculties/Directorates/Departments/Units Action Plans

The first task for the Deans/Directors/Departmental/Units Heads is to initiate a process to prepare action plans alongside with budgets for their various outfits based on the University Strategic Plan.

The vision of the Tamale Technical University Plan will be realized through the activities of various faculties and units. To this end, the faculties, directorates and departments are required to draw their action plans from the Strategic Plan. This is done by detailing out how each unit of the University would work towards the achievement of the set objectives of the University.

This section of the plan provides guidelines that would help the faculties, directorates and departments/units in the preparation of their respective action plans. The idea is to ensure that common planning processes and strategies are adopted by the actors in this exercise. The action plans are supposed to be drawn from the Strategic Plan and the budgets of the various departments and units aligned to their action plans.

The guidelines for preparation of action plans are provided under the following headings: objective, activity, output/indicator, time frame, logistics needed, cost estimate, source of funding, recommended action and implementation authority.

1. Objective

This relates to a particular objective in the Strategic Plan of the Tamale Technical University which the faculty or unit wants to address in its action plan.

2. Activity

This relates to a particular action to be taken by the faculty or department to address a particular objective.

3. Output/Indicator

This refers to a particular state that shows that an activity has been duly executed as planned.

4. Time frame (In quarters)

This relates to the time period in which a particular activity is to be executed. For uniformity, faculties and units are to indicate their time lines in quarters.

5. Logistics needed

This refers to the human, financial, and equipment needed to ensure successful execution of the activities.

6. Cost estimate

This refers to the monetary value of resources needed to execute the activity. The estimated cost of each activity should be properly indicated in this column.

7. Source of funding

This is a column where one indicates the expected source of funding for a particular activity.

8. Recommended action

This is where one indicates the required action to address a particular objective.

9. Implementing authority

This column spells out the unit, staff and in some cases committees that are supposed to see to it that a particular activity is undertaken to achieve a particular objective.

(c) An Action Plan Template

TAMALE TECHNICAL UNIVERSITY

FACULTY/DIRECTORATE/DEPARTMENT/UNIT……

ACTION PLAN (INDICATE ACADEMIC YEAR)

Objective 1:							
Activity/ project	**Output/ indicator**	**Time frame (quarters)**	**Logistic support**	**Cost estimates**	**Source of funding**	**Recommended action**	**Implementing authority**
Objective 2:							
Activity/ project	**Output/ indicator**	**Time frame (quarters)**	**Logistic support**	**Cost estimates**	**Source of funding**	**Recommended action**	**Implementing authority**
Objective 3:							
Activity/ project	**Output/ indicator**	**Time frame (quarters)**	**Logistic support**	**Cost estimates**	**Source of funding**	**Recommended action**	**Implementing authority**

SECTION SEVEN

MONITORING AND EVALUATION (M&E)

Monitoring and Evaluation (M&E) of TaTU Strategic Plan is crucial to tracking its progress, making adjustments, and ensuring its success. The outline for M&E of the Plan is presented in this section.

Monitoring: the monitoring process must entail the following elements:

1. *Establish Key Performance Indicators (KPIs) for each unit head:* Define measurable indicators to track progress towards the strategic objectives in the Plan.
2. *Data Collection:* Design a data collection instrument to collect, analyze, and report data on the KPIs. This could be in the form of a questionnaire or a question guide targeted at key stakeholders.
3. *Regular Progress Reports:* Schedule regular reports to stakeholders, including progress updates, challenges, and recommendations.
4. *Identify and Address Deviations:* Regularly review progress and address any deviations from the Plan.
5. *Stakeholder Engagement:* The stakeholders must be involved throughout the process to ensure that everyone is aligned and working towards the same objectives.

Evaluation: In evaluating the Strategic Plan, it is important to follow these guiding principles.

1. *Define Evaluation Criteria:* Establish clear criteria to assess the strategic plan's effectiveness, efficiency, and impact.
2. *Conduct Regular Evaluations:* Schedule evaluations at specific intervals (e.g., mid-term, end-term) to assess progress and impact.
3. *Use Evaluation Findings:* Use evaluation results to inform decision-making, adjust the strategic plan, and improve future planning.
4. *Document Lessons Learned:* Record lessons learned and best practices to improve future strategic planning.
5. *Stakeholder Engagement:* The stakeholders must be involved throughout the process to ensure that everyone is aligned.

Monitoring and evaluation should be undertaken at three levels:

(a) Financial Management

The Deans and other Heads of units should ensure that all expenditure is in accordance with the laid-down financial procedures and within the approved budgets. The university's Internal Auditor would be responsible for auditing all financial records and transactions and submit audit reports to the Vice Chancellor.

(b) Works and other Activities

Works and other activities for which funds are available should be implemented according to their schedules and within the approved budgets. In this regard, timelines for delivery are of great importance if the entire plan is to be kept on course.

(c) Human Resource Performance

The performance of various staff would be periodically assessed based on approved performance indicators. In this respect, Deans and other Heads should develop performance indicators for their staff.

The processes outlined above should be followed at all levels of the implementation process in order to ensure effective implementation of the plan.

The University Governing Council is supposed to play an active role in the monitoring and evaluation of the Plan implementation process by receiving and reviewing all M&E reports submitted to it through the Vice Chancellor.

SECTION EIGHT
MANAGEMENT OF THE PLAN IMPLEMENTATION

A Strategic Plan Implementation and Monitoring Committee (SPIMC) should be constituted for monitoring and evaluation of the progress of the implementation of the plan of the university, faculties and other unit levels. Membership of SPIMC should consist of the following:

(1) Vice Chancellor	Chairman
(2) Pro- Vice Chancellor	Member
(3) Planning Officer	Member
(4) One Representative from Planning Office	Member
(5) All Deans and Directors	Members
(7) Registrar	Member
(8) Director of Finance	Member
(9) Quality Assurance and Academic Planning Director	Member
(10) Director of Works and Physical Development	Member
(11) Representative from Registry	Secretary

It should be possible for the SPIMC to initiate a review of the Strategic Plan in the light of changing circumstances. The Planning Office would be the technical secretariat for managing the Plan by liaising with the Principal Officers (Chancellor, Chairman of University Governing Council and the Vice Chancellor). Key officers such as the Pro Vice Chancellor, Registrar, Director of Finance, Director of Internal Audit, Director of Works and Physical Development, and the Librarian would all play key roles in the process. The University Governing Council and the Academic Board would equally play important roles towards the achievement of the targets. However, the ultimate responsibility for the implementation of the plan rests on the Vice Chancellor in conjunction with the Registrar who is the academic and administrative head of the University.

CONCLUSION

The University is envisaged **to become a globally reputable university that trains world class engineers and TVET professionals for industry and national development**. To achieve this vision, there is the need for concerted efforts from all stakeholders. It is against this background that the SPFC adopted a consultative approach in developing the plan. The outcome of this plan is a broad consultative engagement with both internal and external stakeholders. This was to solicit their views and support for the plan. With the input of all stakeholders, it is believed that the goals and objectives set in this plan are achievable and will serve as a catalyst to move the university to the next level that it strives to reach. For this reason, all stakeholders are called upon to remain committed to this course and contribute their best to the implementation and achievement of this plan. Undoubtably, the realization of these priority objectives hinges much on the Governing Council and management of the University. Resources are supposed to be deplored prudently in order to realize the priorities and it behooves the Governing Council and Management to make that determination. Whereas every stakeholder has a role to play in accomplishing the aspirations of the plan, the Vice Chancellor who is the academic and administrative head has to champion the full implementation of the plan.

APPENDIX A
MEMBERSHIP OF STRATEGIC PLAN FORMULATION COMMITTEE 2025

S/N	NAME	POSITION	DESIGNATION
1.	Prof. Abdul Razak Abubakari	Dean, IDE	Chairman
2.	Prof. Alhassan Abdul-Rasheed Akeji Alolo	Dean, Graduate School	Member
3.	Engr. Dr. Kukurah Jamal-Deen	Director, QAAPD	Member
4.	Pln. Abdulai Alhassan	Ag. Planning Officer	Member
5.	Mr. Ibrahim Abdul-Rashid	Faculty Officer, FoB	Secretary