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MOUNTAINS OF THE MOON UNIVERSITY

RESOURCE MOBILIZATION POLICY

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CITATION

This Policy shall be cited as the ***"Mountains of the Moon University RESOURCE MOBILIZATION Policy, 2026"***

APPROVAL

Approved by the Mountains of the Moon University Council

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Signature

15 MARCH 2026
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Date of Approval

ENG.DR.BEN MANYINDO

CHAIRPERSON UNIVERSITY COUNCIL

MESSAGE FROM THE UNIVERSITY COUNCIL

Mountains of the Moon University (MMU) has recently been established as a Public University whose niche is to grow and transfer knowledge in Agriculture, Tourism and Environment (ATE). The MMU aims towards establishing itself in the national, regional and global space as a centre of Academic, Research and Innovation excellence. This can only be achieved through a growing resource envelope.

The University Council has approved this Resource Mobilisation Policy to guide in the identification, generation and utilisation of resources to enable the University achieve its mission and fulfil its mandate in this competitive higher education environment.

Whereas the University Council has approved a number of policies for its effective operations, the Resource Mobilisation Policy is critical and provides an anchor for subsequent resource mobilisation strategies for the University. I believe that the University Council, Management and staff, students, Alumni, Partners and other stakeholders will find this policy useful and direct their contribution on resource mobilization for the University.

I, therefore, congratulate the University Council, Management, staff, students and external partners for the contribution in developing this Policy. I also appeal to everyone to participate in mobilizing resources for Mountain of the Moon University and ensure their efficient utilisation.

Eng. Dr. Ben Manyindo
CHAIRPERSON,
MOUNTAINS OF THE MOON UNIVERSITY COUNCIL.

FOREWORD

Mountains of the Moon University started as a private University in 2005. In July 2022, it attained Public University status.

MMU is a growing University with a unique niche in Agriculture, Tourism and Environment (ATE), which positions the University as a development advantage point in Uganda. Through advancing its efforts in promoting and advancing knowledge, research, innovation and technology transfer while encompassing quality, equity and community transformation, the University envisages contributing greatly to national and global development.

In Academic Year 2022/23, the University has a student population of 2,727 learners who require adequate and quality staff and infrastructure; modernised equipment and technological services; and quality and inclusive welfare. These require adequate resources to achieve.

Mountain of the Moon University has developed the Resource Mobilisation Policy to provide overall policy guidance on identification of sources of revenue, mobilisation, management and utilisation of the resources. It is envisaged that through this policy resource availability to the University will grow to enable the University achieve its vision and mission.

I thank each and every one for their contribution towards the development of this policy and look forward to your co-operation and support in growing the resource base for the University.

Prof. Pius Coxwell Achanga, PhD (Cranfield)
VICE CHANCELLOR

ACRYNOMNS

ATE	Agriculture, Tourism, and Environment
DGSRI	Directorate of Graduate Studies, Research and Innovations
DPID	Directorate of Planning, Investment and Development
FY	Financial Year
MMU	Mountains of the Moon University
MoFPED	Ministry of Finance, Planning and Economic Development
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCHE	National Council of Higher Education
NDP	National Development Plan
NDPIII	Third National Development Plan
PP&GDC	Project Preparation and Grant Development Committee
STEM	Science, Technology, Engineering and Math
TUM	Top University Management
PPP	Public Private Partnership

DEFINITION OF KEY TERMS

Sn	Term	Definition
1	Resources	Means University facilities, equipment, personnel, library resources, radio, Kyembogo Dairy Development Centre, office and outside space, administrative staff, and students.
2	Grants	Grants in line with the Revenue Mobilization Policy refer to financial awards provided by external organizations, government bodies, and/or individuals with the aim of supporting specific initiatives or programs in line with a given objective of supporting the operations of the University to improve the quality of education and research, community outreach and contribute to National Development.
3	Endowment Funds	These are initially invested by donors for certain charitable purposes. They are usually established as trusts, which keep them independent of the organizations that they support. Endowment funds consist of cash, equities, bonds, and other types of securities that can generate investment income.
4	Financial resources	Financial resources in the context of MMU Revenue Mobilisation Policy refer to the funds, assets and other economic resources that are available to the University for its Operations and development. These financial resources can be obtained from various sources, including but not limited to Government funding; Tuition fees; Grants and donations; Endowments and investments; and Income from commercial activities.
5	Physical resources	Physical resources in the context of the MMU Revenue mobilization policy refer to the tangible assets that are owned and used by the University to generate revenue. These resources include but are not limited to; Buildings and Infrastructure, Equipment and Supplies, Land and Property, Vehicles and other Transport Equipment.
6	Human resources	Human resources in the context of MMU Revenue Mobilisation Policy refers to the personnel or workforce that is responsible for implementing the policies and strategies aimed at generating revenue for the university.
7	Intellectual/intangible resources	Refers to inventions, technologies, developments, improvements, materials, compounds, processes and all other research results and research properties, including software and other copyrighted works.
8	Projects	Means specific interventions funded using either University budget or Off Budget to deliver specific products or service within a specified period.

9	Innovations	Refers to a product or process that provides a new way of doing something, or offers a new technical solution to a problem.
10	The University	The University refers to Mountains of the Moon University.
11	Investments	Actions undertaken by the University with an overall objective of generating financial and human resources to achieve the University's vision and mission.

Introduction

Universities need a healthy and stable income flow and its prudent management to have a sustainable fiscal space to guarantee the delivery of a stable quality service and meet its development needs.

The Mountain of the Moon University (MMU) Resource Mobilization Policy provides a mechanism for identification, access and utilization of all the resources received by the University for Research, Training, Program Support for service delivery and the related community engagement; as well as infrastructure development. Accordingly, the policy sets out a clear direction for MMU to continue operating and grow its visibility in the tertiary space by strengthening its ability to mobilize and generate revenue in a harmonised manner.

1. Policy Statement

Mountains of the Moon University is devoted to providing a conducive environment for resource mobilization to support infrastructure development, teaching, research and community engagement while maintaining high standards for accountability and management of resources in a sustainable manner.

2. Background

In March 2005, Mountains of the Moon University was awarded a provisional license by the National Council of Higher Education (NCHE) as a private University under the Universities and Other Tertiary Institutions Act 2001.

In July 2022, Mountains of the Moon University attained Public University status. MMU is a growing University with a unique Niche focusing on Agriculture, Tourism, and Environment (ATE) through which the University contributes to STEM under the Third National Development Plan (NDP III). The University Niche positions it as a development advantage point in Uganda, owing to its strategic location and distinctive programmes that have the ability to promote development and enhance people's lives.

This Public University status comes when the tertiary education space has not only become more competitive but has also been globalised requiring delivery and production of high-quality world class, relevant and competent skilled graduates for an institution to thrive in the global village.

The National Development Agenda has equally put a lot of pressure on higher education to produce the required globally accessible skills and competencies for cutting edge research and innovation for social economic transformation and national development.

The Mountains of the Moon University Strategic Plan (FY 2020/21 – 2025/26) has been developed to guide the process of transition from Private Community University to a Public University. The Strategic Plan is aligned to the Third National Development Plan (NDPIII) to achieve student centred excellence in teaching and learning; strengthen research, innovation and partnership; develop appropriate infrastructure for the University; and strengthen institutional capacity, management and governance.

Attaining the above expectations with the limited level of funding is exacerbated by the rising commodity costs, increased enrolment, increased competition and inadequate government financing are currently a challenge. Therefore, MMU's ability to continue operating and grow its visibility in the tertiary space depends on its ability to identify, mobilize and/or generate revenue. The University needs a healthy and stable income flow and its prudent management to guarantee the sustainability of quality service delivery and meet its development needs. Secondly, the University requires to diversify its sources of funding to go beyond tuition fees and grants to include other sources such as investments, business projects and contract awards.

It is against this background that a Resource Mobilization Policy has been developed for harmonized actions to guide the University's interventions for identification, mobilization and efficient use of the resources.

3. Policy Development Process

The policy was developed through a consultative process where by an initial draft was established by the Directorate of planning, Investment and Development which was presented to the Project Preparation and Grant Development Committee. A consultative meeting was held involving the Faculty Deans and Head of Departments for both academic and Administrative Units, the Top University Management before its presentation to Committee of Council (*Finance, Planning and Investment Development*) and finally University Council.

4. Policy and Legal Framework

This Policy is rooted on a strong policy and legal framework which encompasses the following instruments:

a. The Universities and Other Tertiary Institutions Act, 2001 as amended in 2006. This act provides for the establishment, organization and governance of Universities and Other Tertiary Institutions in Uganda. It also outlines the powers and functions of the University Council, which include the power to generate and manage revenue.

b. The Income Tax Act, 2021: This act imposes taxes on the income of all persons, including universities. A University is required to comply with this act by paying taxes on their income from commercial activities.

c. *The Public Finance Management Act, 2015:* This act provides for the management of Public Finances, including revenue mobilization, in Uganda. It requires all public entities to prepare and submit annual budgets and financial statements to the Ministry of Finance, Planning and Economic Development (MoFPED).

d. *The Public Procurement and Disposal of Public Assets Act, 2003*: This act provides for the regulation of public procurement and disposal of public assets in Uganda, including procurement and disposal by a Public University.

e. *The Value Added Tax (Amendment) Act 2021*: This act provides for the taxes generated on the services offered including the computation on the net balance between the input and output tax in the process of generating the goods and services.

f. *The Companies Act, 2012 (Act 1 of 2012):* This act provides for the actions related to the incorporation, regulation and administration of companies and to caters for provision to handle the related matters.

5. Problem Statement

The Government of Uganda liberalized the education system including higher education and this has created a competitive environment that requires aggressive entrepreneurial skills in order to explore and exploit the existing and arising opportunities to generate the required resources for meeting the institutional costs. It is quite evident that operational costs (recurrent expenditures) as well as capital costs (development expenditures) are on the increase while the financial sources and revenues received by the Universities have been shrinking and declining in real terms.

The resource gap has been widening and will continue to widen on one side while funding is needed to expedite recurrent and development activities of the University. The Resource Mobilization Policy becomes relevant to face these challenges by focusing on charting strategies for raising additional resources and their effective utilisation.

Currently (FY 2022/23), Mountains of the Moon University has a budget of UGX. 45.9bn, this is projected to decline to UGX. 38.07bn in the next Financial Year 2023/24. Similarly, off budget financing to the University has declined over the years from UGX. 2.44bn Financial Year 2019/20 to UGX. 1.61bn in FY 2023/24. In FY 2023/24, the University has identified key unfunded areas totaling to UGX. 25.39bn (Vote 313-Ministerial Policy Statement FY 2023/24).

With the attainment of Public University status, MMU student enrolment continues to grow necessitating initiation of means to generate resources to provide quality services. Therefore, Mountain of the Moon University, among other things, calls for the development of a Resource Mobilization Policy to guide on generation of additional resources and containing its expenditures to deepen the processes for attainment of it's mission.

Mountain of the Moon University is charged with teaching research and community engagement related activities. All these interventions require resources, which are currently, mainly, received from Government Subvention. The funding from Government is projected to decline yet these resources are insufficient to meet the University's unlimited needs. Therefore, for effective and efficient operations, more sources of funding as well as ways for reducing the costs of operation must be explored hence the need for a Resource Mobilization Policy.

6. Policy Rationale

Currently, part of the funding received by the University includes grants from various funding entities. Accordingly, various Faculties and Departments within the University have been soliciting and successfully obtaining resources, which have enabled the University to offer great opportunity for research, training and Community engagement. However, each Unit develops and operationalizes the grants based on the requirements agreed upon with the funder and provided for under the Memorandum of Understanding (MoU) that governs the grant. There is no harmonized mechanism instituted by the University, as guiding policy, on identification, development and management of resources. Similarly, the University has a number of opportunities for resource generation which have not been tapped; and where identification has been done, the actions are neither streamlined nor approved by the relevant bodies as provided for under the laws and regulations governing the University.

Therefore, the Mountains of the Moon University Resource Mobilization Policy will guide the identification of sources of resource, efficient and effective management of the available resources. It will also widen the resource base for the University to attain its core mandate and contribute to the national aspirations. Therefore, this Policy streamlines:

i) identification of sources of revenue;

ii) the preparation and approval of projects;

iii) the administration and management of grants as well as the internal revenue generating projects; and,

iv) procedures for commitment of the University on obligations related to resource mobilization.

The benefits of the policy include:

i) Increased and diversified resources to the University;

ii) Standardization of the management and practices for resource mobilisation;

iii) Improved facilities for provision of quality teaching, research and community services;

iv) More effective management of the University resources to ensure efficient utilisation;

v) Attraction and provision of value for money to students;

vi) Attraction and retention of highly motivated and professional University staff; and

vii) Streamline crosscutting issues in all aspects of resource mobilisation and management.

7. Policy Vision and Mission

The Policy Vision is to ensure sufficiency of university resources for quality teaching, research and knowledge transfer for social economic development.

The Policy Mission is to broaden the University Resource envelope aimed at achieving sustainability through mobilisation and management of financial, physical, human and intellectual/intangible resources.

8. Purpose of the Policy

The overall aim of the MMU Resource Mobilization Policy is to provide guidance to the University in its resource mobilisation interventions so that students and staff are provided with the best resources, in a transparent, accountable and sustainable manner, for the realization of the University vision.

9. Specific Objectives

The specific policy objective includes the following:

i) To harmonize the resource mobilisation efforts of the University;

ii) To improve resource mobilisation for the University;

iii) To improve co-ordination in resource mobilisation;

iv) To institute a policy framework for development Partnerships;

v) To provide a framework for promotion of entrepreneurship and innovation in the University; and

vi) To review the University funding pattern, provides platform for guidelines and strategies for mobilizing resources to support the implementation of the University goals.

10. University Core Values

It is envisaged that the Resource Mobilisation Policy will create a platform that inspires workers to hold themselves to a higher standard and make good decisions on their own while applying the University's values to address the new challenges that come along.

These University's Core Values include:

i) Professionalism;

ii) Innovativeness;

iii) Integrity;

iv) Team Work; and

v) Social Responsibility.

11. Policy principles

To properly guide the decision-making process as a basis for the compliance requirements and for the purpose of this Policy, the following key principles in relation to Resource Identification, Mobilization and Management will apply;

i) **Prioritisation:** All resources mobilised shall be towards the support of interventions under the approved University's Strategy and the related Strategic Plan. However, being a University, the academic logic of the University must take precedence over all the mobilized resource.

ii) **Compliance:** The University Council shall be responsible for appropriation of all resources received by the University and the conditions related to such a resource shall be in tandem with the guidelines/manuals governing the operations of the University, as sustainability measure;

iii) **Ensuring transparency:** The resources mobilized are remitted and utilised in a transparent way within the established rules, procedures and practices governing the University operations;

iv) **Adherence to MMU values:** Revenue mobilisation, co-ordination and management activities are conducted in line with University's core values and principles;

v) **Roles and responsibilities:** The University resource mobilisation, funding and partner arrangements should be based on a clearly stated understanding of respective roles and expectations, with a clear accountability mechanism as well as division of responsibilities;

vi) **Protection of the University's integrity:** All resource mobilisation arrangements must not diminish MMU's integrity, national recognized norms and procedures, independence and impartiality and must not confer any unfair advantage; and

vii) **Innovation and Creativity:** Resource mobilisation and management should recognize innovation and creativity as a way of improving an existing product or services to optimize the business and problem solving.

viii) **University/Development Partner Policy harmonization:** The utilization of the realized resources through grants and donations should recognized the Policy of the University and the Donor (Development Partner) based on agreed mechanisms under the MoU.

ix) **Sustainability:** Specific sustainability actions shall be adopted for the University to obtain sufficient resources for continued business practice and such actions shall include the management of assets under the grants after closure and the involvement of permanent staff in the running of grants.

12. Scope of the Policy

In the context of MMU, Mobilisation of resources entails financial, human, equipment and material, infrastructural and intangible resources. Thus, the Resource Mobilization Policy will apply to all the resources generated and received by the University for Research and Training; Knowledge Transfer; commercialisation; program support for service delivery and the related community engagement as well as infrastructure development. The funding can take the form of transfers, grants, contracts or corporation agreements, gifts and donations.

This Policy is applicable to all faculties, Directorates, Departments, Units and the Institutions affiliated to the University; University staff; students at the university; Physical and intangible university infrastructure; on budget and off budget projects; and Special-purpose business enterprises.

13. Policy areas or Parameters

The Resource Mobilization Policy harmonizes the process for the University to generate additional resources in undertaking three core areas of this Policy which include resource identification; resource Mobilisation (physical, financial and human); and efficient management and utilization of the Resources.

The Section below provides the key considerations under each policy area or parameter.

13.1 Identification of Sources of Resource

The sources of resources identified by the University will include the following;

i) Research funds: Identification of resources for research will be in line with the Approved University Research Agenda as well as the Grant Development and Management Guidelines which will be updated from time to time or as may have been deemed fit by the Top University Management.

ii) Grants access will be as follows:

a) Grants identified by any member of the University/donor and circulated to all staff through the DGRSI and Faculty Deans.

b) For the case of corporate grant, these will be identified/initiated by any of the University staff/corporate body in consultation with the DPI&RM and approval by TUM; and

c) On individuals and philanthropist, the identification of grants will be by any member of the University/donor/faculty in collaboration with DPI&RM and DGSRI with approval of the TUM.

d) For avoidance of any doubt, the Directorate of Graduate Studies, Research and Innovations (DGSRI) in collaboration with the DPID will develop a ***Grant Development and Management Guidelines.***

iii) On the sale of University research products and intellectual services including consultancy services, a ***specific guideline on commercialisation of University products and services*** will be developed by the DGSRI in consultation with DPID. Where products and services have been identified as such a holding company of the University will be established.

iv) Commercialized projects - Potential income sources/projects can be categorized as commercialized if raising revenue at a threshold that will be proposed by the Project Preparation and Grants Development Committee[1] (PP&GDC), for a given Financial Year, and approved by TUM. This will also be backed up by an approved concept including financial analysis and a strategy to grow the project. Any other projects/sources that generate revenue below the above set threshold will be categorized as other sources of revenue to the University.

v) For avoidance of doubt, the DPID in collaboration with the DGSRI, may identify any other potential area or project that can be commercialized without reaching the set threshold provided the steps that will have been set under the guidelines on commercialization of University products and services, referred to in para (iii) above, will be followed.

vi) Tuition and student related fees - This will follow the Finance Policy and Procedures Manual of the University.

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[1] Project Preparation and Grants Development Committee (PP&GDC) is a technical committee responsible for overall coordination and implementation of this Policy. The details are under Section 15 of this Policy.

vii) Hostel/student accommodation Fees-These will not be part of the University fees structure under the University Finance Policy. They will be determined by the Department of Student Affairs in consultation with DPID with approval of TUM. These will be dependent on the mode of provision of accommodation facilities to students whether through affiliation of hostels, hire and rent out or physical construction using University resources or PPP arrangement.

viii) Hire of University premises/equipment-This will be revenue from hiring out University grounds, halls, lecture rooms, machinery, vehicles, sports grounds and library services. Requests and approval of hire would be overseen by the Estates Department with guidance from Finance and approval of the University Secretary based on the rates approved by the University Council.

ix) Procurement and Disposal of University Assets and Services - Any funds raised through this source will follow the PPDA 2021 amended or any other subsequent Act.

x) Alumni Contribution - This will be done through subscriptions, donations, contributions, souvenirs, auctions and any other as coordinated by Marketing and Public relations unit in consultation with the Department of Student affairs and Academic Affairs.

xi) Any other sources of revenue - These will include drives, marathons and any other source that cannot be categorized as above. These will be identified by respective Departments/Faculties with the approval of the TUM.

13.2 Mobilisation of Resources

The University shall continually develop and update strategies to grow revenue generation for all categories of resources.

13.2.1 Mobilisation of Physical Resources

The University's physical or infrastructural resources form a group of assets that are conducive to delivering excellence in its operations. Therefore:

i) The University shall invest in appropriate collaborative spaces for learning and research including self-study areas, laboratories, incubation areas, distance learning studios, and discussion and meeting spaces. These spaces should be with modular flexibility and responsive to the needs of the rapidly evolving technology and higher education environment; and University community.

ii) The University shall open its facilities to benefit the surrounding community in form of conference facilities, canteens, shops, printing services and meeting space, among others.

iii) The University shall provide space for enterprise and industry to meet with academics and researchers on collaborative projects.

iv) The University shall create incubation workspaces, which, could also be used for renting out to new ventures, to help them develop and mature before moving on to the permanent premises.

v) The University shall develop the capacity of the Estates Department to ensure that the processes and procedures guiding facilities management pertaining to use of space, energy, parking, transport, cleaning, security, etc are in place and well managed.

vi) The University shall develop sports and green spaces for relaxing, mind refreshing and talent development of staff and students within which a hall of fame in recognition of resource mobilisation efforts through research and innovations will be established.

vii) Voluntary contributions such as donation of equipment, devices, books to library etc shall be encouraged within the limits of this policy or the set guidelines.

13.2.2 Mobilisation of Financial resources

The mobilisation of University financial resources is premised on a transparent and well-planned financial management system to promote a learner-centric ecosystem, research and research outcomes within the University. Mobilization of Financial resources shall involve the following:

i) As a University, the academic logic of the University must take precedence over all resource mobilisation efforts. Acceptance of funds from a broad range of sources shall be encouraged without jeopardizing the academic interests of the University.

ii) The respective University bodies shall continuously lobby relevant government departments for increased funding to ensure growth and sustainability of Government funding.

iii) The University shall support development and implementation of market driven courses in various fields in the areas of specialization of the University faculties.

iv) The University shall continually identify and engage in platforms and opportunities for getting grants from various governmental, non-government agencies whose work is related to the MMU's mandate as well as international funding organizations, corporations and individuals including philanthropists and Alumni.

v) Voluntary contributions such as donation in form of financial contributions shall be encouraged within the limits of this policy or set guidelines.

vi) Financial mobilisation in form of exhibitions, marathons, drives, auctions shall be encouraged within the limits of this policy or set guidelines.

vii) The University shall invest or expand the existing income generating units and seek strategic partnership to develop income generating facilities. Where applicable a University Holding Company will be assigned by the University Council.

viii) Where the research-based approaches from University apply to local commercial and business communities and when fully appreciated, the University will set terms for resource mobilisation in the deployment or handing out the approaches to be wide spread in the local commercial community.

ix) The TUM, with approval of the University Council, shall establish a University Endowment Fund. The Fund will partly be provided for within the University budgetary processes. The Fund will be used for investment in the financial market products such as cash, equities, bonds, and other forms of securities and investments that generate income for its growth. With the approval of the University Council, a Board of Trustees (BoT) will be constituted to manage the establishment, contributions, Oversight, Management, investments, withdrawal and closure of an Endowment Fund.

13.2.3 Mobilisation of Human resources

This involves strategic initiatives to get the right kind of staff as well as a sufficient number of people needed to advance the University mission. To boost the University's resources, the quality in terms of capacity of the human resources is critical and the following shall be done:

i) The University shall develop the capacity of the DPID and DGSRI to ensure proper execution of their duties in resource mobilisation;

ii) The University shall adopt a systematic and formal process for capacity needs assessment and training and development in line with the University Resource Mobilisation Strategies.

iii) The University shall adopt regular approaches to performance planning, supervision, monitoring and evaluation of all employees in order to obtain the set resource mobilisation targets

iv) The University shall encourage the establishment of value-based partnerships, networks and affiliations to attract critical but hard to find human resource skills supplementing the existing university skills and expertise; and

v) The University shall ensure nomination, appointment or secondment of adequate and well-qualified personnel to manage the resource mobilisation/generating initiatives.

vi) In case the (v) applies and contract staff are appointed outside the approved University structure, the University Secretary will communicate a clear reporting hierarchy and job description for these personnel.

13.2.4 Mobilisation of Intangible resources

Mobilization of Intellectual/intangible resources:

i) The University shall encourage faculties and units to engage in academic and research related projects and activities that directly generate revenue.

ii) The University shall leverage its human resource organized in project and research teams to develop and market fundable grant proposals and identify strategic partners to finance relevant academic and research activities.

iii) The University Secretary shall provide guidance to all stakeholders on the utilisation of the University Logo, trademark, name in resource mobilisation efforts/activities such as association with neighborhood networks, associating with industry and enterprises through the exchange of resources and expertise in the effective ways of implementing corporate social responsibility among others.

iv) The University shall operationalize interdisciplinary consultancy at University level as a source of revenue. The university shall leverage its human resource organized in teams or individually to participate in provision of consultancy services on behalf of the University.

13.3 Administration and Management of the Resource

13.3.1 Allotting responsible entities for revenue source management

a. The University Secretary with approval of TUM will nominate, appoint or second staff/members/department/faculty to oversee management of newly identified revenue sources on recommendation of the DPID/DGSRI through the PP&GDC.
For avoidance of doubt, the appointment of the above is automatically terminated once such a person/entity cease being a member of MMU.

b. In case of poor performance of running projects backed by a report from either DPID or DGSRI and approved by the PP&GDC; the University Secretary will appoint another staff/members/department/faculty with the approval of the TUM. For avoidance of doubt, a running project will be categorized as poor performing if the PP&GDC assessment of the following areas is below 60%:

   a) Failure to comply with the requirements provided for under the MoU;

   b) Absence of data or reports on the project for a year;

   c) Negligence in management of project assets/equipment/clientele or funders;

   d) Decline in revenue due to factors that were avoidable, predictable and controllable; and

e) Non-renewal due to negligence of the management lead/team.

13.3.2 Revenue Collection Procedures

All revenue raised by the University from both services and goods in form of financial, physical, human, Intellectual/intangible resources will be collected by the Finance department based on the ***Revenue Collection procedures/guidelines*** approved by the University Council.

13.4 Optimal utilisation of resources

13.4.1 All the resources mobilized and received by the University shall be utilized after approval by the University Council in line with the laws and regulations governing financial operations under the University;

13.4.2 The University aims at promoting research, development, consultancy and other relevant activities, involving the faculties at various levels. The infrastructure of the University shall be utilized for academic related activities and any other function that generate resources to the University;

13.4.3 Where facilities or University resources are to be utilised by external sources, the procedure shall be developed by Finance Department and issued to all faculties after approval by the University Council;

13.4.4 Recurrent and development funding needs shall be identified and funded according to the University and government priorities;

13.4.5 All the expenditures shall be allocated to Faculties and Departments against eligible expenditure items in line with the PFMA 2015 and the relevant guidelines issued by MoFPED and the University Secretary from time to time. The University Finance Committee shall ensure that meetings are held to guide budget execution;

13.4.6 Once the University has raised resources through grants and donations, effective use of these resources shall be observed in accordance with the MoU signed with the funder while maintaining the laws and regulations governing the University operations;

13.4.7 The Finance Department will prepare accounts/reports of all revenues raised and utilised by the University from the various sources of resources as identified in Section 13.1 of this Policy;

13.4.8 In instances where an incorporated company is established/or utilisation of revenue is managed by the incorporated company, the Companies Act of Uganda will apply;

13.4.9 The Internal Auditor will provide semi-annual and annual reports to TUM on all revenue sources and their utilisation.

13.5 Commitment of the University

No staff will be allowed to commit the University in any way. All documents committing the University with respect to revenue mobilisation and utilisation will be signed by the Vice Chancellor.

13.6 Innovation and creativity

i) Identification and recognition of work as innovative and creative. This will be done through request of the innovator, faculty and/or upon identification and recommendation by the DGSRI and approved by TUM in line with the existing guidelines – ***Guidelines on recognition of Innovation and Creativity.*** This guideline will:

a) Provide for sharing the benefits arising from innovations and creativity;

b) Provide for rewards and sanctions. As part of the research funds, the University will recognise the best research and best innovator in each Academic Year.

c) Provide for modalities of identifying the best and least performing staff and/or faculty.

ii) Registration of the intellectual properties out of innovations and creativity will be carried out by the DGSRI following the existing approved ***Guidelines for categorisation and registration of innovations and intellectual properties***.

iii) The University will establish a space of fame to display/recognise staff/students with transformative research and innovations.

13.7 Sustainability

i) Sustainability of the projects accruing from grants or government revenue sources will be managed by the University within the available resource envelope.

ii) In case of a commercialised project that has been approved for wind up and the project is registered, the procedures for dissolving a company will apply. If the project is not registered, the ongoing activities will be managed within the University available resource envelope.

iii) Where both (i) and (ii) above are applicable;

a) A transition period of 3 months will be allowed;

b) Project property will be transferred to the University and distributed to the respective faculties and departments after a needs assessment for effective utilisation.

c) The outstanding Project costs which may have been generated will be transferred to the University after approval by the Top University Management (TUM). The accrued project liabilities, after the transition period, will be treated as part of the University budget under the respective faculties/departments after verification and approval by Top University Management;

d) Continuing project activities such as subscriptions etc to be continued after the project exit will be submitted to the Accounting Officer for verification, approval and distribution to the respective faculties/departments for mainstreaming in the University Budget before the preceding year budget preparation period.

e) The staff appointed or seconded to the Project will be issued a contract by the appointing authority within the project period. The University will not be held liable for any contract that is misaligned with the project life. Where TUM recognise the need to retain a staff for continuity of the project activities, such staff will be absorbed in accordance with the provisions under the University's Human Resource (HR) Manual.

13.8 Conflict Resolution

i) The Resource Mobilization Policy applies to all the funding received by the University for Research, Training, Program Support for service delivery and the related community engagement as well as capital development. Therefore, the Policy implementation will be guided by the laws, regulation governing financial operations at the University;

ii) All MoUs with the funders shall have an exit clause to guide the operational constraints that may come up in the course of the programme/project execution.

iii) In case any dissatisfaction by University member/staff/student on any issue concerning resource mobilisation or within this policy, raised conflict will be solved based on the guidance under the HRM Manual and student code conduct for staff and students respectively.

iv) Where the parties fail to resolve the conflict amicably, the conflict shall be referred for arbitration under the Arbitration and Conciliation Act of Uganda.

13.9 Remittance of resources

The remittance of resources received under this policy shall be guided by the following:

13.9.1 All resources raised from the various sources of resources will be remitted to the University in a modality that shall be guided under the University Financial Manual;

13.9.2 Where a University staff or a student uses the University name or trademark to access, generate and obtain resources, such resources shall be considered as a resource for the University and the relevant provision of this Policy will apply on its utilization; and

13.9.3 Where a University Staff or a student is culpable on the policy requirement under 14.9.3 above, the relevant Sections on rewards and sanction under the Human Resource Manual and the Student Code of Conduct, respectively, will apply.

13.10 Cross cutting issues

This Policy is cognizant of the need to mainstream cross cutting Issues as identified by the Government of Uganda and/or Top University Management. The application of any of the provision under this policy, the crosscutting issues should be mainstreamed.

14 Policy Oversight and Management

The oversight and management of this Policy will be by the Top University Management (TUM) with guidance of the University Council. The Top University Management may execute its oversight role through a Policy Coordination Committee and the University Stakeholders in light of their roles and responsibilities.

14.1 Policy Coordination Committee

For effective coordination, Top University Manage will constitute a Project Preparation and Grants Development Committee (PP&GDC) to guide issues related to Resource Mobilization in general as well as approval and monitoring the implementation of the University Projects and Grants developed/management in particular.

The Directorate of Planning, Investment and Development (DPID) will take lead in all activities related to resource mobilization in consultation with the Directorate of Graduate Studies, Research and Innovations, within the overall Strategic Plan for the University.

14.1.1 The Composition and Operations of PP&GDC

The Membership of the PP&GDC is as follows:

a) One representative from each Faculty seconded by the Faculty Board who shall serve for two years (renewable once);

b) The Director, Planning, Investment and Resource Mobilization;

c) Three representatives from the Directorate of Planning, Investment and Development;

d) The Director Graduate Studies, Research and Innovation;

e) One representative from the Directorate of Graduate Studies Research and Innovation;

f) One representative from the Finance Department;

g) One representative from the Estates Department; and

h) Where need arises, the PP&GDC may co-opt other persons to help in the execution of its mandate, after approval by the Vice Chancellor. The co-opted member(s) will have equal rights like other members of the Committee.

The Director, Planning, Investment and Development (DPID) will be the Chairperson of the PP&GDC and the Director, Graduate Studies, Research and Innovations (DGSRI) as the Co-Chair. The Directorate of Planning, Investment and Development shall be the Secretariat assisted by the DGSRI; and

The PP&GDC shall report to Top University Management through the Deputy Vice Chancellor, Finance and Administration.

15. Roles and Responsibilities of the Various Stakeholders

The roles and responsibilities for the key stakeholders include the following:

i) **University Council.**

Oversee the implementation of the Policy.

ii) **Top University Management (TUM)**
Establish and coordinate networks, partnerships and collaboration with all key stakeholders.

iii) **Directorate of Graduate Studies, Research and Innovations**

a) Be Custodian of off budget grants;

b) Be the custodian of University Research Agenda;

c) Be custodian of the Intellectual property and grant development and management guidelines;

d) Identification of research and innovation that can be commercialised;

e) Custodian of guidelines for reward and recognition of research effort;

f) Assist in registration and publishing of research;

g) Establishment and maintenance of the University Journal; and

h) Popularization and dissemination of the research outputs.

iv) **The Directorate of Planning, Investment and Development**

a) Popularise and disseminate the Policy;

b) Oversee the identification, Development and implementation of revenue mobilisation strategies;

c) Monitor and take lead in evaluation of the implementation of the Resource Mobilisation Policy;

d) Keep a database of University resource generating possibilities, their success rates and any other analysis as deemed fit; and

e) Ensure alignment of the revenue generating activities to the University strategic direction and vision.

v) **Faculties**

a) Identification of possible revenue sources and generating new resources;

b) Assess, maintain and grow the existing resource;

c) Efficient and effective utilisation of the mobilised resources;

d) Monitoring, accounting and reporting of new and existing revenues under their jurisdiction;

e) Expand non-financial resources such as research and innovations; and

f) Generating new wealth.

vi) **Students**

a) Efficient and effective utilization of mobilized resources; and

b) Expanding non-financial resources such as research, innovations.

vii) **Finance Department**

a) Overall financial management and reporting; and

b) Custodian of guidelines and manuals on mobilisation and effective utilization of resources.

viii) **Internal Audit.**

Verification of financial transactions and submit a detailed audit reports of observations to the Vice Chancellor on the revenue sources, commercialized activities/businesses and projects (both on and off budget).

ix) **Administrative Staff**

a) Enforce the agreed actions for effective implementation of this Policy;

b) Coordinate the generation of the various guidelines and manuals; and

c) Staff capacity building on effective resource mobilization and utilization.

x) **Other Universities and Tertiary Institutions**

a) Popularization of MMU outputs and services such as outputs/services achieved through collaborations among others; and

b) Providing partnerships, Collaborations and marketing of outputs and services.

xi) **Development Partners**

a) Popularization of MMU outputs and services.

b) Providing partnerships, Collaborations and market of outputs and services.

xii) **Private Sector**

a) Feedback on the efficient and effective utilisation of mobilised resources;

b) Popularization of MMU outputs and services such as innovations sold/adapted by the private sector; and

c) Providing partnerships, Collaborations and market of outputs and services.

xiii) **Other Community Members**

a) Feedback on efficient and effective utilisation of mobilised resources; and

b) Popularization of MMU outputs and services such as extension services, health checks and drives among others.

16. Interpretation

The University Secretary shall have the power to give interpretation or guidance on any matter, paragraph, clause or terminology in this Policy.

17. Monitoring, evaluation and Review of the Policy

The Resource Mobilization Policy is a dynamic document. Therefore, it requires to be update for consistency with the developments on resource mobilization and utilization in Government and the development partners. The Resource Mobilization Policy will be informed by findings through the monitoring reports and evaluation of the various grants and projects implemented by the University. The specific actions on monitoring and evaluation as well as review of the policy will be as follows:

17.1 Monitoring and Evaluation

i. The policy actions, strategies and implementation process will be monitored and evaluated based on the timelines and modalities under the existing University's Monitoring and Evaluation Framework.

ii. Through the appropriate Information Management Systems at the University, the responsible offices will ensure the timely collection, analysis and dissemination of data on resource mobilization, management and reward.

iii. The performance of the existing sources will be evaluated using the institutional monitoring and evaluation frameworks to establish impact, identify gaps, address emerging issues and assess implementation challenges.

17.2 Review of the Policy

The Resource Mobilization Policy will be reviewed after five (5) years or whenever the need for review arises, subject to approval by the University Council.

For avoidance of doubt, the technical aspects relating to proposed amendments to the Policy shall be analyzed by the PP&GDC and submitted to the University Secretary for consideration by the Top University Management (TUM) before being presented to the University Council for approval.

18. Policy Commencement Date

The commencement date shall be the date of approval of the policy by the University Council.

Approved during the **15th** University Council Meeting held **on 15th March 2026**

Minute Number: **239/ 15th /MMU UC /Mar /26(a)**