

INTERNATIONAL MEDICAL AND TECHNOLOGICAL UNIVERSITY

A Science and Technology University In Tirunelveli



FIVE YEAR ROLLING STRATEGIC PLAN JUNE 2019

THE INTERNATIONAL MEDICAL AND TECHNOLOGICAL UNIVERSITY

FIVE YEAR ROLLING STRATEGIC PLAN 2019/20 – 2023/24

June 2019

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FOREWORD

Most institutions of higher learning in the world are in some stages of strategic development planning. Some are grappling with the basics of the process while others already have sophisticated plans. Sophistication in this context is not measured by how long or detailed a plan is, but rather by how the institution is using or will use the plan to achieve its mission and core functions. The key challenges to all institutions in the strategic planning process is whether every member of the institution knows and understands the institution's weaknesses, strengths, opportunities and strategic goals including how the planning process influences the overall communication and actions by the institution's leadership, functional organs, and individuals.

This International Medical and Technological University (IMTU) Five Year Rolling Strategic Plan.(FYRSP) covers the period 2019 – 2024. IMTU had its first FYRSP which covered the period 2011 to 2014. IMTU, like all other higher learning institutions in the country, recognizes the need for the institution to have a comprehensive FYRSP to serve as a guide in achieving its vision, mission and its core functions. In the next five years IMTU plans to fully implement the competency based curriculum for the MBBS program as well as diversify to develop the faculties of engineering and business administration.

The IMTU Management is proud to have this second FYRSP and calls for the support of all stakeholders, including the Government, Development Partners, the Private Sector and staff to facilitate the implementation of all activities in this FYRSP. On behalf of the IMTU Management and the University Community, I wish to express our sincere appreciation to all Staff who contributed to this comprehensive FYRSP of our University.

Prof. K. S. Mnyika, MD, MSc, PhD
Vice Chancellor

ACRONYMS

BDS	Bachelor of Dental Surgery
BHMS	Bachelor of Human Medical Science
Biochem	Biochemistry
CE	Continuing Education
COSTECH	Commission for Science and Technology
CPDT	Centre for Professional Development & Training
CVCPT	Committee of Vice Chancellors and Principals Tanzania
DPGS	Director, Postgraduate Studies
DVC	Deputy Vice Chancellor
FYRSP	Five Year rolling Strategic Plan
FRC Path	Fellow of the Royal College of Pathologists
HEAC	Higher Education Accreditation Council
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IMTU	International Medical and Technological University
IPR	Intellectual Property Rights
JICA	Japanese International Cooperation Agency
MBBS	Bachelor of Medicine and Bachelor of Surgery
MD	Doctor of Medicine
MDGs	Millennium Development Goals
MHEST	Ministry of Higher Education, Science and Technology
Micro	Microbiology
MKUKUTA	Mkakati wa Kupunguza Umaskini Tanzania
MMED	Master of Medicine
MoEVT	Ministry of Education and Vocational Training
MPhil	Master of Philosophy
NORAD	Norwegian Agency for Development
NSGRP	National Strategy for Growth and Reduction of Poverty
Obgy	Obstetrics and Gynecology
Orthop	Orthopedics
PFC	Planning, Finance Committee
PHC	Primary Health Care
PPP	Public-private partnerships
RSP	Rolling Strategic Plan
SMART	Specific, Measurable, Achievable, Realistic, Time bound
TCU	Tanzania Commission for Universities
ToR	Terms of reference
UDSM	University of Dar es Salaam
UQAS	University Quality Assurance System
VEF	Vignan Educational Foundation

CHAPTER ONE

1. INTRODUCTION

1.1 Establishment of the International Medical and Technological University

The International Medical and Technological University (IMTU) commenced by establishing the College of Medicine which was inaugurated on 17th September 1997 by the then Honorable Prime Minister of India, Shri I.K. Gujral. The University is committed to providing quality higher education in Tanzania.

The University is a privately owned higher learning institution operating in Tanzania. The Founder and Owner of the University is Mr. Katuri Subba Rao, who is also the Founder of the Vignan Educational Foundation (VEF) of Bangalore, India. He initiated the establishment of the University in Tanzania at the behest of the Late Mwalimu Julius K Nyerere, the Father of the Nation of Tanzania. The seeds of the venture were sown by His Excellency Dr. Benjamin William Mkapa, the third President of the United Republic of Tanzania, when he was then the Minister for Science, Technology and Higher Education, with the support of His Excellency Jakaya Mrisho Kikwete, the Fourth President of the United Republic of Tanzania, when he was then the Minister for Foreign Affairs and International Cooperation. The establishment of the University symbolizes the long standing partnership between Tanzania and India as part of the implementation of the South - South cooperation.

The vision of the University is to be an exemplary university in ***the advancement, expansion and transmission of knowledge through training and research, outreach and public service***'. The mission of the University is to provide quality education, research and services for the advancement of health and economic prosperity of Tanzanians and people across the world.

Thus, IMTU aspires to be a center of excellence through:

1. Imparting high standards of professional medical and engineering education;
2. Preparing and motivating students for future excellence in careers in both public and private sectors;
3. Improvement of existing technological systems in the medical field and related disciplines, and facilitating innovative advancements;
4. Understanding, nurturing and developing appropriate and compatible skills to achieve the highest standards possible in the fields of medicine, technology innovation and management.

1.2 Growth of the University

1.2.1 Student enrolment

The University started small in 1997 with five students, all from India. Since then, it has grown, after having been granted Certificate of Full Registration No. 009 on 20th December 2001, by the then Higher Education Accreditation Council (HEAC). It was given its Charter on 24th March 2010. The number of students has grown since its inception and shall continue to grow.

The Staff Training and Development Policy nurtures an environment to sustain an acceptable staff to student ratio by recruiting and training the necessary staff in the next five years as well as to provide a good balance between young and elderly and male and female staff of the University..

1.3 Context of transformation in the higher education sector in Tanzania

Since 1985, Tanzania has been undergoing significant reforms in its socio-economic and political sectors. Immediately after independence, the Government had declared three enemies of socio – economic development, namely illiteracy, poverty and disease. The fight against these enemies continued after the Arusha Declaration of 1965. As part of the declaration, the Government committed itself to providing essential services freely, and including managing economic pillars and productive sectors. However, with time it became evident that the capacity of the government to sustain free provision of basic social services was limited with the growing demands compounded by high population growth, fuel cost rise and demands of the international markets.

These external forces necessitated a change in policy, including a change from the mono-party to multiparty democracy. Similarly, the economy began to change from centralized to a more market-oriented one. These changes increased the demand for, and supply of goods and services.

The search for better quality education also emerged and was fueled by demands of globalization. The political and socio-economic changes, liberalization of education and encouragement of the private sector to engage in the provision of higher education have been given recognition and priority by the Government in Tanzania and the Management of IMTU.

1.4 IMTU Rolling Strategic Plan for 2019/20– 2023/24

The International Medical and Technological University has developed this FYSRP for 2019/20 – 2023/24 through a participatory approach. The plan has identified and described the status of the University and critical issues which the institution shall address in order to achieve its vision, mission and functions. The FYSRP has made an analysis of the strengths, weaknesses, opportunities and challenges and identified steps to be taken covering targets and activities. Close monitoring requires an evaluation of the implementation of the plan and this is a key requirement for the University to achieve the targets described in the plan.

1.5 Layout of the IMTU Rolling Strategic Plan

The IMTU FYRSP 2019/20 – 2023/24 has seven chapters as follows:

Chapter One is an introduction describing the establishment and development of the University focusing on staff and student growth as well as organization of the FYRSP document.

Chapter Two focuses on the vision and mission of the University and describes the objectives and functions of the University. The objectives of the University are as contained in the University's Draft Charter. This section also outlines the guiding theme and values of the University which the Strategic Plan seeks to promote.

Chapter Three of the plan gives an analysis of the environment under which the University is operating. Institutional as well as non-institutional factors influencing operations of University have been described. The impact on the plan as well as contribution of National Policies such as the Higher Education Policy, National Health Policy, National Development Vision, National Strategy for Growth and Reduction of Poverty (NSGRP) or popularly known in Kiswahili as Mkakati wa Maendeleo na Kupunguza Umaskini Tanzania (MKUKUTA) have been analyzed. This chapter also discusses global policies such as the MDGs and how developments in ICT, globalization etc. influence the University. The University therefore feels the need to put in place effective strategies for either optimizing available opportunities or taking necessary actions in ensuring the achievement of the University's mission, goals and objectives.

Chapter Four makes an analysis of the strengths, weaknesses, opportunities and challenges which the University management and other stakeholders must consider or capitalize upon. The University, in its course of implementation of the plan, will consolidate its strong areas, address weaknesses, capitalize on existing and future opportunities and ensure that all challenges which are likely to threaten the achievement of set goals are strategically addressed or changed into opportunities.

In Chapter Five the Plan describes strategic objectives, targets, and activities to be implemented in order to achieve the mission and functions of the University. Overall, and based on the institution's environmental scan, fourteen strategic objectives have been identified focusing on the mission function of the University, governance and management issues as well as cross-cutting issues of institutional, national, regional and global interest impacting the IMTU.

Chapter Six describes the Monitoring and Evaluation process relevant to implementation of the Strategic Plan. Since a pre-requisite for effective implementation of the plan is involvement of all stakeholders, the plan has described organizational framework for the monitoring and evaluation process including the evaluation guidelines, schedules for use by internal and external panels of experts and reporting mechanisms. Similarly, this chapter describes a framework for rolling the plan on annual bases.

Chapter Seven provides the Implementation Plan and budget for the FYRSP and a summary of the budget estimates has been provided for each strategic objective for year one.

CHAPTER TWO

1. IMTU VISION, MISSION AND OBJECTIVES

2.1 Introduction

The International Medical and Technological University has both the short and long term aspirations of becoming one of the leading institutions offering higher education in Tanzania in line with the expectations of the Government of the United Republic of Tanzania and its people. The University's aspirations are reflected in the way the Rolling Strategic Plan is designed and how it will be implemented.

2.2 Vision statement

The vision of the University is to be an exemplary university in *the advancement, expansion and transmission of knowledge through training and research, outreach and public service*'.

2.3 Mission statement

The mission of the University is to provide quality education, research and services for the advancement of health and economic prosperity of Tanzanians and people across the world.

2.4 Guiding theme

Implementation of the Rolling Strategic Plan for the period 2019/20 – 2023/24/13, shall be guided by the theme: *'Enhancing the University's image through improved quality of inputs and outputs in the University core mission functions of teaching and learning, research and delivery of community services'*.

2.5 Objectives and functions of the IMTU

The broad objective of IMTU, is to advance and transfer knowledge from one generation to another in the health and allied sciences, advance technology and learning, provide higher education and mentoring intellectual, social and moral growth of the students at the University. Specifically, the functions of IMTU include to:

- (i) Provide a place and places for learning and training of professionals in the sectors of health, technology and research;
- (ii) Stimulate intellectual and critical thinking on socio-cultural, scientific and technological development;
- (iii) Conduct examinations, grant degrees, diplomas, certificates and other awards to graduates of the University;
- (iv) Excel in knowledge and human capital capacity building by ensuring a balance between quantity and quality;
- (v) Produce specialists and super specialists in the health sector and supply relevant critical policy makers and other personnel needed for national economic development.

- (vi) Promote research into merging and re-emerging diseases, economic, social, cultural, scientific and technological issues targeting poverty reduction and economic growth, stimulate student engagement in productive services in and outside the University
- (vii) Establish productive linkages with the government, national and international institutions and promote common engagement in National and Global academic, scientific and technology development.
- (viii) Adopt and enhance progressive gender mainstreaming in both students and staff of the institution.

In making the strategic rolling plans a reality, the administration of IMTU shall work hand in hand with all its stakeholders in ensuring that everyone plays his/her part in managing effectively and efficiently the resources under his/her jurisdiction and that the Council and the Founder shall be informed of the progress via the laid down administrative structure.

The Council with consent from the Founder shall approve all matters related to the implementation of the plans and all aspects of the University's future development.

The IMTU Organogram

Figure 1: IMTU Organogram

CHAPTER THREE

3. IMTU analysis of the external strategic environment

3.1 Regional and global environmental challenges

An analysis of the external environment strategic to the University is critical if the University is to understand and put in place effective and efficient mechanisms for achieving set goals and objectives. The environmental analysis covers health, political, social, economic and technological developments and challenges. This chapter identifies a number of pertinent issues at global, regional, national and institutional levels, whose resulting problems and challenges the IMTU will have to respond to.

3.1.1 Globalization

Globalization, in its simplest context, is defined as “*movements of peoples and goods across borders impacting all walks of life*”. Different countries have responded to globalization differently. Some have attempted to resist its forces while others have adopted the process. Globalization has intensified worldwide and its socio-cultural-economic relations are having an increasing impact on health development. Tanzania is faced with the challenge of integrating itself in the competitive areas of international knowledge and service business; covering scientific, technological, financial, and quality services while maintaining its primary values of equity and justice to its people. The accelerated developments, in information and communication technologies (ICT) have created new opportunities and challenges to higher learning institutions and the delivery of health services.

In relation to health, globalization has shaped the practice of medicine and allied sciences. Medical advances and technologies have allowed humankind to fight and eradicate diseases like small pox by 1979 (four decades ago) and currently polio is nearing eradication. Of late, the world is fighting HIV/AIDS pandemic using different approaches that encompass high technologies. Internet connectivity has reduced the world into a village where knowledge and information is rapidly being exchanged. Such technologies have enhanced telemedicine and global consultations on diagnostic procedures and treatment of diseases. Application of such technological advances will be integrated into the IMTU undergraduate and postgraduate training within this five year development plans.

3.1.2 Millennium Development Goals

In the year 2000, the UN Summit agreed to set time bound and measurable indicators for combating poverty, hunger, diseases, illiteracy, environmental degradation and discrimination against women. The World Summit also charted out the roadmap for implementing and evaluating progress with a focus on good governance, observance of human rights and democracy. These decisions led to the formulation of the Millennium Development Goals (MDGs). Focusing on SSA, the MDGs were fully implemented, with some significant and measurable positive impacts on specific health indicators at different levels among the populations in some developing countries like Kenya and Tanzania. The challenge to the global community was to successfully implement the MDGs. In order for successes to be realized, the world community will need to mobilize resources, political will and re-arrange policies and priorities in line with the agreed decisions. With such commitment, it was agreed that by 2015 (United Nations summit report, 2015) the following MDGs will be achieved:

1. The proportion of people suffering from extreme poverty and hunger will be halved,
2. All school age children will be enrolled in primary schools,
3. Girls will have the same education opportunity as boys,
4. The proportion of people without access to safe drinking water will be halved,
5. The spread of HIV/AIDS and malaria will be decreased by half,
6. A child's risk of dying before the age of five will be reduced by two thirds,
7. A mother's risk of dying while pregnant will be reduced by two thirds,
8. People in developing countries will have greater access to essential drugs,
9. The benefits of new technologies will flow to more countries and more people especially in the third world,

Since its inception, IMTU participated fully in supporting the government towards enhancing national capacity building for effective implementation of the its Millennium Development Goals (MDGs) during the period 2001-2015 by training health human resource in various fields.

In Tanzania there had been limitations that not only impeded the government efforts from accomplishing Universal Health Coverage (UHC) within a required time frame but also restricted individuals from meeting public health benefits resulting from effective and affordable essential care as specified in Sustainable Development Goals (SDGs) that were planned after reviewing achievements of the MDGs in 2015 3.8 (Souza et al., 2013)

The government endorsed the Sustainable Development Goals (SDGs) 2015 -2030 which provides another 15 years opportunity towards achieving some of the indicators it failed to meet during the MDGs 2001-2015 period. Among such indicators is the reduction of preventable maternal, newborn and child deaths. Specifically SDG 3.1 seek by 2030 to reduce the global maternal mortality ratio to less than 70 per 100,000 live births, whilst SDG.3.2. seek by 2030 to reduce preventable deaths of newborns and children under five years of age to less than 12 -25 deaths per 1,000 live births respectively (UN, 2015). Therefore, government efforts need to meet the health manpower requirement in addressing SGD.3.1. SDG.3.2 and the rest and UHC to all Tanzanians, towards readiness of HFs to offer the necessary care (URT, 2016).

3.1.3 Regional Demands for Health

There is a great demand for health development in the Africa region, coupled with the changing disease patterns. Tanzania like all sub-Saharan African countries is faced with a critical shortage of human capital in the health sector. The situation is made worse by brain drain to the developed countries. The attractive incentive packages in those countries have nearly crippled human capital in the health sector in countries like Malawi and Zambia. The imminent shortage of the needed human capital in the health sector calls for IMTU to ensure systematic expansion of student enrolment into the University and creation of new and relevant training programmes and research.

3.1.4 Knowledgeable society

As a result of globalization, the world competition for quality of goods, works and services has been intensified. Knowledge has now been shown to create more job opportunities and to meet the demand for informed societies. Tanzania is now faced with a serious challenge of integrating itself in the competitive areas of international knowledge business covering scientific, technological, medical and other relevant sectors. The National ICT Policy and extensive ICT nationally provide an opportunity for Tanzanians to easily access information and knowledge on medical, allied sciences and corresponding technological fields. The IMTU will capitalize on the existing infrastructure for enhanced medical and technological development of Tanzania, research and dissemination of findings to communities for improved health and increased productivity.

3.1.5 Regional demand for higher education

The establishment of the East Africa Community is a challenge to the higher education sector in Tanzania. Like globalization, regional cooperation opened gates for movements of staff and students in higher education creating a challenge for students' competitiveness as well as quality of graduates and their acceptability in the job markets in the region. This competitiveness of the regional higher education sub – sector challenges the IMTU to expand enrolment and build a sustainable financial base for its operations and ensure quality of training to fulfill the regional market demand. The IMTU will carefully study existing and ensuing trends, identify areas where the University can compete for the market effectively and put in place and capitalize on the available opportunities for the institution's recognition nationally, regionally and internationally.

3.2 National challenges

3.2.1 The National Health Policy

Tanzania National Health Policy has adapted Primary Health Care (PHC) as a strategic approach to health improvement in the country. The approach is based on the principles of equity, multi-sectoral collaboration, community participation, health education and political will. The IMTU programs have been revised and the training and learning systems adjusted to respond to the national PHC principles.

3.2.2 Health Sector Reforms

Tanzania embarked on health sector reforms since 1994, which demand different ways of thinking and approaches in health delivery to the public. The IMTU is challenged to contribute towards making the reforms a reality through relevant research and appropriate application of research findings including the training of health staff; at certificate, diploma, graduates as well as specialists capable of coping with and managing the reforms.

3.3.3 The Economy

For more than two decades, the Tanzania national economy has been undergoing reforms towards liberalization and privatization of public services and enterprises with increasing emphasis on the open market economy approach. It has also been promoting public-private partnerships (PPP) in some of the services for example health. Liberalization of higher

education provision and open markets provide institutions of higher learning with opportunities and challenges to compete.

As of 2019 estimates, Tanzania is having a population of 59.9 million people, females being 49.70%. rural has 73% of the population. The national GDP was US\$ 52.7 Billion (2017) which has been heavily dependent on agriculture (<http://www.afdb.org>) The economy of Tanzania has been experiencing a modest but steady growth at a rate of about 6.4% per annum over the past four years. This is a result of the government efforts to attract investments by creating conducive environments for investors especially in the mining and industrial sub-sectors. The contribution of the industrial sub-sector to the GDP has been below 20% while the contribution of crops, forestry and game hunting has progressively increased to about 47%. Notwithstanding such achievement, over 50% of the Tanzanian people still live below the poverty line and the economy of the country still heavily depends on agriculture.

The proportion of GDP allocated to health sector has ranged from 5.1% (2005) to 10.4% (2012) (URT, 2013) which does not suffice the population need. The country has a doctor population ratio of 1:33,000 people. This has not only resulted in poverty, but poor access to health care. The challenge to be addressed is therefore, the need for healthy society, which is crucial and necessary for sustained economic development.

The IMTU will play an important role in terms of ensuring increased quantity and quality of medical and related engineering professionals to undertake research on trends and management of diseases and recommend effective means for improved productivity and reduction of poverty at individual and national levels.

3.2.4 National need for specialized skills in health and health related fields

According to the 2013/14 Ministry of Health Human Resources for Health Country profile, there are still a lot of gaps in different parts of the country. The projected national requirements for medical specialists are at least ten for each region and two for each district, in the field of public health, internal medicine, psychiatry, pediatrics, surgery and obstetrics/Gynecology. The requirements for the zonal consultant hospitals and national referral hospitals are even higher and include, in addition, super specialists in the various fields. In that plan it is recommended that the annual intake at IMTU into each of the Master of Medicine courses in clinical medicine, surgery, obstetrics and gynecology, and pediatrics should be at least five. For Public Health, an annual intake of at least ten is recommended to meet the requirements of health managers, at districts and regional level. Available data shows that the target is far from being achieved (URT 2013).

A recent study has also shown that Tanzania is among the countries in the sub-Saharan region with very low doctor/patient ratio next to Malawi. This includes all human capital with basic and postgraduate training in medicine. Tanzanians in the 21st Century have a desire to be serviced by specialists in all medical and health related fields. The IMTU is challenged to contribute towards undertaking undergraduate quality training in order to increase the pool of medical doctors that will qualify to enter in to postgraduate and specialized training to meet the national requirements outlined above. In this regard, the University is also challenged to introduce and expand its postgraduate (e.g. MMED, MPH and MSc) and other specialized trainings in order to contribute towards improvement of the national doctor/patient ratio and

the Ministry's Human Resources for Health Plan. Overall, its impact shall reflect lowered communicable and non-communicable diseases hence a healthy community which is productive in raising the country's economy

3.2.5 The vision 2025 and the National strategy for growth and poverty reduction

In order to support the existing increase in life expectancy and raise it to at least 72 years by 2030, the Government has indicated that, among other things, it will initiate and develop delivery of secondary and tertiary health care, and increase personnel training. In the targets for the Vision 2025 one third of the goals for high quality livelihood encompass health related issues which include access to primary care, quality reproductive health services, reduction in infant and maternal mortality and raise life expectancy to comparable levels attained by typical middle income countries. The IMTU will intensify efforts to produce the needed highly skilled human-power required to achieve the vision 2025 and National Strategy for Growth and Reduction of Poverty (NSGRP) goals.

3.2.6 Higher Education Policy

According to the Tanzania Higher Education Policy, higher education is the right of all those who qualify. The country is facing a serious challenge in enrolment expansion and imbalance in of the training programs with many candidates favoring courses in humanities rather than science based programs. The higher education sub-sector is, however, constrained by inadequate funds for research, high unit cost for undergraduate training and inadequate third party scholarships. The IMTU plans to address the challenges to:

1. Meet the national need for general and specialized medical and technological skills,
2. Deal with increasing social demands for higher education,
3. Keep up with new and emerging areas of technology,
4. Meet the need for greater entrepreneurship,
5. Cope with globalization and international competitiveness in the medical and technological fields,
6. Meet the need for sustainability of higher education,
7. Capitalize on opportunities offered by changes in medical science.

3.2.7 The Higher Education Sub Master Plan

The then Ministry of Education, Science and Technology (MOEST), now established a sub master plan for higher education. The Sub-Master Plan is comprehensive and has put emphasis in the following key areas:

- a. Expansion of postgraduate and undergraduate student enrolment
- b. Quality revitalization and improvement
- c. Institutional capacity strengthening
- d. Mainstreaming and internalization of Science and Technology
- e. Redressing gender imbalance by increasing females leadership positions
- f. Addressing and Combating HIV/AIDS
- g. Resource use optimization

All these issues are relevant to IMTU functions and have been considered and strategized in the Rolling Strategic Plan 2019/20 – 2023/24.

3.2.8 *Science and Technology Sub Master Plan*

Tanzania views science and technology as an important contributor to sustained economic growth and reduction of poverty. The National Science and Technology Sub-master Plan has defined key roles for science and technology institutions in the country. The IMTU Management is committed to strategizing for the achievement of the goals of the Master Plan and especially ensuring that the technological component of its mission is achieved within this rolling plan. The Sub-Master Plans has identified the following Key issues which have also been reflected in the institution's SRP:

- a. Enhancing funding for science and technology activities,
- b. Enhancing availability of science and technological resources,
- c. Improving national scientific and technological human capital,
- d. Promoting strategic national research and development priorities,
- e. Enhancing gender and equity in access to science and technology,
- f. Enhancing application of ICT for development of science and technology in the country.
- g. Laying the infrastructure and other inputs for technology in the medical field

3.2.9 *National Environmental Policy*

The National Environment Policy was developed in 1997 and aims at ensuring environmental sustainability, security and equitable use of resources for sustaining the livelihood of the present and future generations of the peoples of Tanzania; raising awareness and understanding of essential linkages between environment and development; promotion of individual and community participation in environmental actions; promoting international cooperation on the environment agenda; and, expanding Tanzania's participation and contribution to relevant bilateral, regional and global organizations and programmes, including implementation of international treaties. The Policy outlines six key environmental concerns as land degradation, deforestation, environmental pollution, loss of wildlife, habitat and biodiversity, deterioration of aquatic ecosystems, and lack of accessible good quality water.

Pertinent to the Policy, the Environmental Management Act No. 20 of 2004 underscores the need for research information on the 'State of the environment and the actual and future threats to the environment, including any emission to water, air or land as well as disposal and storage of hazardous waste'. The policy and subsequent Act have special relevance to IMTU. The University in its SRP, will demonstrate full commitment to research and disseminate information on environmental health issues for improved well-being of Tanzanians which directly or indirectly bears an impact on the economy of the country that has aimed to build a middle income economy relying on Industrialization, Agriculture and the Mining sectors.

3.3 Institutional concerns

3.3.1 *Research and research information management*

Despite the government efforts to foster research and development, Tanzania still lacks capacity for research that is significant for health and socio-economic development. Most institutions heavily depend on development partners e.g. USAID, SIDA/SAREC, NORAD, JICA, GTZ, Rockefeller Foundation, Bill Gates etc. for funding research and human capital capacity building. Changing national and international policies on collaboration between institutions in the north and those in the south also poses a threat to the sustainability of research in Tanzania. Nevertheless, the take-off of research capacity building shall inevitably depend on development partners and different donors for funding. In this regard, the IMTU will work towards establishing productive networks with institutions in the Asia – Pacific Region and mobilize resources for enhanced research capacity and dissemination of research findings to communities.

3.3.2 *Collaborative linkages*

Networking between institutions has in the recent past proved to be very effective in facilitating exchange of experiences and information. Through productive networks, institutions have enhanced collaborative research, staff and students exchange programs, diversified funding sources, consolidated good practices and improved standards. Since higher education is the key for sustainable economic development, the IMTU will strive to establish productive linkages with the government, local and international institutions as a way of facilitating global partnership on global agendas. Similarly, the University recognizes the role of the private and industrial sectors in promoting health in the country. The University will carry out an assessment of such sectors with the aim of enhancing third party scholarships and facilitating innovativeness. In order to gain more international recognition, IMTU shall establish links with Universities, Research institutions and Organizations at regional and global levels in enhancing collaborative research, knowledge transfer and technological advancement. Currently IMTU links with its sister University, Katuri Medical College and Postgraduate Center in Guntur, India for research collaboration, staff recruitment / exchange in all fields of Medicine and Allied Health.

CHAPTER FOUR

4. Analysis of Strengths, Weakness, Opportunities and Challenges (SWOCs)

4.1 Strengths

The major strengths of the International Medical and Technological University include the following:

- a. Charter providing for the establishment of effective participatory organs,
- b. Appointed top University leadership and management including the Vice Chancellor, DVC/ARC, DVC/PFA and Human Resource Manager for easy and fast decision making,
- c. Adequate number of highly qualified and experienced academic staff capable of handling medical and health related undergraduate and postgraduate training, research programs and service provision to the community,
- d. Attractive and marketable academic medical and technological programs,
- e. National, regional and international recognition of the University outputs,
- f. Basic teaching infrastructure, including a library, laboratories (Histopathology, Microbiology, Biochemistry, Hematology and Blood Transfusion, Skills Lab) , lecture rooms and a teaching hospital,
- g. Availability of ICT facilities with adequate number of staff and computers for teaching and learning, to accommodate undergraduate and postgraduate students,
- h. Extensive links and cooperation with institutions /organizations within and outside the country involved in in training and research,
- i. Location of the University in a conducive environment that is easily accessible ,
- j. Government support for the core functions of the institution,
- k. Clear national policies for higher education in health related fields and technology etc.,
- l. Registered status of the institution by the Tanzania Commission for Universities (TCU).

4.2 Weaknesses

The major weaknesses facing the IMTU include the following:

- a. Decision making process,
- b. Low enrollment,
- c. High student unit cost,
- d. Lack of Policy on Intellectual Property Rights,
- e. Inadequate administrative facilities, office space, personnel and office equipment,
- f. Gender imbalance in student enrollment,
- g. Gender imbalance in female academic staff,
- h. Limited marketing and publicity of the University and its programmes,
- i. Remuneration and incentive packages for staff,
- j. Lack of external links and exchange programmes,
- k. Limited consultancy service delivery to neighborhood communities.

4.3 Opportunities

The Opportunities that exists for IMTU include:

- a. Conducive national political environment
- b. On-going national Health Sector Reforms
- c. High national demand for health specialists
- d. High demand for higher education
- e. Economic reforms and trade liberalization
- f. Willingness of Donors to support higher education, training and research
- g. Global partnership for achieving MDGs
- h. Extensive access to current reading materials through the Internet, Books for Africa, etc.,
- i. Emerging and re-emerging diseases creating conducive environment for research

4.4 Challenges

The threats or challenges to the Post Graduate Studies at IMTU include:

- a. Recruiting adequate qualified teachers
- b. Inadequate qualified applicants available in the country
- c. Limited funds to offer competitive salaries
- d. Government support
- e. Employee Productivity
- f. Incorrect and negative press in the community

CHAPTER FIVE

5. Strategic Objectives, Targets and Strategies

The IMTU has identified fourteen strategic objectives which will be addressed during the strategic plan 2019/20 – 2023/24. The strategic plan has been designed to assist stakeholders to identify achievable targets and strategies for implementation. Therefore, the Strategic Plan reflects closely the aspirations of the principal stakeholders of the IMTU.

This chapter focuses on highlights that have to be reflected in the planning matrix and amplified to show detailed activities and their provisional budgets

5.1 Strategic Objective 1: Improved organization and management of the University

Key Targets

1. Latest organizational structure of the University in place and approved by August 2019
2. Approved organization structure fully implemented by September 2019
3. Strengthen University participatory organs
4. Review and strengthen the membership in the Council
- ~~5. Establish a Department of Planning and Development by August 2019~~
6. Establish effective Information management system by June 2019

5.2 Strategic Objective 2: Student enrolment

Key Targets

1. Undergraduate enrolment from 0 to 400 by October 2019/20
2. Enrolment of foreign students at least 10% of local students by 2020/21,
3. Postgraduate programs increased 5 by 2019/2020,
4. Allied health sciences programs introduced by 2019/20.

Strategies

1. Re-establish undergraduate and non-degree student enrolment
2. Review and refine admission criteria for all programs by June 2019
3. Maintain the existing postgraduate programs and make preparations for introducing new ones
4. Market undergraduate and postgraduate programs widely
5. Enhance application of ICT for virtual learning

5.3 Strategic Objective 3: Improved Quality of teaching, learning and outputs

Key Targets

1. Increased number of IMTU graduates and postgraduates who get employed by national and international organizations
2. Improve teaching quality in all programs to minimize failure rates by 2020

Strategies

1. Strengthen office of the DVC (Academic, Research and Consultancy)
2. Improve availability and access of teaching and learning materials
3. Improve academic quality assurance and control
4. Improve quality of admitted students
5. Improve practical and professional skills learning
6. Improve student assessment of teachers and teaching programs

5.4 Strategic objective 4: Improved library services

Key targets

1. University library upgraded by 2019
2. Ensure that library services and resources continue to maximise responsiveness to student and staff needs
3. Assess and develop collections that align with the curriculum and research priorities of the University and that reflect students and faculty needs and wants.
4. Number of recent hard copies of relevant reading materials increased from 12000 volumes to 20,000 by 2019
5. Automation of information retrieval and literature search by staff and students enhanced by December 2019
6. Number of foreign and local current databases accessed through the library increased
7. Guide users in accessing relevant information efficiently
8. Provide access to library and information services
9. Expand resource sharing and collaborative collections initiatives with other libraries
10. Ensure the long-term availability of both print and electronic collections
11. Monitor, assess, and evaluate new and existing technologies to ensure user-centered library services and communications
12. Increased library space to accommodate 250 students by December 2020
13. Improve library security within and outside the premises (CCTV cameras)

Strategies

1. Introduce a comprehensive University Library Policy and Operational Procedures
2. Improve ICT services in library services
3. Expand library physical space to incorporate the technological and business components

5.5 Strategic objective 5: Enhanced Information and Communication Technology capacity

Key Targets

1. ICT Policy and Operational Procedures developed and operationalized
2. Comprehensive University ICT infrastructure fully established and operationalized
3. ICT Bandwidth expanded from 5 mbps to 15 mbps by December 2020.

Strategies

1. Improve coordination of ICT capacity
2. Enhance ICT capacity
3. Increased ICT application in core mission functions of the University

5.6 Strategic objective 6: Improved financial base and management

Key Targets

1. Financial regulations developed and approved
2. A transparent Financial Management policy establish
3. IMTU Operational Costs reduced,
4. Internally generated funds increased,
5. Rationalization of municipal services increased,
6. Financial planning, budgeting and management improved.

Strategies

1. Increased income generation capacity
2. Introduce cost-cutting measures
3. Strengthen office of DVC (PFA)
4. Improved financial management

5.7 Strategic Objective 7: Improved quality of research, publications and dissemination of research results

Key Targets

1. Research policy and forum at IMTU established
2. Generate funds through grant for research and publication activities
3. Number of publishable student research reports increased,
4. Quality of student research reports from college and institutes increased,
5. Number of research results utilized in policy formulation increased,
6. Number of dissemination seminars/workshop by PG students research results increased

Strategies

1. Increase supervision of quality research and publications
2. Strengthen University research and publications financial base
3. Strengthen administration of research at faculties and institute level
4. Enhance application of research output

5.8 Strategic Objective 8: Enhanced National, Regional and International Linkages

Key Target

International links implemented in 2019/2020

Strategies

1. Establish link officer and office space
2. Strengthen and expand relationship with local private sector and industry
3. Strengthen relations with alumni
4. Strengthen and expand relations with local and external development partners
5. Strengthen and expand relations with local and external faculties and universities
6. Strengthen and expand relationship with the government

5.9 Strategic Objective 9: Improved student services

Key Targets

1. All students accommodated on or near the campus by 2022
2. Students' Union supported in addressing students issues Students support services sustainability enhanced by reviewing them regularly,
3. At least two (one male, one female) representative of students participates in decision making structures at faculties, institutes and other University organs

Strategies

1. Enhance student affairs
2. Improve students accommodation facilities
3. Involve the private sector in provision of students services
4. Promote Student Union activities
5. Improve recreational facilities
6. Improve familiarization of fresh students on campus

5.10 Strategic Objective 10: Improved Gender equity and Mainstreaming

Key Targets

Strategies

1. Improve coordination of gender activities among staff and students
2. Study and address the root causes of gender imbalance among students
3. Mainstream gender in all University programmes
4. Review admission criteria to allow admission of more female students
5. Addressing gender imbalance among staff

5.11 Strategic objective 11: Enhanced awareness and responsiveness to HIV/AIDS pandemic

Key targets

1. Significant reduction of risks of HIV/AIDS among health workers in Tanzania realized,
2. National capacity to implement, monitor and evaluation intervention strategies at work places strengthened.

Strategies

1. Intensify national capacity to respond to the pandemic
2. Improve management and care of patients with HIV/AIDS
3. Intensify research on HIV/AIDS and related diseases

5.12 Strategic objective 12: Improved human capital management capacity

Key Targets

1. Scheme of service for academic, administrative and technical staff established
2. Staff training and development improved.

Strategies

1. Strengthen staff appointment, development and promotion
2. Develop policy and operational procedures on administration of human resources
3. Enhance staff remuneration, motivation and retention
4. Facilitate academic staff publication efforts
5. Improve University staffing structure
6. Improve staff professional skills

5.13 Strategic objective 13: Improve quality and volume of services to the University community

Key Targets

Strategies

1. Strengthen coordination, promotion and community services at all levels
2. Support on-going national reforms
3. Strengthen Continuing Education services

5.14 Strategic objective 14: Improved infrastructure and estate management

Key Targets

1. Estate Department established and functional, by December 2019
2. Land use Master Plan prepared and approved by University council by 2020,
3. Construct a multistory building to accommodate a 500 bed hospital and classrooms for expanded intake of students by 2023,
4. Environmental protection at IMTU improved.

Strategies

1. Establish functional Estate Department
2. Implement Land Use Master Plan
3. Expand physical facilities
4. Improvement of environment

5.15 Strategic objective 15: Increasing IMTU staff publications**Key Targets**

IMTU staff publications increased by January 2021

Strategies

Increasing and improving quality of academic publications by staff members

CHAPTER SIX

6. MONITORING AND EVALUATION SYSTEM

6.1 Introduction

In order to gauge the success of this development plan, there must be a way to measure and evaluate the inputs, processes, the outputs (results) as well as the impact resulting from implementation of the strategic plan. Monitoring is the *‘process of observing whether an activity or service is occurring as planned’*. It is a systematic and continuous, sometimes periodic collection and analysis of data as specified in the related indicator. Monitoring involves looking at inputs, processes and outputs (results) of the plan. The monitoring and evaluation system shall be put in place to ensure effective and efficient implementation of this strategic plan. The system should measure and evaluate the level of the strategic plan implementation, performance, achievements and impacts as well as identifying the challenges encountered. The strategic Plan is based on clear Mission, Vision and Strategic Objectives, Strategies and performance Indicators of the institution. Along the objectives are corresponding indicators designed to be specific, measurable, achievable, realistic and time-bound (SMART).

To this endeavor, IMTU shall organize its stakeholders (including Schools, Directorates, and Departments) to meet on quarterly basis to discuss the progress made in implementing its Rolling Plans so that they identify the successes and any deficiencies that will require remedial actions identified and implemented timely in order to maintain and move the planned processes in the right direction. Lower levels stakeholders have to come up with progress reports which have to feature the activities undertaken during the reporting period and the financial component utilized

In order to justify further use of different resources, the stakeholders need to show the management the positive achievements made towards the set objectives and whether these have relevantly been effective and efficient in achieving the institutional goals, vision and mission.

1. The quarterly reports need to reflect:
2. Achievements in terms of output, deviation in the planned activity and output. These should reflect both qualitative and quantitative achievements.
3. Constraints in the implementation of the strategic plan and any internal and external factors which affected implementation
4. Proposed remedial actions and the way forward for solving the problem faced indicating clearly the planned activity to be carried out in the next period
5. Evaluation should be an integral, ongoing, and systematic process of assessing the effectiveness of the strategic plan.

6.2 Organizational framework for monitoring and evaluation

The success of IMTU Strategic Plan shall depend on full commitment of the top University management and other stakeholders including staff and students.

The University shall establish a Department of Planning and Development under the office of the DVC (Planning, Finance and Administration). The unit shall be charged with the responsibility of ensuring that implementation of the plan is systematic and in accordance with the University's expectations. It shall have the overall responsibility of monitoring and evaluating the Rolling Strategic Plan as per stated processes. The Head of the Department of Planning and Development will appoint a Strategic Planning, Monitoring and Evaluation Team (PME Team) which will periodically provide administrative and technical support. The PME Team will work closely with planning coordinators at the faculties and institutes.

The terms of reference of the PME Team shall include to:

- (i) Ensure faculties and institutes prepare and review their rolling strategic plans to be in line with the University Rolling Strategic Plan;
- (ii) Prepare and issue monitoring and reporting formats and guidelines to all involved in the implementation of the Strategic Rolling Plan;
- (iii) Define monitoring and evaluation roles to be played by college and institute Planning Coordinators who shall collect information related to monitoring and evaluation from departments of the University;
- (iv) Disseminate information on the impact of implementation of the strategic plan as collected mainly from monitoring of external and internal environment;
- (v) Facilitate engagement of college and Institute Planning Coordinators in diversifying sources of funding for implementation of Strategic Plan and other mission functions of the University;
- (vi) Organize an annual University meeting involving major stakeholders to discuss the implementation of the plan and how the plan would be rolled ahead.

6.3 Monitoring schedule and reporting format

Reports from the University units shall include:

1. Six monthly and annual reports on the implementation and achievements of the strategic rolling plans,
2. Physical observation and responses to interviews and questionnaires included as part of the annual report.

3. Summary of the major recommendations for improving the rolling of the strategic plan, preparing annual operational plan for the subsequent year and implementation and monitoring process in the subsequent years.

Progress reports using a common reporting format prepared by the University to different faculties, institutes and departments will be presented and discussed at a University organized meeting to review progress of implementation of the Strategic Plan on **every quarter**. Reports from University units on implementation of the Rolling Strategic Plan and financial reports (*where necessary*) shall include the items given in the table below:

i) Progress report format:

Strategic Objective	Planned Activity/ Strategy	Achievement			Planned remedial Action
		Performed activities	Targets achieved	Reasons for deviation	

(ii) Financial Report format

Objectives	Planned Activity	Planned Budget	Actual Expenditure	Variance	Remarks

6.4 Evaluation

Both internal and external evaluations will be carried out at different intervals in each year during the five years period.

Internal evaluation will be done every six months by experts from within the University. Internal evaluations will be carried out before external evaluations and will give their views and opinion on the implementation of the strategic plan. This will form a basis on which external evaluation team will carry out their verification. External evaluation will be done after every two years. The University will prepare for external evaluation by identifying and constituting an External Evaluation Panel of experts from outside the University.

The evaluation of implementation of the IMTU Rolling Strategic Plan will aim at:

1. Justifying the use of resources,
2. Establishing reasons for success or failure of specific aspects of the Strategic Plan,
3. Assessing whether the strategic plan is achieving its objectives,
4. Exploring whether the effects of the strategic plan are contributing to a better fulfillment of the University's core mission functions,
5. Assessing the adequacy of resources being mobilized to implement the plan,
6. Determining whether available resources are being utilized efficiently to achieve the objectives of the plan,
7. Determine whether the process of strategic planning and implementation has serious problems.

The PME Team shall, before each exercise, prepare clear and comprehensive terms of references (ToR) to guide the evaluation teams. The ToRs for the evaluation teams shall include but not limited to the following:

1. Subject of the valuation,
2. Methodology for data collection, sampling procedures, measurable indicators to be used, basis for comparison, reporting format etc.
3. Analysis of the findings,
4. Interpretation of the achievements and failures,
5. Feed backs on the findings of the evaluation.

Selection of evaluation teams is the responsibility of the University management. The DVC (Planning, Finance and Administration) shall in each case, in collaboration with the Department of Planning and Development, identify and establish contacts with evaluation team candidates.

6.5 Ownership of monitoring and evaluation processes

Effective implementation of the strategic plan requires a change in the mind-set of staff, students and other stakeholders. This entails that the whole process should be carried out in a transparent and participatory manner. Stakeholders should be involved in all stages from the planning process, implementation, monitoring and evaluation. Open discussions at departmental, college, institutes and University levels will enhance success of implementation, monitoring and evaluation of the strategic plan.

6.6 Rolling of the Strategic Plan

In order to achieve maximum impact of implementation of the plan, close monitoring and evaluation is necessary to facilitate the recommendation of revision of objectives, targets and strategies where necessary. In this regard, it is recommended that the IMTU Strategic Plan should be subject for rolling every year. The University management will determine which month of the year is most appropriate for rolling the plan one year forward after critical deliberations on the implementation reports from the University units. The Department of Planning and Development shall each year call for and coordinate a meeting involving stakeholders to review the plan and agree on issues to be rolled.

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PLAN AND BUDGET ESTIMATE

CHAPTER SEVEN
ROLING STRATEGIC PLAN IMPLEMENTATION PLAN AND BUDGET ESTIMATES

Implementation Action Plan - 2019/2020 to 2023/2024										
Strategic Objective One: Improved Institutional Management and Transformation										
Targets	Strategies	Activities	Indicator(s)	BUDGET Tshs (X 1000)Timeframe in years						Respon
				Total	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	
7.1. Improved organization structure of IMTU by December 2019	Organizational structure functional as per University act	1.1. Review IMTU organizational structure by May 2019	IMTU Organogram in place							
		1.2. Approve new organizational structure by August 2019	Organizational structure approved							
7.2 Apply IMTU organizational structure by December 2019	7.2.1 IMTU Organizational structure placed as per University Charter	Propose and approve University organogram positions	[IMTU organogram positions filled and functional];							
		7.2.1.1 Appoint /confirm Council members	Council in place and functional							
	IMTU top management allocated as per University Charter	7.2.1.2 Appoint and confirm VC, DVCs	VC & DVCs in place and functional							
		2.3 Appoint /confirm Senate members by September 2019	University Senate in place and functional							
		2.4 Appoint and confirm Legal Counsel by Sept 2019	Legal Counsel in place in place and functional							
		2.5 Appoint PRO by September 2019	PRO in place							
		2.6 Furnish leadership offices	Offices furnished							
Offices of VC and DVCs fully functional as per University charter	<i>Strengthened offices of the VC and DVCs</i>	Establish effective organization structure for the office of VC, DVCs by November 2019	Office space allocated to the office of VC and DVCs							
		Appoint competent staff under the office of VC and DVCs by September 2019	Competent staff for VC and DVCs offices in place							
7.3 University participatory organs Strengthened by December 2019	7.3.1 Functional participatory organs as per University charter	7.3.1.1 Select University Academic Staff Appointment Committee by May 2019	University Academic Staff Appointment committee in place							
		7.3.1..2 Select University Non Academic Staff Appointment Committee by May 2019	University Non Academic Staff Appointment Committee in place							
		7.3.1..3 Appoint Deans, Directors and Heads of Departments	Deans, Directors and Heads of Department in place							

	Annual Almanac observed as per University charter	7.3.1.4 Establish faculties and Institutes' Boards by September 2019	, Faculties and Institutes' Boards in place							
		7.3.1.5 Furnish offices of the departments	Offices of Department in place							
		7.3.1.6 Hold regular meetings of Council, and other organs as per University Almanac	3 Proportion of Council Meetings held as per Almanac 4 Proportion of Senate meetings held as per Almanac 5 Proportion Number of examiners board meeting held							
7.4 Department of Planning and Development Established and enhanced by Dec 2019	7.4.1 Functional Planning and Development Department	7.4.1.1 Establish Department of Planning by September 2019	Planning Department in place/equipped							
		7.3.1.2 Appoint Planning Officer	Planning officer appointed							
		7.4.1.3 Appoint PFC members	PFC members in place							
		7.3.1.4 Establish Planning Office	Planning Office in place							
		7.3.1.5 Equip Planning office with necessary office tools	Planning office equipped							
7.5 Comprehensive Information management system for the University contracted and functional by Dec 2019	7.5.1 Secured Provider and conditions for a Functional Information management system	7.5.1.1 Establish computerized registry office space September 2019	Office established							
		Appoint Information Management Officer	Information Management Officer appointed							
		7.5.1.2 Develop policy and operational procedures	Policy and operational procedures approved and functional							
		7.5.1.3 Equip Central Registry	Central Registry and equipped							
		Train staff on system operation	Number of staff trained on HIS operation							
Strategic Objective 2: Expanded student enrolment										
TCU requirements for admission of 200 new undergraduate and 20 postgraduate students fulfilled by May 2019-2022	Fulfil TCU Quality criteria for students enrollment by July 2019	Fulfill requirements for 2 degree programmes (MBBS & BSc Nursing)	Requirements for 2 degree programmes MBBS & BSc Nursing fulfilled							
		Complete review of Competence-based curriculum for MBBS and BSc Nursing programmes	Competence-based curriculum for MBBS and BSc Nursing programmes in place							
		Construct and equip a new 500 bed teaching hospital by December 2023	A new 500 bed teaching hospital in place							
		Recruit qualified teaching staff for the MBBS and BSc Nursing programmes	Qualified teaching staff for the MBBS and BSc Nursing							

			programmes in place					
		Furnish teaching laboratories with functional equipment	All teaching labs well equipped					
		Avail teaching aids (Projectors, laptops, laser pointers) in all classrooms and laboratories	Proportion of classrooms equipped with teaching aids (Projectors, laptops, laser pointers)					
Institute of Allied Health Sciences and Technology under NACTE established by November 2019	Address the Pre-requisites for registration of the Institute of Health Sciences and Technology (AIHST)	Establish pre-requisites for A IHST	Requirements for AIHST achieved/fulfilled					
		Introduce NACTE programmes	NACTE programmes in place and ongoing					
		Recruit qualified teaching staff for the NACTE programmes	Qualified teaching staff for the NACTE programmes in place					
Registration of Engineering, Business and Technology (EBT) degree programmes December 2022	Address the Pre-requisites for registration of the EBT degree programmes	Establish pre-requisites for EBT	Requirements for Engineering, Business and Technology programmes achieved					
		Recruit qualified teaching staff for the EBT programmes	Qualified teaching staff EBT programmes					
Establishment of online and distant learning (ODL) programmes	Prepare the pre-requisites for ODL programmes	Establish pre-requisites for ODL programmes	ODL programmes in place					
By June 2020		Train staff for ODL	No of trained Staff for ODL in place					
Marketing of IMTU programmes by June 2019	Market version of IMTU programmes in website	Develop a market version of IMTU prospectus by June 2019	Market version University prospectus widely circulated					
		Carry out need assessment for new and marketable programmes by October 2019	• Needs assessment for new marketable programmes accomplished, New programmes identified, developed and operational					
		Post all academic programmes on the University website by July 2019	Programs easily accessible on the University Website					
		Review marketability of each programmes by May 2019	Programmes marketability established					
		Develop and circulate brochure to regions and district health facilities in the country by June 2019	Informative brochures available to stakeholders					

		Establish two regional admission centers in Mwanza and Mbeya by January 2020	Functional regional admission centre in place					
		Introduce one evening short course on marketable programmes by September 2020	One evening programmes (MPH for executives) in place and operational					
		Develop marketable programmes for recognition in the region (EAC, SADC) by 2010	Increased foreign candidates from the region					
<i>Enhanced application of ICT for virtual learning by March 2020</i>	ICT fulfills University requirement and functional	Develop policy for guiding staff and students on use of ICT for improved teaching, educational and research purpose	ICT policy in place and functional					
		Conduct needs assessment of ICT for virtual learning by December 2019	Needs assessment report in place					
		Develop capacity for staff to deliver courses through virtual learning platforms by August 2020	Nº of virtual learning materials enhanced					
		Train staff on content development for online learning courses by June 2020	Curriculum reflecting Competence developed for online teaching					
		Develop programmes that can be studied through virtual learning by September 2020	Nº of Online programmes running					
		Commence transmission of virtual learning by September 2020	Nº of Virtual learning programmes running					
		Physical access to ICT Facilities is managed through the University's security arrangements.						
Strategic Objective 3: Improved quality of teaching, learning and outputs								
Strengthen office of Academic, Research and Consultancy (DVC/ARC) by 2020	IMTU Academic, Research and Consultancy activities Well organized	Establish necessary structures for effective operations of the office of DVC (ARC)	Office space for DVC (ARC) in place and fully operational					
		Appoint officers under the office of DVC (ARC)	Appointed officers in place and fully functional					
		Allocate adequate funds for the office of DVC (ARC)	Funds allocated realized as planned					
<i>Improve availability and access of teaching and learning materials</i>		Strengthen practical and clinical exposure by all faculties and institutes	Nº of Laboratories fully equipped and functional					
		Identify and stock the library with relevant reading materials by September 2019	Nº of adequate reference and general reading materials in the library					
		Identify and subscribe to online journals beginning December 2019	Nº of accessible online journals increased					
		Facilitate enhanced application of ICT by	ICT skills increased and					

		September 2019	improved performance					
		Organize training programmes for innovative teaching methodologies for staff	Proportion of programmes well organized /improved Effective teaching capacity enhanced					
		Develop a comprehensive University Master Time Table by September 2019	Organized teaching and space utilization enhanced					
		Rehabilitate and retool lecture halls/seminar rooms by August 2019	Proportion of Upgraded lecture/seminar rooms and teaching aids					
<i>Improved teaching quality assurance and control</i>	University Quality Assurance System organized and functional	Maintain University Quality Assurance System (UQAS) for the 2019/20-2023/24 period	N ^o of Quality Assurance Activities (QAA) carried out University QAA reports N ^o of QAA reports					
		Carry out tracer study of past graduates by December 2020	Tracer studies report in place Number of graduates evaluated Number of stakeholders given the report					
		Conduct student evaluation of teachers using IMTU tool	Teacher student evaluation report Best teacher of the year identified and awarded					
		Conduct student course evaluation using IMTU tool	Student course evaluation report					
		Introduce teaching methodology training annually from January 2020	N ^o of training sessions held per year Proportion of teachers trained					
		Establish a Centre for Professional Development and Continuing Education by June 2020	N ^o of Continuing Education sessions held annually Improved professional knowledge and skills					
<i>Improve quality of admitted students</i>		Review and circulate widely guidelines for selection of candidates May 2019	Increased student enrolment					
		Establish Academic Register Information System (ARIS) by July 2019	Improved student records storage and retrieval					
Strategic Objective 4: Improved library services								
University library well organized and functional	Introduce a comprehensive University Library Policy and Operational	Develop and approve University Library Policy and Operational Procedures by June 2019	Approved University Library Policy in place					
			N ^o of operational procedures in place					

	procedures		and displayed				
			N° of trained staff to assist library users				
		Develop Archival and Retrieval Policy by June 2019,	Archival and Retrieval Policy in place and fully operational				
		Establish an Archival and Retrieval centre in the library (Scanner, video camera for documentation, photocopier, computer and printer, etc)	Archival and Retrieval Centre fully established and functional				
<i>Enhanced application of ICT services achieved</i>	Expansion of IMTU ICT services	Digitize entire library collection by December 2020	Functional e-library				
		Increase access to external on-line databases	No of books and journals subscribed				
		Introduce training of staff and students in information retrieval using modern ICT technologies	ICT skills for library use enhanced				
			Proportion of staff and students trained in use of ICT for enhanced teaching and learning				
		Introduce a fully-fledged electronic library by June 2020	Fully digitized library services				
		Train library staff on record keeping, retrieval and storage by December 2020	Proportion of Library staff having skills of ICT enhanced N° of Training sessions held				
<i>Expand library physical space</i>	Library space expanded to meet the expanded intake and diversity of programmes	Expand the library building to accommodate more readers both medical and technological streams by December 2020	Expanded library in place and fully functional				
		Establish a 24 hr library reading wing by December 2020	24 hour library services in places				
Strategic Objective 5: Enhanced Information and Communication Technology							
IT established and functional as per University charter	Improve coordination of ICT capacity	Establish a Directorate of ICT by December 2019	Directorate of ICT in place and fully functional				
		Appoint Director of ICT by December 2019	ICT activities well-coordinated				
		Develop ICT Policy and Operational Procedures by March 2020	ICT Policy in place and operational				
		Approve University ICT Policy and Operational Procedures by July 2019	Policy and Operational Procedures approved by University organs				
		Implement ICT Policy fully by December 2019	ICT Policy and Operational Procedures fully operationalized				
IT improved to meet	Improve ICT capacity to	Provide all departments with computer rooms for	ICT capacity and application				

the growing capacity need	meet IMTU expanded programmes	use by staff by December 2020	enhanced						
		Install Internet connectivity to all academic and administrative buildings by December 2019	Increased access to Internet connectivity						
		Introduce courses on e-learning platforms by January 2020	Comprehensive online courses developed						
		Train staff to develop content materials for e-learning by July 2020	Staff skills on online teaching enhanced						
		Train students on use of e-learning platforms by academic years 2020/23	e-learning in place, Increased access to e-learning through enhanced student access to online materials						
Strategic Objective 6: Improved financial base and management									
IMTU income generation sources diversified by December 2020	Increase income generation capacity by establishing consultancy services, links and collaborations	Study and identify external funding sources by June 2019	Report on internal funding sourced approved						
		Establish a University Centre for Professional Development, entrepreneurship, innovation and training by July 2020	Functional Income Generation Unit in place Number of professional development workshops held annually Number of entrepreneurship activities in place Number of innovation activities supported annually						
		Appoint Director of the Centre for Professional Development	Coordinated income generation initiatives						
		Review University fees structure to be more realistic by September 2019	Improved University funding						
		Introduce University policy of internal-unit charges of services by October 2019	Policy developed and implemented						
		Establish IMTU SACCOS a Trust Fund by November 2020	IMTU SACCOS in place and operational						
		Conduct workshops for small, medium and enterprises annually	Number of entrepreneurship workshops conducted annually						
		Organize Investment Forum by March 2020	Number of investors increases						
		Cost-cutting measures identified and implemented	Audit all income and expenditure activities annually Discuss audited annual financial reports	Enhance in all University departments the culture of planning, monitoring and evaluation of all activities	Annual planning, monitoring and evaluation activities evidenced by departments				
Study and identify areas for instituting cost-cutting measures by 2020	Number of cost-cutting measures undertaken by University								
Study and identify areas of public services for	Report(s) on areas for rationalization								

[illegible]

		Publications by September 2019	Publications in place and functional								
		Allocate Consultancy office and equipment	Consultancy office in place and functional								
		Introduce allocation of funds for University research grants	Number of investigators supported by IMTU research fund								
		Introduce a compulsory Research Methodology workshop for all staff by January 2020	Number of on-going and finished research projects increased								
			Enhanced research skills and activities								
		Develop relevant annual research agenda at faculties and institutes beginning 2020	Research relevance to national priorities enhanced								
		Organize annual University seminar/workshops for dissemination of research results	Increased research output application for national development								
		Compile research abstracts for easy access and retrieval every two years	Enhanced research dissemination								
		Facilitate repackaging student research results into local content for teaching annually from 2020	Increased application of local content materials for teaching and research								
		Establish strategies for mobilization of research funds from January 2020	Number of funded IMTU research projects								
		Encourage staff members to watch out for invitations of research proposals from Tanzania Government and various donors (WHO, COSTECH, UNICEF, IDRC, Bill Gates Foundation, USAID, UNFPA, OXFARM, SIDA/SAREC, NUFU, etc.)	Number of Publications Donors collaborating with IMTU in research activities Number of government agencies supporting research activities in IMTU								
		Increase IMTU financial resources by developing research proposals for research p supported by the private sector by November 2020. (For example, the mining companies, natural gas, chemical and pharmaceutical companies, etc)	Increased IMTU research financial resources supported by private sector								
		Identify potential companies that are likely to support research	Number of research projects supported by the private sector								
		Encourage and support staff members to develop proposals using IMTU research fund	Number of private companies collaborating with IMTU								
		Market University research activities during annual Science and Technology Exhibitions starting in September 2019	Enhanced research output dissemination and application of research results in policy formulation and services								
		Introduce annual training of staff and students to	Increased volume of research activities								

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	Establishing and strengthening relations with development partners	Consolidate relationship with existing local and external development partners by organizing a meeting with them by September 2020	Sustained and harmonized collaborations with development partners								
		Study new opportunities for staff collaborative exchange programmes by July 2020	Improved diversified funding, teaching and research capacity								
	Strengthen and expand relations with local and external faculties and universities	Consolidate existing links with local and external faculties and universities	Coordinated efforts to support government development initiatives								
		Strengthen capacity of faculties and institutes to establish at least one productive collaborative link with reputable local and external college and universities	Improved image of the University and support from external institutions								
		Explore opportunities for awarding joint degrees and get approved by December 2020	Increased University reputation								
	Renew Memorandum of Understanding (MoU) with government institution	Strengthen existing relationship with the government on training	Improved collaboration and support from the government								
		Evaluate and renew existing MoUs with government health facilities used in students' practical training	Renewed MoUs with institution responsible in training IMTU students in place and functional								
	Develop new MoUs with other institutions including private sector	Explore possibilities for collaborative research with NIMR, COSTECH, TFNC, MUHAS, UDOM, etc. by July 2020	Number of collaborating institutions participating in IMTU research activities in place								
Strategic Objective 9: Improved student services											
Students management achieved as per University charter	Strengthening the office of Dean of Students in dealing with student affairs	Establish a Directorate of Student Services by July 2020	Directorate of Student Services in place and fully operational								
		Appoint Director of Students Services (Dean) by August 2019	Substantive Director in place and fully functioning								
		Recruit staff (Secretary, Messenger, cleaner) to support office of Dean of Students	Number of staff in place								
		Revise IMTUSO Constitution and submit document for approval by Council	Revised IMTUSO constitution in place								
		Edit Student By-Laws by December February 2019	Student By-Laws edited and printed								
		Appoint students' welfare Committee members	Student' Welfare Committee in place and functional (hold regular meetings)								
		Improve existing sports facilities and establish new ones (Swimming pool, table tennis, basketball, netball, etc)	Number of sports programs in place increased and functional Sports Coach in place								
	Improving sports facilities and students' participation	Purchase sports equipment/gear	Basic sports equipment in plan								
		Appoint sports coach	Sports coach in place and functional								

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Summary budget estimates

No	Strategic Objectives	Budget estimates (Tshs 10 ⁶)					
		2019/20	2020/21	2021/22	2022/23	2023/24	Total
1	Improved organization and management of the University	129.0					
2	Expanded student enrolment	120.2					
3	Improved quality of teaching, learning and outputs	433.2					
4	Improved library services capacity	178.8					
5	Enhanced Information and Communication Technology capacity	71.5					
6	Improved financial base and management	104.2					
7	Improved quality of research, publications and dissemination of research results	33.3					
8	Enhanced national, regional and international linkages	46.5					
9	Improved student services	54.2					
10	Improved gender equity and mainstreaming	40.0					
11	Enhanced awareness and responsiveness to HIV/AIDS pandemic	51.5					
12	Improved human capital management capacity	32.3					
13	Improved quality and volume of services to the community	12.0					
14	Improved infrastructure and estate management	213.0					
	Grand total	1,519.7					

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