



**Nugaal University Strategic Plan
(2026-2030)**

PREFACE AND ACKNOWLEDGEMENT

Over the next five years, the Strategic Plan (2026-2030) of Nugaal University will prepare the institution for its future operations. The plan reviews potential opportunities and potential obstacles within the higher education landscape for the Somali region of Sool and the surrounding areas. The Strategic Plan aims to serve Nugaal University in developing a holistic and integrative strategic plan with the goal of improving quality of education, establishing an advanced system of research and innovation, a community and social engagement system, an enhanced governance system, an e-governance system, and a comprehensive sustainability system for the university.

During the development of the Strategic Plan, we consulted with the stakeholders, university board members, management and administration, faculty members, the staff, the students, the alumni, and the community partners. Moreover, we considered Nugaal University in relation to the national & International policies and Frameworks to articulate the efforts of Nugaal University in assisting Somalia in dealing with the aftermath of conflict and reconstruction, and the initiation of socio-economic development.

The University expresses its sincere appreciation to all stakeholders who contributed their insights and support to the development of this Strategic Plan. For the Plan to succeed, the implementation will require a partnership of shared responsibility, along with continuous evaluation and monitoring. This will also help us build a university for the local and international communities, a university that is a resource and service for the people and the country.

Signed:

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CHAPTER ONE

BACKGROUND TO THE STRATEGIC PLAN DEVELOPMENT

1.1 Overview

This chapter describes the creation process of the Nugaal University Strategic Plan 2026-2030. It situates the University both within its own institutional setting and within the higher education landscape of Somalia, while also considering the policies from the region to the outside world. Rather than describing each of these integrations, the chapter combines them with the university's unique circumstances. It also describes the primary assumptions and other critical elements of the planning framework and outlines the process of the development of the Strategic Plan. Lastly, it describes the other sections of the document and how to approach them.

The strategic plan is intended to be a practical document, a framework within which the university will operate for the next five years. It will guide the university's daily operations, its resource allocation and its activity management to be aligned with the objectives of the plan. It therefore tries to balance Nugaal university's strategic needs with the national and international obligations and expectations, as well as the practical conditions and needs of the university.

1.2 Institutional Background

Nugaal university (NU) is the first and only public institutions to open in the city of Las Anod in Sool Region. The university began to operate in 2004. Migration of students to other countries to pursue their higher education was a challenge faced by almost all higher education institutions in the country. The university had to contribute to the socio-economic rehabilitation of the country by rebuilding the educational and professional capacity of its people. The university has over the 20 years of its establishment aligned itself to the changing vision and mission of the socio-economic rehabilitation of the country and the close needs of the communities it serves.

Today the university has seven academic faculties, these include the Faculty of Education, Faculty of Public Administration and Social Sciences, Faculty of Health Sciences, Faculty of Business Administration, and the Faculty of Computer Science and Information Technology, the Faculty of Sharia and Law and the Faculty of Economics and Islamic Banking. Apart from the training of its students, Nugaal university has also actively participated in community building by training graduates who are involved at all levels of service and administration of the public and private sectors, the civil and civic, and the community grassroots level. A significant number of its graduates also serve in the various socio-economic development projects of their communities. This further proves the dedication of the university to the community it is situated in.

The university carries out specific regional and global policy activities alongside the most urgent national priorities, which include the articulation and building of competencies and capacities, systems of research and innovation, leadership and management, and the overall socio-economic situation of the country. Nugaal university's governance policies, Constitution, Risk Management Policy, Finance and

Accounting Policy, Human Resource Management Policy, Quality Assurance Policy, Examination Policy, and Research Policy, all have operational policy and framework documents that guide the governance and management of the university. These operational documents and policies articulate the objectives of the university and define the goals of each department, staff and their responsibilities so they can clearly achieve the objectives of the university as set out in the university's strategic plan.

1.3 The Context of Strategic Planning

In the process of developing Nugaal University's Strategic Plan, Somalia's higher education landscape and the trends emerging there as Somalia continues to recover from conflict were carefully considered. Somalia's education system, especially higher education is critical to the country's development, social cohesion, and governance. It is also the role of universities beyond providing education to prepare students for the labor market, provide services to the community, drive research, and integrate and unite the people.

Nugaal University's Strategic Plan provides a comprehensive analysis of the university's priorities alignment with Somalia's national priorities as well as with global and regional education and development frameworks. The frameworks are instrumental in shaping and guiding policy development and the sustained management of educational institutions. The university's operations are shaped by these as well as other considerations.

1.3.1 Key Initiatives of the National Transformation Plan (NTP) for Nugaal

As Somalia's National Transformation Plan (NTP) for 2025-2029 focuses on human capital development, youth employment, digital economy, and institutional strengthening, all are highly relevant to the higher education sector especially to Nugaal university.

Due to the strategic integration of NTP and Nugaal university strategic plan, Nugaal University is compelled to implement the NTP initiatives. With the NTP, Nugaal university is additionally constrained on teaching and learning processes improvement, expand and redesign of the schooling component of the curriculum, and enhance graduate employability. Additionally, the NTP is putting Nugaal university in the position of creating employment for graduates to fill the local civil service.

These national priorities all directly shape the focus of NU's strategic plan, especially teaching, research, and community service.

1.3.2 United Nations 2030 Agenda for Sustainable Development

The NU strategic plan is coherent with the United Nations 2030 Agenda for Sustainable Development. It contributes to achieving some of the Sustainable Development Goals (SDGs).

The plan supports SDG 4 by providing more accessible higher education and better learning outcomes. From health programs and community outreach, it also supports SDG 3. Skills development and small business support and job creation activities address SDG 8. Civic education and institutional building as governance improvements address SDG 16.

With these goals integrated in its strategic plan, the university places itself as a partner in the development of the region and the world.

1.3.3 African Union Agenda 2063

An integral part of the African Union Agenda 2063 is the promotion of a prosperous Africa that is scientifically and technologically advanced and developed through its citizens and the youth. NU supports the agenda 2063 by concentrating on:

1. Producing a graduate workforce that is skilled and competent.
2. Improving STEM and ICT education.
3. Encouraging ethics, leadership and good governance.
4. Strengthening regional and continental integration through collaborative partnerships.

1.3.4 East Africa Community Vision 2050

The EAC Vision 2050 emphasizes human capital development, knowledge-based economies, and regional competitiveness. NU's strategic plan supports this vision through:

1. Collaborative harmonization of qualifications and quality assurance systems.
2. Partnerships with regional entities and organizations.
3. Expected preparation of graduates for labor markets and mobility at the regional level.

1.3.5 National Frameworks (Somalia)

The objectives of NU strategic plan 2026-2030 are also aligned and respond to the objectives of Somalia National Development and Education Sector, particularly the National Transformation Plan (NTP) 2025-2029, which is a medium-term developmental governance, sustainable economic transformation, social and human development, climate change adaptation and resilience framework.

Also, the plan is aligned more specifically to the National Education Sector Strategic Plan (ESSP) 2022-2026, because the ESSP delegates national priorities for improvement of access to education, to equity, and to the relevance and to the quality of education, including the enhancement of higher education governance and the strengthening of the national quality assurance system. However, the ESSP states the need for the National for Regulation and Standards in higher education, and that the National

Commission for Higher Education (NCHE), which was established in 2019, was meant to enhance and sustain Quality Assurance and Regulation of the higher education sub-sector.

For Nugaal university, alignment to policy planning regulatory frameworks implies focusing on improvement of quality, employability and skills development, education, research and innovation, inclusiveness of the digital transformation, vulnerable groups, and strengthened governance and accountability of the institution.

1.3.6 Sector Policies and Laws

Some of the relevant sector policies and legal frameworks guiding this strategic plan include:

(a) Higher Education Law (2024)

In 2024, the Higher Education Law (Sharciga Tacliinta Sare) underwent formal national ratification processes, which included parliamentary procedures and official dates, as outlined in the law's documentation. A framework of a legal nature will provide a basis for improving national governance of higher education, enhancing the accountability of educational institutions, and facilitating national monitoring of standards and compliance.

(b) Higher Education Quality Assurance and Qualifications Framework (under development, ESSP 2022-2026 period)

Emphasis is placed by the European Standards and Guidelines for Quality Assurance in the ESSP on the need to establish and implement quality assurance procedures across the entire higher education system. This includes the development of a national qualification framework for higher education and national standards for university study programs.

In accordance with its strategic plan, NU will adapt its systems for quality assurance, standards for courses and assessment procedures to the national criteria, which are currently being developed.

(c) Somalia Data Protection Act (Law No. [005] of 2023)

The Data Protection Act, Law No. [005] of 2023, provides a national legal basis for lawful, fair and secure processing of personal data and establishes governance principles that apply to universities in student administration, HR records, research ethics, and digital learning systems.

(d) Labor and Employment Regulations

NU's employees and human resource activities are guided by the employment and labor regulations of Somalia that are relevant to the formation of contracts and include the regulation of staff welfare, workplace behavior, the handling of disputes, and the compliance obligations of institutions. These are enacted as per NU's internal HR policy and procedures. NU engages in the necessary alignment of its

systems, policies, and practices to these legal and regulatory instruments and, as necessary, makes changes to its institutional policies to address changes in the higher education sector.

1.4 Planning Assumptions

The following statements are used in the implementation and formulation of the strategic plan as the basis in constructing the plan.

1. There will be ongoing government support for education sector reforms and quality assurance.
2. The implementation environment will remain sufficiently stable to enable uninterrupted academic operations.
3. Demand for higher education will continue to increase due to Somalia's youthful population.
4. Development partners will maintain interest in infrastructure and capacity development.
5. University governance, management, and staff will support the required reforms.
6. Technology will be increasingly integrated into higher education delivery.

These assumptions will be evaluated on a regular basis and revised as necessary

1.5 Methodology for Developing the Strategic Plan

The strategic plan has been built using a participatory, evidence-based approach making use of the following resources:

1. Review of relevant institutional documents
2. Analysis of policies at the national, regional, and international levels.
3. Engagement with primary stakeholders.
4. Situational analysis. (SWOT, stakeholder analysis)
5. Validation of the Strategic Priorities and KRAs.

This approach demonstrated ownership and realism and ensured alignment with NU's mandate and capacity.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Overview

This chapter focuses on the internal and external factors of Nugaal university. The aim of this situation analysis is to formulate a grounded analysis to position the university and utilize the current activities and potential for optimum decision-making during the strategic period of 2026-2030.

This chapter also focuses on reviewing the implementation of the 2021-2025 strategic plan, evaluating the university's external environment, assessing the internal capacity of the university, and providing synthesis through SWOT and stakeholder analysis. The university internal documents, policies and procedures, performance reviews, and feedback from external stakeholders are the basis for this analysis.

2.2 Evaluation of the Implementation of the 2021-2025 Strategic Plan

Previously, the university implemented its strategic plans during a time when Somalia was going through post-conflict recovery and the institutional stabilization period where the demand for higher education was increasing, and regulations were being formulated, and there was also no government funding for higher education.

The strategic plan 2021-2025, major achievements are:

- Sustained growth of multidisciplinary academic programs to serve Sool Region and neighboring communities.
- Increased numbers of students enrolled and graduated shows the growth of community confidence in the university.
- The first development of the pillars of institutional framing (governance, HR, and finance).
- The first pillars of strengthened outreach and community engagement activities.
- Drafts and outlines of activities for community engagement, outreach, and impact.

Main challenges:

- The growth of services including facilities, laboratories, library, and ICT, was constrained by the limited availability of financial resources.
- Internal quality assurance systems were in an incomplete state and lacked holistic operationalization.
- There was very limited research output and external research funding.
- The automation of academic and administrative processes was limited.
- There was a complete lack of healthy and well-functioned systems to monitor and evaluate the achievement of strategic objectives.

Lessons learned:

- The need for better enforcement of disciplined implementation accompanied by clearly defined Key Performance Indicators and some accountability frameworks.

- Some strategic objectives are only achievable with sufficient, purposeful, and well-planned resource mobilization.
- Having institutional policies that are documented and not merely speak to a policy level, strengthens both compliance and donor confidence.
- The importance of building systems, research, and digitization to the frontline of the institution's evolution processes, and the need to integrate quality assurance within frameworks to support systems.

These lessons are shaping the 2026-2030 strategic plan, which will focus even more on quality assurance, digital transformation, financial sustainability, research development, and performance monitoring.

2.3 Environmental Scanning

Environmental scanning considers both internal and external factors that impact NU's performance and strategic options. Here, we will look at the political, economic, social, technological, environmental, and legal factors, and the internal institutional capacity within the key functional areas.

2.3.1 External Environment Review

Political and Governance Environment

The most concerning issues for Somalia are the processes of state-building, reforming governance, establishing a national education regulatory body, and the framework for higher education. Government education commitments can be noted in the NTP 2025-2029 and the ESSP 2022-2026. However, there are still issues of political instability and the absence of a framework for regional security.

Implication for NU:

Somalia is state building with the completion of regulatory frameworks, the proactive engagement of authorities, and the strengthening of institutional resilience and continuity.

Economic Environment:

The economy is weak with high unemployment, and almost all households have very little disposable income. No income is available to the universities, apart from the tuition fees which are the only revenue stream and donor funding which is very limited to support the development initiatives.

Implication for NU:

Strategic priorities are the need for financial sustainability, diversification of income, sponsorship, and cost containment.

Social and Demographic Environment

The population of Somalia is mainly young with a high potential for the attainment of education. Communities are increasingly expecting universities to fulfil the social demand for employability, social cohesion, and peacebuilding and there are still barriers of access, whether through gender, and other forms of vulnerability.

Implication for NU:

While embracing the challenges of inclusive access, student support, and community involvement, there are potential opportunities for growth with enrolments.

Technological Environment

The enhancement of mobile connectivity and digital tools has potential for blended learning and e-administration, although the gaps in infrastructure and digital skills remain.

Implication for NU:

There is a greater ICT, LMS, and SIS, including a digital skill need, to address the gaps.

Environmental Context

The negative effects of climate change and environmental degradation impact pastoral livelihoods and public health in the area surrounding NU.

Implication for NU:

The integration of programs and outreach activities in all branches of environmental studies, health and education, and resilience research is essential.

Legal and Regulatory Environment

Compliance obligations with the Higher Education Law, QA frameworks, labor regulations, and the Data Protection Act (2023) are some of the challenges that universities face.

Implication for NU:

There are demands for stronger internal controls, QA frameworks, and compliance in the Human Resources and data management regulations.

2.3.2 Internal Environment Review**Governance and Leadership**

At the level of documentations, governance structures, and frameworks, NU has a constitution and formal governance structures, Governance and Risk Management Framework. The university has effective internal controls and financial systems that are in accordance with donor requirements.

Academic Programs and Quality Assurance

There are commitments to guidelines governing QA and examinations. More developed internal auditing, curriculum reviewing, and accreditation preparing systems. Since NU is multi-disciplinary, these systems must be strengthened.

Human Resources

HR policies have framed the recruitment, appraisal, and management of staff. There is a need to build senior academics; and the performance management and staff development systems must be strengthened.

Financial Management

The finance and procurement systems are operational and documented. Donor assessments have shown compliance as a strength. Still, it would be pertinent to diversify the revenue streams as the institution is highly reliant on tuition.

Research and Innovation

Operational guidelines for research exist, but the research culture, output, funding, and incentives need to be strategically developed.

Infrastructure and Learning Resources

The phased expansion and upgrading of classroom, laboratory, library, and student welfare facilities is needed. This is to support the growing enrollment and increase program offerings at NU.

ICT and Information Systems

Basic ICT infrastructures exist. However, integration of SIS and LMS as well as administrative function automation is still lacking.

Student Support and Community Engagement

The established community trust for NU is positive. However, the systems for formalized career services and counseling, alumni management, and tracer studies, are underdeveloped.

2.4 SWOT Analysis

The SWOT analysis incorporates unique internal and external elements that influence the strategic positioning of NU.

Strengths

- Trust and recognition in Sool Region.
- The organization has fully met a community triangle.
- Systematic frameworks of governance, risk management, financial control and compliance to donor standards.
- Established foundational HR, QA, research, and examination frameworks.
- Experience in supervising donor funded projects.

Weaknesses (capacity development needs)

- Need for an expansion of the organization's infrastructure: laboratories and library resources.
- QA and accreditation of the organization are in their elementary stages.
- Research is underfunded and insufficient.
- ICT systems are developed and integrated but are in some parts.
- Senior ranks and specialized fields have few faculty.
- High reliance on student tuition.

Opportunities

- An increasing number of youth and demand for tertiary level education.
- The NTP and ESSP demonstrate the prioritization of education and skills at the national level.
- Discernible investors with a willingness to support systems, management, and compliance frameworks.
- Potential partnerships with NGOs, private sector, and health.
- More digital and blended learning modalities.
- Engaging the alumni and diaspora network for collaboration.

Threats

- Political and security sovereignty issues.
- Economic shocks affecting affordability.
- Competing private university providers.
- Staff turnover and brain drain.
- Changes in the regulatory environment leading to potential compliance risks.

Strategic implication:

Strategic implications for NU are to leverage its governance and community trust to rapidly enhance its academic quality, research, digital transformation, infrastructure, and income streams.

2.5 Stakeholder Analysis

Multiple stakeholders influence and shape the strategic direction of the institution, and NU works with all of them. Effective stakeholder engagement will be central to successful implementation of the Strategic Plan.

Stakeholder	Interests / Expectations	Strategic Response
Students & Parents	Access to quality education, opportunities for employment, fairness in assessment, security on campus	Enhance and strengthen the teaching, quality assurance, internship opportunities, and student support services
Academic & Admin Staff	Equitable and fair HR processes, staff development, allocation of resources.	HR reforms, continuous professional development, and performance management.
Governing Board & Management	Accountability, results, and long-term sustainability of the institution	Achievement of KPIs, robust reporting, and strengthening of governance

Stakeholder	Interests / Expectations	Strategic Response
Government & Regulators	Compliance with institutional standards and accreditation status	Quality assurance of the systems, reporting and active engagement
Community & Local Leaders	Relevant programs, services, peacebuilding	Outreach, service learning, applied research
Employers / Private Sector	Job-ready graduates	Curriculum review, internships, partnerships
Donors & Partners	Transparency, impact	Financial controls, reporting, project management
Alumni & Diaspora	Institutional growth, recognition	Alumni engagement, fundraising, mentoring

CHAPTER THREE

STRATEGIC DIRECTION

3.1 Overview

This chapter describes the strategic goals set for Nugaal university and outlines its objectives for the next five years (2026-2030). The goals set during its range and outline the university's mandate, vision, and mission statements, strategic goals, core values, value proposition, quality policy, and key result areas (KRAs) to guide the university in allocating its resources during the plan period.

The strategic goals set for the university to its aspirations to the national development priorities, the regional and international development strategic frameworks, the higher education value proposition and the evolving education ecosystem in Somalia, and the situation analysis of Somalia.

3.2 Mandate and Core Functions

The university derives its mandate from its Operating Constitution and the national education policy frameworks which state that higher education institutions develop the requisite knowledge and skills for the human capital needed for nation building.

The core functions of NU are:

1. Delivering quality teaching and developing learning through academic programs that are relevant and meet the standards, both nationally and internationally.
2. Promote research and innovation and the creation of useful new knowledge and resources to address challenges in society.
3. Provide community service and outreach and undertake activities for the amelioration of socio-economic development, and the attainment of peace and social cohesion.
4. Develop graduates who demonstrate ethical leadership, professional competence, and civic engagement.
5. Enhance governance and management of the institutions to ensure accountability, transparency and sustainability.

NU participates in human capital development and aims to achieve goals in development on a national and global scale.

3.3 Vision

To be a leading community-centered university advancing knowledge, peace, and socio-economic transformation.

3.4 Mission

To deliver quality higher education, promote research and innovation, and serve communities through inclusive, ethical, and sustainable institutional practices.

3.5 Core Values

Nugaal university is guided by core social values that impact the operations of the institution and its community.

- **Excellence:** Striving for greatness in the areas of teaching, research, and service.
- **Integrity:** Honesty and fairness in all activities.
- **Accountability:** Responsible and result-oriented use of resources.
- **Inclusiveness:** Fair and respectful access to all, and recognition of differing opinions.
- **Innovation:** Willingness to embrace new and better ideas.

Service: Commitment to the development of the community and the country.

3.6 Strategic Aims

Between 2026 and 2030, Nugaal University will pursue the following strategic aims:

1. Advance the University's overall contribution to human capital development and social progress.
2. Strengthen the University's role as a trusted institution serving community and national priorities.
3. Build an institution that is resilient, sustainable, and capable of adapting to change.
4. Foster an inclusive academic community that supports learning, inquiry, and personal development.
5. Uphold ethical leadership, accountability, and public trust in all aspects of the University's work.
6. Expand access to education and institutional effectiveness through appropriate use of digital opportunities.

Key Result Areas (KRAs)

Each of the six KRAs has been designed to operationalize the major strategic objectives of Nugaal University. Each of the KRAs clearly describes the defined outcome area; with the boundary lines being clearly defined to prevent duplication of effort, or duplication of responsibility.

KRA 1: Academic Excellence and Quality Assurance

Strategic Objective

To provide students with high-quality, relevant academic programs that enable them to graduate as competent and employable individuals.

- Quality of teaching and learning
- Relevance of curriculum and academic standards
- Academic assessment standards and moderation frameworks
- Robustness of internal academic quality assurance

KRA 2: Research, Innovation and Partnerships

Strategic Objective

To build a long-term research and innovation system at the University

- Governance and ethical issues related to research
- Research output and its dissemination
- Research funding mechanisms and partnership landscape
- Research undertaken in collaboration with communities

KRA 3: Financial Sustainability and Resource Development

Strategic Objective

To diversify income sources and ensure efficient and accountable financial management.

- Diversification of revenue streams
- Planning and sustainability for finances
- Engagement of donors and partners
- Efficiency in costs

KRA 4: The Campus Experience and Physical Infrastructure

Strategic Objective

To improve the physical environment in which students learn and their overall well-being.

- Classrooms, laboratories and libraries
- Student support and welfare services
- Safety and accessibility of the campus
- Master planning for the campus

KRA 5: Governance, Leadership and Institutional Control

Strategic Objective

To strengthen institutional governance and accountability.

- Effectiveness of the governing board and senate
- Development of policies and compliance with them
- Management of risks and internal controls
- Frameworks for performance management

KRA 6: Digital Transformation and ICT Systems

Strategic Objective

To leverage ICT to improve teaching, learning, administration and decision-making.

- Systems for learning and student information
- E-administration and automation
- Networks and cybersecurity
- Data protection principles and digital competency requirements

CHAPTER FOUR

IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Overview

This chapter outlines a practical plan for implementing the strategic direction defined within Chapter Three. This chapter describes how the strategy will be implemented, including initiatives, responsibilities, timeframes and performance measures. The implementation framework provides an opportunity to ensure that:

- There is an alignment between the Strategy and Annual Operational Plans
- There is clear accountability for delivery
- Progress against measurable performance targets can be monitored

4.2 Implementation Principles

The following are the principles which will guide the implementation of the Strategic Plan:

1. Alignment of annual work plans and budgeting with the KRAs (Key Result Areas)
2. Clear assignment of senior management responsibility for each initiative
3. Implementation over a phased period consistent with institutional capacity and resource availability
4. Ongoing monitoring, learning and adjusting to respond to changing circumstances.

Each KRA will have a few strategic objectives, supporting these will be a few key initiatives, which will be owned by a particular unit or department, along with a timeline and a set of Key Performance Indicators (KPIs) to monitor and measure success.

Implementation Matrix for the KRAs

KRA 1: Academic Excellence and Quality Assurance

- To provide students with high-quality, relevant academic programs that enable them to graduate as competent and employable individuals.

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
Ensure high-quality, relevant academic programs	Review Curriculum and Alignment	QA Unit (Lead), Faculties	2026- 2028	% of Programs Reviewed
	Internal Quality Assurance Audits	QA Unit	Annual	Reports from the Annual Quality Assurance Audit

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
	Assessment Moderation and Integrity Systems	Examinations, QA	2026-2030	Retention and Completion Rates of Students
	Development of Capacity for Staff	HR, Academic Affairs	2026-2030	% of staff trained

KRA 2: Research, Innovation and Strategic Partnerships

- To build a long-term research and innovation system at the University.

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
Build a sustainable research ecosystem	Establishment of Research Governance Structures	Research Unit (Lead)	2026-2027	Committees functional
	Seek Funding and Mentorship to Researchers	Research Unit, HR	2026-2030	Number of Research Publications per year
	Soliciting External Research Funding	Research Unit, Finance	2026-2030	External Research Funding Secured
	Strengthening Institutional Partnerships	Management	2026-2030	Active Research Partnerships

KRA 3: Financial Sustainability and Resource Mobilization

- To diversify income sources and ensure efficient and accountable financial management.

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
Achieving financial sustainability	Development of Short Courses and Consultancies	Management, Finance	2026-2030	% revenue from sources other than tuition
	Improving Donor Engagement	Management	2026-2030	Funded Proposals
	Improved Planning and Control of Finance	Finance, Internal Audit	Annual	Annual Results of the Financial Audit

KRA 4: Campus Experience and Physical Infrastructure

- To improve the physical environment in which students learn and their overall well-being.

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
Improve campus experience	Upgrading Classrooms and Laboratories	Administration	2026-2029	Number of Upgraded Facilities
	Expansion of Library Resources	Library, ICT	2026-2028	Number of new titles and databases
	Strengthening Support and Safety for Students	Student Affairs	2026-2030	Net Promoter Score (Student satisfaction)

KRA 5: Governance, Leadership, and Institutional Controls

- To strengthen institutional governance and accountability.

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
Strengthen governance and accountability	Training development of the Board and Senior Leaders	Board, Rectorate	2026-2028	Annual governance self-assessment and compliance report completed

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
	Systems of Performance Appraisal	HR	2026-2030	Completion of Performance Appraisal
	Risk Management and Internal Audits	Internal Audit	Annual	Risk Mitigation Actions Implemented

KRA 6: Digital Transformation and ICT Systems

- To leverage ICT to improve teaching, learning, administration and decision-making.

Strategic Objective	Key Initiatives	Responsible Unit(s)	Timeline	KPIs
Enable digital transformation	Implementation of Learning and Student Information Systems	ICT Unit (Lead)	2026-2028	LMS and SIS operational with ≥80% user adoption
	Digital Processes for Administrative Tasks	ICT, Finance	2026-2028	% processes digitized
	Improve digital skills	ICT, HR	2026-2030	% staff and students trained

4.3 Risk Management Framework

The proposal will be implemented in accordance with the current organizational risk management and governance procedures. Among the risks that the project is exposed to are financial losses, threats to the security of the project, high staff turnover, the failure of the information and communication technologies and changes in the regulatory framework. Risk mitigation measures include:

1. Income should come from multiple sources.
2. Consolidate continuity of business planning.
3. Strategies for development and retention of staff.
4. Systems for security and backup of ICT.
5. Routine assessments for adherence to relevant regulations.

At a minimum risk will be reviewed annually and will be integrated into operational planning.

4.4 Critical Success Factors in Plan Implementation

The implementation of the strategic plan will be possible upon:

- Effective and visible governance and management with strong leadership.
- Clear, open and reliable communication among the university's staff, students and other stakeholders helps to ensure a shared understanding of the university's plans and objectives.
- The annual work plans and budgets must be aligned to the corporate strategy.
- Effective budgeting and the maintenance of strong financial controls are required.
- Capacity and motivation of the staff.
- Effective monitoring, evaluation and feedback processes.
- The collaboration with stakeholders and the development of partnerships.

CHAPTER FIVE

INSTITUTIONAL STRUCTURE

5.1 Overview

The following sections detail how NU's governance, organizational structure and NU Hierarchy will enable the operational success of the NU strategic plan 2026-2030. The sections will address senior leadership and the governance and organizational structure of the polytechnic, job positions, the role of senior leadership, institutional staffing frameworks, categorizations and structuring systems for employees, and frameworks to develop faculty managerial and professional competence.

An organization has a competitive advantage when its structure aligns with its strategy because it allows the organization to create accountability in the organization; improves the speed at which decisions are made; encourages inter-disciplinary collaborations and partnerships; and enables the organization to have their human resources in line with their strategic objectives.

5.2 Duties and Responsibilities of the Rector and Deputy Rectors

The Rector

1. Providing strategic leadership and institutional vision.
2. Implementing decisions of the Governing Board and Senate.
3. Overseeing academic, administrative, and financial systems.
4. Representing the University to external stakeholders.
5. Ensuring compliance with applicable laws and policies.

Deputy Rector (Academic Affairs)

Focused on academic leadership and the quality of teaching, learning and research. Key duties are:

1. Accountable to the university for the quality of teaching, learning, and research.
2. Supervises the faculties, departments, and academic units.
3. Leads the processes of quality assurance and accreditation.
4. Supports curriculum advancement and educational enhancement.
5. Advocates for improvement, and effective management of students' academic records.

Deputy Rector (Administration and Finance)

Focused on the management of administration and finance. Key duties are:

1. Management of finance, procurement, HR, ICT and general administration.
2. Development and management of systems for financial management and internal controls.
3. Coordination of resource mobilization and management of relations with donors.
4. Management of the development and maintenance of infrastructure.
5. Management of compliance with institutional policies and procedures.

5.3 Organization Structure

The university Constitution governs the operations of the university, and consists of the following:

- The Governing Board offers policy oversight and offers strategic guidance.
- The university Senate oversees academic oversight.
- The Rectorate oversees the day-to-day management of the university and coordinates the operationalization of the strategic plan.
- Faculties and departments provide academic services and implement the curriculum.
- Directorates and support units offer services in finance, human resources, Information and Communication Technology, quality assurance, research, student support services, examinations, and the library.

The governance structure aims to:

1. Achieve the separation of governance from management.
2. Enhance accountability and transparency.
3. Promote collaboration between academic and administrative functions.
4. Encourage decentralized approaches to decision making within a unified strategic framework.

The university will review its organizational structure periodically to ensure it corresponds with the alignment of the organization's growth.

5.4 Staff Establishment Level, Skills Set and Competence Development

Staff Composition

The workforce composition at NU includes academic staff, administrative staff, technical staff, and support staff. It is critical to the quality of teaching and the level of supervision that a reasonable student-to-staff ratio is observed.

Within the period of the plan, NU will:

- Recruit additional teaching staff in the remaining priority disciplines.
- Improvements to the administrative and technical staff in quality assurance, research, ICT, finance and student services will be needed.
- Recruitment and staffing processes should promote gender balance and inclusiveness.

Skills Set and Competence Development.

Annual reviews of training needs will be conducted to capture the real gaps and to respond to emerging needs.

- Ongoing professional development (CPD).
- Training needs will be assessed each year.
- Training emphasizes teaching and modern approaches to teaching.
- Workshops on research and grant proposal writing.

- Leadership and management training for unit heads.
- ICT and digital literacy training.
- Training will be offered to support the attainment of higher academic qualifications and to upgrade staff.

Performance Management and Succession Planning

The focus of performance management and succession planning is on the NU's systems enhancement in relation to performance management and how individual performance contributes to the achievement of the strategic goals by:

- Defining roles and completing annual performance reviews.
- Developing recognition and reward systems.
- Identifying and nurturing high potentials for future leadership roles.
- Developing succession plans for key positions in the academic and administrative fields.

These actions will help NU cultivate and sustain a workforce that is competent, motivated, and ready to execute the strategic plan.

CHAPTER SIX

RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

6.1 Overview

This section outlines the resource and cost implications of executing the plans and strategies over the course of Fiscal Years 2026-2030. It is imperative that NU have available adequate, reliable, and coordinated financial, human and physical resources if it is to achieve its strategic objectives.

This chapter provides information about NU's financial management manual and internal control systems and focuses on NU's strategic pillars of sustainability, accountability and funding diversification.

6.2 Financial Requirements

The NU financial requirements for FY 2026-2030 are based on the NU budgeted costs for FY 2024-2025, which serve as a benchmark for financial resource needs. While this is the only recurring and developmental budget NU has at this time, the financial resource needs for NU will likely increase during the life of the strategic plan for NU to account for projected increases in student enrollment; enhancements in the quality and infrastructure of the university; and the adoption of digital technologies; and the improvement in research capabilities and staff development and training. The strategic plan for NU will create an increased number of areas of potential future expenditures for NU's budget. These can be outlined as follows:

1. Human Resources:

Salaries for all the current academic and administrative staff; salaries for hiring new staff in the core priority academic areas; salaries for recruitment bonuses for current employees prior to or after recruitment for teaching, research and administrative performance.

2. Development of Academic and Quality Assurance:

Quality assurance for the assessment system, curriculum, and instructional/learning materials; planning and assessment materials.

3. Research and Innovation:

Administrative support for research and innovation; research systems; grant and seed funds for research purposes.

4. ICT and Digital Transformation:

Computers and computer software, Internet service, Cybersecurity services, Maintenance of Student Information Systems (SIS), and Learning Management

5. Infrastructure and Facilities:

Maintenance of classrooms and laboratories, Construction and Renovation of campus facilities, Accommodation for maintenance staff for campus facilities.

6. Administrative and Operational Costs:

Operating expenses for offices, communication equipment, insurance, transportation, and communication equipment for staff members who provide maintenance services.

7. University Services and Student Support:

Student services related to co-curricular activities, outreach programs, and career development counseling.

NU will use a phased investment strategy between 2025 and 2030, with the greatest amount of capital investment in the first three years of priority infrastructure and ICT systems and then consolidate and optimize in subsequent years.

Annual budgets will be created using rolling projections from the 2024-2025 baseline, including inflation, strategic priorities, student enrollment growth and period. These will be submitted to the governing board for approval.

6.3 Anticipated Financial Resource Outlines

All the financial resources available to NU during the planning period are based on NU's approved FY 2024-25 revenue plan. The revenue plan has projected that NU's budgeted revenue will steadily grow, primarily due to internally generated revenues, but also by utilizing new non-traditional revenue streams.

A variety of financial resources will continue to support NU's operations throughout the planning period, including:

1. Tuition Revenue

Revenue from tuition, student charges, exams, ID cards, certificate fees, and thesis related fees will remain the largest source of recurring income for NU. Continued growth in enrollment combined with enhanced collections will strengthen this base of recurring income. To ensure accessibility to students who cannot afford it, the university will maintain its commitment to affordable tuition rates.

2. Grants from External Development Partners

Due to NU's demonstrated good governance and compliance with financial regulations, the university will seek external grants for various purposes such as infrastructure improvements, Information Communication Technology (ICT) development, research projects, employee capacity development and community-based projects.

3. Income from New Short Courses and Executive Education

NU plans to increase income from new courses and professional development programs in areas such as ICT, health, education, business, and leadership as a new revenue stream.

4. Consulting and Technical Services from Staff

NU will utilize the expertise of employees to provide consulting and technical services to NGOs, governments and private sector entities.

5. Competitive Research Grant Awards

NU will compete for grants from international funding agencies and foundations that support NU's research priorities.

6. Rental and Service Income

Income from the Guest House, facility rentals and other auxiliary services.

7. Contributions from Alumni, Diaspora and Philanthropy

NU plans to engage in a systematic effort to solicit contributions from alumni and members of the Somali diaspora to support scholarship opportunities and fund project development.

8. Building Endowments and Reserves (Long-Term)

NU plans to gradually build endowments and reserves to enhance long term financial sustainability.

In terms of balance during the planning period, NU is committed to decreasing reliance on tuition fees while at the same time increasing the proportion of total revenue that comes from donors, short courses, consultancies and rental income as well as from research grants. This diversification will help increase the institutional stability and sustainability of NU.

The annual revenue projections made for each year of the budget process will be reviewed and updated annually to match the resource mobilization framework described in section 6.5.

6.4 Financial Resource Gap

NU has established a stable source of tuition revenue and is experiencing increasing confidence from donors. However, the estimated costs for implementing all strategic objectives - especially those requiring significant capital expenditure such as infrastructure development, ICT and research, as well as upgrades for personnel - appear to exceed budget expectations.

NU will address the financial resource gap through the following strategies:

1. Implementation of projects that require large capital expenditures will occur in phases.
2. Prioritization of initiatives that have the greatest potential for impact.
3. Active engagement in resource mobilization and partnerships.
4. Improved operational efficiencies and reduced costs.

Annual budgets will identify resource gaps and direct the subsequent resource mobilization activities.

6.5 Strategies for Resource Mobilization

To create the financing required to build a strong, long-lasting foundation for research systems at the university, an ongoing and collaborative approach is essential. The specific actions taken will have been to create the research systems which are supportive, and the research systems that are related to them.

1. Utilize all the potential of the short courses, consulting and certifications to produce income.

2. Provide better proposals, reports and communication that build stronger relationships between the university and its donors.
3. Build the knowledge and expertise of the staff to write proposals, form partnerships, and provide research support.
4. Use the diaspora and alumni networks for fund raising and mentoring purposes.
5. Enter public-private partnerships when it is mutually advantageous for both parties.
6. Increase the presence and reputation of the university to attract new partners and students.

These activities will be conducted by the Rectory, Finance Department and other departments involved.

6.6 Management of Finance and Administration of Resources

As the university continues to adhere to the standards established by the Accounting and Financial Management Manual, while providing services to the public, and emphasizing the principles of transparency and accountability in managing resources, the principle of the proper separation of duties and the assignment of responsibility for these duties will remain an important part of the management structure of the university.

Throughout the year, priorities will be established to assess the financial implications of each of the strategies developed by the university. Audits will be conducted internally and externally. Recommendations made by auditors will be carefully monitored. The university will implement the most efficient and cost-effective methods for the administration of inventory and assets. Systems used to track finances will be improved so that financial statements may be prepared and finalized in a timely manner. As always, the financial obligations to the donors and national government, as well as creating a reasonable amount of funds available to address the uncertainties and risks associated with the operation of the university, will remain a priority.

Implementing the above measures will assist the university in making efficient use of resources in support of the strategic plan.

CHAPTER SEVEN

MONITORING, EVALUATION AND REPORTING FRAMEWORK

7.1 Overview

This Chapter outlines the monitoring, evaluation, and reporting (MER) framework for the strategic plan of Nugaal university 2026-2030. The framework has an emphasis on monitoring and reporting, so that the tracking of progress, performance assessment, accountability, learning, and the evidence based reporting for decision making can be conducted for the duration of the plan.

The alignment of the MER framework with the governance and risk management functions at NU is also supported by integrating monitoring and evaluation into the frameworks for institutional management, budgeting, and performance assessment.

7.2 Communicating and Cascading NU's Strategic Direction

To ensure success of the strategic plan, all members of the Nugaal university community and its stakeholders need to understand the direction of the Strategy and assume responsibility for the many goals, objectives and key results areas (KRAs), and their respective target values of the Strategy.

NU will communicate and cascade the Strategic Plan through:

- The first event in this sequence will be the launch of the Strategic Plan, and subsequent communication with all employees, students and partners of NU.
- The development of Strategy Briefs and Summaries for different groups of stakeholders.
- The inclusion of NU's Strategic Priorities in the annual Work Plans for each Faculty or Department.
- Orientation for new employees and students.
- Public posting of the strategic plan on the NU website and on public noticeboards.
- Engagement Forums with Communities, Alumni and Partners.

This process will lead to ownership of the Strategy and alignment of everyday activities to the Goals of the Strategy.

7.3 Monitoring Framework

Monitoring the implementation of the Strategy will occur continuously, specifically, it will consist of the ongoing monitoring of activity outputs and immediate outcomes of each Key Results Area (KRA).

The following are some of the characteristics of the monitoring framework:

1. Performance Indicators: These have been developed for each Strategic Objective and Initiative.
2. Baseline/Targets: Developed at commencement of the plan and reviewed annually.

3. Monitoring Data Collection: Progress Reports, Management Information Systems, Surveys and Audits.
4. Unit Level Monitoring occurs quarterly, Institutional level quarterly and annually.
5. Rectorate: Planning & M&E will provide primary support to Unit Heads.

The operational activities will be determined from the findings of Monitoring and will be presented at Management Meetings.

7.4 Evaluation Framework

The success of the strategic plan and key actions will be measured using a framework of relevance, effectiveness, efficiency, impact, and sustainability.

NU will perform the following evaluations:

1. **A midterm evaluation (2027/28)** will assess the progress made thus far and provide information regarding what has gone wrong and how to correct the problems identified.
2. **An end-term evaluation (2030)** will assess the goal of the strategic plan, the impact achieved, and what lessons have been learned to inform the development of the next strategic cycle.

In conducting these evaluations NU will involve:

- Internal review teams.
- External consultants (as required).
- Stakeholders (students, staff, partners, and community).

These assessments will be used to improve strategies, to plan and to hold accountable the various stakeholders who support NU.

7.5 Reporting Framework and Feedback Mechanism

NU will develop a structured reporting process to allow for effective communication about reporting, and to ensure the timely release of reports concerning NU's performance.

Reporting structures could be implemented through the following mechanisms:

1. Reports will be submitted to the Rectorate on a quarterly basis describing the progress made toward achieving objectives from each unit within NU.
2. The annual strategic performance report will be provided to management and the board of governors.
3. Reports will be issued to funders and partners consistent with the funding agreements.
4. A public report will be developed to communicate with stakeholders at large.

There are three methods available to collect feedback:

- Management review meetings.
- Board oversight meetings.
- Staff and student participation.

- Partnerships with the community.

These processes provide NU with the ability to continually learn and adapt.

7.6 Linking Monitoring and Evaluation to Performance Management

By integrating monitoring and evaluation into both institutional and individual performance management, NU develops greater accountability and focuses on results.

This will entail:

1. Incorporating strategic KPIs into the annual work plans of all faculty and university units.
2. Ensuring that accomplishment of established goals during a specific time frame directly influences the performance assessment of managers and staff.
3. Recognizing and rewarding achievement of goals and innovative practices.
4. Using the outcomes of MER to establish training requirements, placements, and succession planning.
5. Aligning budgets with established priorities and performance.

Through the foregoing, MER becomes an integral part of NU's management culture and continual improvement remains a primary focus.