

## KYAMBOGO'S AMBITIOUS REVENUE GENERATION PLAN

Universities world over are thinking of innovative approaches of resource mobilization. Depending solely on one or two sources of funding is increasingly becoming unreliable, and for public universities, even more cause for worry are the competing realities of governments.

Kyambogo University has budget of sh108b this financial year. Despite being a public university, the biggest percentage of the monies to fund this budget is from internally generated funds, mostly university fees collected from private students. Internally generated account for sh59b of this budget. Government funding is at sh48b, while sh1.6b is from donor funding.

Charles Okello, the university secretary says for the university to ably perform on the strategic areas of focus of the university; teaching and learning, research, infrastructural developments, students' welfare, there is need for more funds.

"This money is still little. We are unable to employ enough lecturers to teach our expanding programmes. We will need this wage to double in the next few years. There is an urgent need for government to increase this subvention so that we are able to recruit more teachers," he says.

From the sh108b budget of the university, the wage bill of the staff alone is at sh42b. The Recurrent expenditure that caters for daily running of the university, money used to buy materials for training students at the university is at sh59b. Capital development is at sh7b.

"As you can see, we do not have enough to carry out capital development projects such as new buildings, roads, halls among others. Yet for the university to grow from one level to another, we need more infrastructure," he says.

"We are cognisant of the fact that government has so many competing priorities such as building roads, hospitals among others. So as Kyambogo University, we need to look at other

ways of getting money to run this university."

### **Public-Private Partnerships (PPPs)**

Kyambogo University is looking to Public-Private Partnerships (PPPs) as a new frontier for much needed funding.

"Instead of relying on university fees and government grants, we want to attract investors and go into ventures," says Okello.

The University is in the final stages of drafting a policy the PPP model that will be used to develop the land owned by the university.

Okello says emphasis on PPPs will be put on real estate development.

"On campus here, we have 400 acres of land, our built up area is less than 20 percent of this land. We have more land in Mukono of 182 acres. We want to attract investors so that we depend less and less on fees and government money."

"We can have students' hostels. We have a ready market from the huge population of students as we only accommodate a few in our halls," says Okello, who is the accounting officer of the university.

In some Scandinavian universities, factories are strategically built around industries, so that there is easy tapping up of talent, and the universities too benefit from the nearby placement opportunities for their students. Okello says Kyambogo University wants to emulate something similar.

"We have space for industrial parks. We teach engineering here, we teaching vocational course here. So by have industries around our university, we shall have the added benefit of having place for industrial training."

The university will also look into investments such as hotels, sports complexes, shopping malls in the PPP model.



**Mr. Charles Okello, University Secretary**