

## STRATEGIC PLAN ACTIVITIES

**Table 4.1: Strategic Objective 1: Management of examinations and awards for Nurses and Midwives in a timely manner**

Strategic Issue	Strategy	Strategic Action	Expected Output
1). Limited pool of competent examiners	1.Recruitment of 1550 additional examiners in 5 years	<ul style="list-style-type: none"> <li>• Attract more qualified Tutors currently employed by MOH to MOES.</li> <li>• Present to BTNET proposals that limit number of newly licensed Nursing and Midwifery training institutions to match student numbers with Tutor availability.</li> <li>• Ensure that institutions remunerate their Examiners well to avoid the high turnover.</li> <li>• Collaborate with other institutions to acquire data on trained tutors</li> <li>• Lobby government to setup new tutor training institution</li> <li>• Verifying examiner data submitted online</li> </ul>	<ul style="list-style-type: none"> <li>• More 312 examiners recruited per year</li> </ul>
	2.Training of the recruited examiners in setting, and marking of examinations	<ul style="list-style-type: none"> <li>• Review, print and patent UNMEB Examiner training Manual for proper alignment with expected examiner skills.</li> <li>• Conduct Nursing and Midwifery institutions' mapping to divide them into training blocks/regions</li> <li>• Conduct training of examiners to equip them with skills in managing UNMEB examination activities.</li> <li>• Retool the 1553 existing examiners in new and updated skills</li> <li>• Complete development and operationalize the "examiners database"</li> <li>• Partner with Nursing Council to ensure tutor compliance to Continuous Professional Development (CPD) regulations</li> <li>• Develop UNMEB multimedia training and demonstration materials for repetitive training areas distribute them in schools.</li> <li>• Conduct online training and video conferencing to reduce training costs</li> <li>• Appoint and train a pool of UNMEB trainers of trainers and support them to work with schools regionally and conduct training.</li> <li>• Establish cost-sharing mechanisms with regional training blocks.</li> <li>• Conduct training in succession planning and ensure succession to retired and tired examiners.</li> <li>• Establish and formalise school-based mentorship program where trained examiners train newly recruited and hospital-based examiners.</li> <li>• Ensure school-based examiner attachment and mentorship program during continuous assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Quality examinations set</li> <li>• Quality marking of examinations</li> </ul>
2). Set and align	1. Annually Mobilise and	<ul style="list-style-type: none"> <li>• Organise workshops for orienting tutors in setting quality test items especially with regard to the revised curricula;</li> </ul>	<ul style="list-style-type: none"> <li>• Examinations aligned to the</li> </ul>

quality examinations to the curriculum	compile quality test items for examinable subjects from a pool of accredited examiners	<ul style="list-style-type: none"> <li>• Orient Examiners in how to set test items following the new curricula.</li> <li>• Retool examiners in test item development using UNMEB training manual;</li> <li>• Develop mechanism of not paying for poorly set test items;</li> <li>• Create database for rejected and out-dated test items and engage specialised persons to moderate them for better use;</li> <li>• Acquire and add test Items developed at school level during continuous; assessment to UNMEB item bank as drafts to increase items available for moderation;</li> <li>• Increase budget allocated to setting and moderation activities;</li> <li>• Initiate collaboration and mentorship program at school between UNMEB and UNEB.</li> </ul>	curriculum
	2.Moderate test items for each exam set	<ul style="list-style-type: none"> <li>• Conduct training workshops and debriefs for moderation using UNMEB training manual;</li> <li>• Increase budget allocation to moderation of test items;</li> <li>• Make the guidelines and sanctions known to moderators;</li> <li>• Create mechanism that ensures compliance to moderation standards and guidelines.</li> <li>• Change setting methodology to increasing critical thinking questions</li> <li>• Benchmark with UNEB regarding cost cutting during moderation</li> <li>• Tutors to set on individual basis and forward test items to UNMEB in order to reduce costs and UNMEB team to act as pre-moderators</li> <li>• Develop risk management strategy for test items to add UNMEB risk management plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Moderated test items</li> </ul>
	3.Pre-test examination questions	<ul style="list-style-type: none"> <li>• Commence pretesting in 2022 starting with moderated test items for exit semesters</li> <li>• Add school submitted test items used in continuous assessment to the pool of items for pre-moderation and pre-testing;</li> <li>• Store pretested test items for over eighteen months (one and half years) before insertion in examination paper;</li> <li>• Write/document and present the pre-testing report to include number of pre-tested, rejected, and successfully moderated test items;</li> <li>• Create categories of the above in the item bank (pre-tested, rejected, and successfully moderated) as evidence of pre-testing.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-tested examination questions</li> </ul>
	4. Type and proof-read test items	<ul style="list-style-type: none"> <li>• Establish independent manuscript office to house TD and manuscript team for routine work;</li> <li>• Procure five computers for the TD Unit;</li> <li>• Procure Network printer for the TD / unit;</li> <li>• Install surveillance system for the TD/Manuscript office.</li> </ul>	<ul style="list-style-type: none"> <li>• Typed and Proof-read test items</li> </ul>
	5.Print and pack of examination	<ul style="list-style-type: none"> <li>• Procure an in-house printing facility;</li> <li>• Pilot in-house printing services;</li> <li>• Procure secure packing materials (bags containers, metallic boxes and envelopes);</li> <li>• Develop Electronic Item Bank.</li> </ul>	<ul style="list-style-type: none"> <li>• Printed and Packed examinations</li> </ul>
	6.Secure	<ul style="list-style-type: none"> <li>• Procure secure storage facilities for TD materials (hard drives, Safe, metallic box)</li> </ul>	<ul style="list-style-type: none"> <li>• Safe custody of</li> </ul>

	storage of test items	<ul style="list-style-type: none"> <li>Review, regularly update and operationalize the electronic item bank;</li> <li>Enhance the security of the test items while in store.</li> </ul>	test items
	7.Compile and Publish Past Examination Papers	<ul style="list-style-type: none"> <li>Benchmark with UNEB to learn how to mobilise test items</li> <li>Secretariat to compile and publish test items of 2018 to 2024 by 2025.</li> <li>Cluster examination past papers into relevant themes</li> <li>Design the layout of the publication document</li> <li>Print and sell</li> </ul>	<ul style="list-style-type: none"> <li>Published past examination papers</li> </ul>
3.Timely registration of all candidates at each examination schedule	1.Register eligible candidates in the accredited centres	<ul style="list-style-type: none"> <li>Set and publicise registration deadlines.</li> <li>Prepare and distribute briefing notes on registration requirements and sanctions for wrong registration</li> <li>Send regular reminders before the deadline of registration</li> <li>Liase with schools to register candidates before the stipulated deadlines</li> <li>Enforce sur-charges to late registrants.</li> <li>Prepare report of registration compliance and establish the repetitively non-compliant schools for submission to the Board for recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>Publication of all registered examination centres</li> <li>Publication of registration deadlines</li> <li>Publication of registered candidates</li> </ul>
4. Conduct and mark examinations	1.Safely distribute examinations to accredited centres	<ul style="list-style-type: none"> <li>Strengthen working relation with Uganda Police and continue liaising with Uganda Police and UPDF during transportation of examinations.</li> <li>Procure two 4x4 vehicles each financial year to securely deliver examinations</li> <li>Collaborate with UPDF for exam airlifting in hard to reach or disaster preparedness</li> <li>Develop risk management plan in the event of transportation challenges (weather, political unrest, disease outbreak)</li> </ul>	<ul style="list-style-type: none"> <li>Safe delivery of examinations to marking centres</li> <li>Marked examinations</li> </ul>
	2.Invigilate examinations in the accredited centres using accredited examiners	<ul style="list-style-type: none"> <li>Enrol all accredited Tutors and Mentors to UNMEB database;</li> <li>Introduce cost sharing mechanism with schools that have high numbers.</li> </ul>	<ul style="list-style-type: none"> <li>Well conducted examinations with minimal disturbances</li> </ul>
	3.Accurately collect and grade Continuous assessment results	<ul style="list-style-type: none"> <li>Reconfigure OSRS and EMIS to reflect Continuous Assessment (CA) capturing interfaces.</li> <li>Sensitise stakeholders on implication of CA results to the final marks</li> <li>Sensitisation of stakeholders on implication of new grading system</li> <li>Support supervision during CA</li> </ul>	<ul style="list-style-type: none"> <li>Accurately graded CA results</li> </ul>
	4.Mark examinations	<ul style="list-style-type: none"> <li>Recruit Examination Officers</li> <li>Training of examiners</li> </ul>	<ul style="list-style-type: none"> <li>Marking based on approved guide</li> </ul>

	as per marking guides	<ul style="list-style-type: none"> <li>• Procure 20 marking centres services (schools)</li> <li>• Develop guidelines for marking centres</li> </ul>	
	5.Accurately Compile examination results	<ul style="list-style-type: none"> <li>• Appoint and train (150)/retool 300 compilers</li> <li>• Develop guidelines for compilers</li> </ul>	<ul style="list-style-type: none"> <li>• Compiled examination results</li> </ul>
	6.Release results	<ul style="list-style-type: none"> <li>• Secretariat to continue releasing results as per Board planned schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely release of results</li> </ul>
5.Provide feedback on Examination Performance	7. Prepare examination performance reports and give feedback to training institutions	<ul style="list-style-type: none"> <li>• Conduct feedback workshop every after each examination series on a cost sharing basis, where schools will generate joint action plans and sanctions for performance improvement.</li> <li>• Benchmark with other countries or internal institutions.</li> <li>• Conduct consultations on appropriate feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Examination process and results communicated to stakeholders</li> </ul>
6.Award of certificates and pass-lips to candidates	Issue certificates to Health Training Institutions	<ul style="list-style-type: none"> <li>• Make public call for information of identified students.</li> <li>• Strengthen safety and security of the academic documents</li> <li>• Risk management strategy</li> <li>• Document target students (2008 to 2012) missing certificates and result slips.</li> </ul>	<ul style="list-style-type: none"> <li>• Certificates awarded to successful candidates 30 days after release of examination results</li> <li>• Transcripts to be issued on the release date</li> <li>• 10% increase in number of candidates awarded certificates per year</li> </ul>

**Table 4.2: Strategic Objective 2: Implementing high quality standards in all systems**

<b>Strategic issue</b>	<b>Strategy</b>	<b>Strategic Action</b>	<b>Expected Output</b>
1.Develop quality assurance tools and instruments for the exams	1.Define quality standards to be assessed	<ul style="list-style-type: none"> <li>• Review of research guidelines for candidates</li> <li>• Re-align logbooks to CA assessment requirements.</li> <li>• Re-align curriculum content to semester system of examination</li> <li>• Widen the assessment scope to curriculum coverage by increasing number of papers</li> <li>• Determine number of OSPE stations for coverage and assessment of critical skills.</li> <li>• Develop CA guidelines to ensure curriculum completion and assessment</li> <li>• Harmonised assessment tools of programs not yet handled</li> </ul>	Guidelines, procedures and regulations for setting examinations developed and disseminated
	2.Issue up-to-date examination guidelines and regulations to accredited examination centres	<ul style="list-style-type: none"> <li>• Continue to regularly sensitise examination stakeholders about observance of Rules for the conduct of UNMEB examinations at every opportunity.</li> <li>• Conduct stakeholder sensitisation workshop for revised UNMEB regulations after endorsement.</li> <li>• Develop popular version (extracts for students) of UNMEB regulations and disseminate it to students in a more accessible, interpretable and readable format.</li> <li>• Enforce implementation of the examination rules,</li> <li>• Sensitise stakeholders on revised regulations,</li> <li>• Regularly update the examination regulations according to change in policies,</li> <li>• Seek approval of the examination policies and guidelines</li> <li>• Publish and disseminate examination policies and guidelines</li> </ul>	
	3.Design tools to assess the standards	<ul style="list-style-type: none"> <li>• Combine all standard operating procedures from each unit and department into one quality assurance manual</li> <li>• Recruit quality assurance officer</li> <li>• Develop risk management strategy for UNMEB activities</li> <li>• Engage technical support to advise on matters of safety and security of the entire UNMEB (premises, information and materials, and human resource) take to quality</li> <li>• Conduct internal UNMEB system audit and backup mechanisms</li> <li>• Develop standard operating procedures in line with information safety and security</li> <li>• Conduct sensitisation workshops on revised rules, regulations, guidelines and tools.</li> <li>• Benchmark with relevant stakeholders like examination bodies and universities</li> </ul>	Tools for assessing standard developed

Strategic issue	Strategy	Strategic Action	Expected Output
		to draw and implement lessons learnt	
	4.Constitute quality assurance teams	<ul style="list-style-type: none"> <li>• Allocate more funds to quality assurance activities.</li> <li>• Recruit the Quality Assurance Officer</li> <li>• Constitute a Quality Assurance Committee to coordinate the Quality Assurance activities. The Committee shall comprise five Officers plus Quality Assurance Officer as Chairperson. (Quality Assurance Officer, Principal Administrative Officer, Procurement Officer, Senior Public Relations Officer, Principal Examinations Officer and Principal Accountant)</li> <li>• Sensitise and brief the quality assurance teams before conduct of any activity.</li> <li>• Strengthen Spot checking e.g. <ul style="list-style-type: none"> <li>- Continuous assessment</li> <li>- Weekend programs implementation for Diploma students.</li> <li>- Clinical placement confirmation</li> </ul> </li> <li>• Issue proper guidelines to all stakeholders before their engagement.</li> <li>• Review and develop SOPs for each quality Assurance team</li> <li>• Apply disciplinary measures according to regulations of the Board to stakeholders that don't perform to expected standards</li> <li>• Purchase two 4x4 vehicles every year to support the transportation function</li> </ul>	Quality Assurance teams constituted
2.Ensure discipline and ethical conduct of Tutors, Examiners and Candidates during examinations	1.Develop code of conduct for the various groups involved in examinations.	<ul style="list-style-type: none"> <li>• Print and circulate the code of conduct</li> <li>• Sensitise stakeholders on their roles</li> <li>• Enforcement of adherence to the code of conduct according to UNMEB regulations</li> <li>• Add content of code of conduct to the quality assurance manual.</li> <li>• Re-organise and cluster Code of Conduct information into stakeholder specific user manuals</li> </ul>	Adherence to examination ethical code of conduct
	2.Sensitise key actors on the code of conduct/ethics	<ul style="list-style-type: none"> <li>• Publish and disseminate copies of code of conduct</li> <li>• Conduct sensitisation activities like workshops and briefings</li> <li>• Publish electronic copies on UNMEB website</li> <li>• Periodically review UNMEB rules and regulations to add elements of the code of conduct,</li> <li>• Continue to enforce adherence to the code of ethics</li> <li>• Sensitise stakeholders on code of conduct</li> </ul>	Awareness of UNMEB's code of ethical conduct
	3.Monitor and follow up the implementation of code of conduct	<ul style="list-style-type: none"> <li>• The Board should continue upholding and observance of the code of conduct as it is a key quality assurance measure for UNMEB operations</li> <li>• Continue to forward non-compliant stakeholders to the Examination Security Committee of the Board on a case by case basis for recommendation of action</li> </ul>	Observance of UNMEB's code of ethical conduct

Strategic issue	Strategy	Strategic Action	Expected Output
	4. Provide feedback on implementation of the code of conduct	<ul style="list-style-type: none"> <li>• The Board to allocate more resources for the activity.</li> <li>• Follow up visits should be conducted by the Secretariat.</li> <li>• Conduct a Joint stakeholder's feedback workshop disseminated together with performance feedback.</li> <li>• Develop two parts of the Quality Assurance Manual with main manual and appendices.</li> </ul>	Prepare and disseminate feedback report on implementation of the code of conduct
	5. Work with the Principal's Association to enforce Examination standards	<ul style="list-style-type: none"> <li>• Organise a forum for Principals of Nurses and Midwifery training institutions</li> <li>• Have a communiqué signed by UNMEB and the Principals at each Nurses and Midwives principals Forum to ensure compliance to agreed Board recommendations.</li> <li>• Invite the Executive Secretary to Private Institutions Associations to communicate matters of the Board</li> <li>• The Board representatives of private for-profit Private schools' associations to brief them about UNMEB examination standards</li> </ul>	Observance of UNMEB's code of ethical conduct in health training institutions and examination centres
	6. Collaborate with other Government Agencies in enforcing quality assessment.	<ul style="list-style-type: none"> <li>• Establish more collaborations and stakeholder engagements.</li> <li>• Ensure that these collaborations are documented by letters of undertaking, MOUs, communicate and established Terms Of Reference</li> <li>• Develop feedback strategy for each stakeholder.</li> <li>• Conduct interaction sessions of field experience sharing for proper address of challenges met by state agencies participating in UNMEB activities,</li> <li>• Periodic review of the TORs for participating stakeholders</li> <li>• Develop user guide for participating state agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Signed MOU with collaborating Government Agencies</li> <li>• Knowledge sharing sessions</li> </ul>
3. Review and establish new standards for accreditation of Examination Centres	1. Assess the feasibility and effectiveness of existing standard requirements for accrediting examination centres	<ul style="list-style-type: none"> <li>• Continue to conduct accreditation exercises</li> <li>• Periodically update the examination centre accreditation guidelines</li> <li>• Disseminate the accreditation tools</li> </ul>	List of accredited examination centres for nurses and midwives published
	2. Periodically Update and publish accreditation tool for examination centres	<ul style="list-style-type: none"> <li>• Enforcing adherence to the set accreditation standards</li> <li>• Periodically disseminate updated accreditation tool.</li> </ul>	Up-to-date accreditation tool published

Strategic issue	Strategy	Strategic Action	Expected Output
	accreditation		
	3. Inspect and validate all examination centres to ensure adherence to the established standards of an accredited centre	<ul style="list-style-type: none"> <li>• Undertakes periodic and emergency validation visits and thereafter, takes appropriate action.</li> <li>• Issue appropriate timelines/deadlines to training institutions to put in place the recommendations of the Board</li> <li>• In accordance with regulations, apply sanctions and disciplinary action to non-compliant institutions.</li> </ul>	- Inspection visits conducted before administering examinations
	4. Inspect and accredit new examination centres	<ul style="list-style-type: none"> <li>• Carry out inspection visits in new examination centres</li> <li>• Validate new examination centres based on updated accreditation guidelines</li> </ul>	- Prepare and disseminate inspection report - Accredit new examination centres that meet UNMEB standards
4. Monitor and evaluate the adaption of UNMEB research recommendations	1. Biannually develop a phased framework to guide adaption of research commendations per study.	<ul style="list-style-type: none"> <li>• Develop a monitoring and evaluation framework for research recommendations.</li> <li>• Develop SOP for newly recommended practices, procedures and processes.</li> <li>• Review UNMEB reporting tools to include M&amp;E</li> <li>• Include feedback mechanisms in all M&amp;E tools</li> <li>• Design standard reporting forms for adopted recommendations.</li> <li>• Customise UNMEB EMIS and OSRS to add M&amp;E monitors/filters</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalised M&amp;E tools with new recommendations</li> <li>• Customised IT systems with M&amp;E filters</li> </ul>
	2. Document best practices and lessons learnt arising from research activities	<ul style="list-style-type: none"> <li>• Track outcomes of UNMEB research recommendations</li> <li>• Compile best practices for further dissemination by relevant department</li> </ul>	<ul style="list-style-type: none"> <li>• List of adopted recommendation</li> <li>List of best practices</li> </ul>



**Table 4.3: Strategic Objective 3: Conduct relevant research for the Board**

Key Issue	Strategy	Intervention	Expected Output
1. Strengthen management Capacity for research	1. Revitalise the Board Committee in charge of research;	<ul style="list-style-type: none"> <li>• Notify all Members appointed to serve on the Committee</li> <li>• Develop and operationalise Schedule for sitting of the Research Committee</li> </ul>	Minimum of two sittings of the Committee in each financial year
	2. Establish Research Unit at the Secretariat	<ul style="list-style-type: none"> <li>• Fast-track the recruitment process of a multitasked Principal Research Officer</li> <li>• Allocate space and furnish the research Unit</li> <li>• Procure soft and hardware for the Unit (equipment for research, data analysis and anti-plagiarism packages)</li> </ul>	Presence of an office with a staff charged with research duties.
	3. Develop guiding framework for implementation of research activities	<ul style="list-style-type: none"> <li>• Develop and implement a Research Agenda</li> <li>• Develop and enforce the Research policy</li> <li>• Develop research budget for consideration in planning activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved research agenda, research policy and advocacy /dissemination plan.</li> <li>• Addition of research Vote in UNMEB budget</li> </ul>
	4. Solicit/formulate research proposals based on Agenda	<ul style="list-style-type: none"> <li>• Identify broad priority research areas</li> <li>• Develop a list of topics for consideration and approval by the Research Committee</li> <li>• Develop research proposals</li> </ul>	<p>Approved list of topics</p> <p>A minimum of two research proposals developed in a financial year.</p>
	5. Identify & Mobilise research resources in accordance with the research Agenda	<ul style="list-style-type: none"> <li>• Identify partners to support conduct of research</li> <li>• Develop mailing list &amp; Develop possible donor list and their target areas to facilitate soliciting of research grants information</li> <li>• Develop collaborative proposals &amp; MOUs for research.</li> <li>• Submit proposals to management for guidance and approval</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of donor mailing list,</li> <li>• A minimum of one approved funding proposal for each financial year</li> </ul>
	6. Conduct research related activities for the Board	<ul style="list-style-type: none"> <li>• Develop research tools (questionnaires and checklists)</li> <li>• Pre-test/pilot test research tools with possible respondents*</li> <li>• Apply recommended methodologies while carrying out research</li> <li>• Ensure wide stakeholder participation for ownership of results</li> </ul>	<ul style="list-style-type: none"> <li>• Final questionnaires and checklist</li> <li>• Comprehensive sample of participating stakeholders</li> </ul>
	7. Publish Research findings	<ul style="list-style-type: none"> <li>• Package research report both electronically and hard copies</li> <li>• Make popular versions of findings and recommendations</li> <li>• Publish research reports in journals, articles, reports and papers</li> </ul>	<ul style="list-style-type: none"> <li>• Packaged research reports</li> <li>• Accreditation by IRB</li> </ul>

Key Issue	Strategy	Intervention	Expected Output
			by the end of 5 years
	8. Accredite and Certify UNMEB Research	<ul style="list-style-type: none"> <li>Secure UNMEB research accreditation and certification</li> </ul>	<ul style="list-style-type: none"> <li>License/accreditation for research</li> </ul>
	9. Disseminate research findings	<ul style="list-style-type: none"> <li>Develop advocacy and dissemination plan for UNMEB</li> <li>Conduct dissemination workshops attended by relevant stakeholders</li> <li>Conduct advocacy meetings with partners</li> <li>Electronically share recommendations with partners</li> <li>Support departments and Units in adoption of recommendations and change management</li> <li>Ensure uptake and institutionalisation of recommendations using the dissemination plan</li> <li>Present report in national, regional and international conferences</li> <li>Seek to be a benchmark to other organisations</li> <li>Add findings and recommendations on UNMEB website</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of two dissemination workshops annually</li> <li>Minimum of 50% recommendation adopted within two years</li> <li>Two Conference papers published</li> <li>Updates on UNMEB website</li> </ul>
2. Strengthen Monitoring and Evaluation function of adopted recommendations	3. Develop guiding framework for implementation of Monitoring and evaluation in UNMEB of research recommendations	<ul style="list-style-type: none"> <li>Develop a monitoring and evaluation framework for research reconitions</li> <li>Develop SOP for newly recommended practices, procedures and processes</li> <li>Review UNMEB reporting tools to include M&amp;E</li> <li>Include feedback mechanisms in all M&amp;E tools</li> <li>Design standard reporting forms for adopted recommendations.</li> <li>Customise UNMEB EMIS and OSRS to add M&amp;E monitors/filters</li> </ul>	<ul style="list-style-type: none"> <li>Institutionalised M&amp;E tools with new recommendations</li> <li>Customised IT systems with M&amp;E filters</li> </ul>
	4. Conduct monitoring and evaluation surveys	<ul style="list-style-type: none"> <li>Routinely conduct Units based performance evaluations based on targets</li> <li>Review stakeholder reports to determine change in activity performance</li> <li>Conduct monkey surveys on UNMEB activities</li> <li>Conduct impact related studies of new methodologies or activities</li> <li>Follow up studies on changes instituted by UNMEB</li> <li>Present M&amp;E reports to the Board with recommendations</li> </ul>	Minimum of two M&E reports presented to the Board
	5. Support the implementation of the UNMEB monitoring and evaluation plan activities	<ul style="list-style-type: none"> <li>Commit funds for to implementing of new M&amp;E activities.</li> <li>Institutionalise M&amp;E activities by including them in all department Standard operating Procedures.</li> <li>Training staff in implementation of Unit based M&amp;E activities.</li> </ul>	M&E budget approved Packaged Tools in manual
	6. Document best practices and lessons	<ul style="list-style-type: none"> <li>Document best practices on UNMEB website and newsletter.</li> <li>Provide opportunity for exposure to the best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Website and newsletter updated</li> </ul>

Key Issue	Strategy	Intervention	Expected Output
	learnt in the management and administration of examinations for nurses and midwives	<ul style="list-style-type: none"> <li>• Develop a reward system for the best practice.</li> <li>• Make presentations in conferences on best practices.</li> <li>• Recommend best practices to relevant stakeholders.</li> </ul>	<p>with best practices Best practices rewarded once a year</p> <ul style="list-style-type: none"> <li>• Two presentations made in conference</li> </ul>
Strengthen management capacity of Academic research	1. Develop guiding framework for implementation of research activities	<ul style="list-style-type: none"> <li>• Review and improve UNMEB research guidelines</li> <li>• Develop additional guidelines for a conduct of Academic projects, group research and case studies</li> <li>• Increase compliance to the set research guidelines by principals, supervisors and examiners</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• New research guidelines approved</li> <li>• Approved project/case study/group research guidelines</li> </ul>
	3. Build capacity for teaching, supervising and marking of academic research	<ul style="list-style-type: none"> <li>• Develop a database of research supervisors</li> <li>• Identify best practices</li> <li>• Conduct research Tutors exchange program</li> <li>• Identify training needs for research Tutors, supervisors and examiners</li> <li>• Develop training manual for research/project/case study supervisors and examiners</li> <li>• Conduct training for research Tutors, supervisors and examiners</li> </ul>	<ul style="list-style-type: none"> <li>• Database of supervisors available</li> <li>• Approved Training manual in use</li> <li>• Minimum of one training session per year</li> </ul>
	4. Improve students attitude towards research	<ul style="list-style-type: none"> <li>• develop a list of broad applied research areas for possible topic selection,</li> <li>• Conduct student orientation programs on management of research,</li> <li>• Provide opportunity for candidate presentation of research paper</li> <li>• Support best students to publish their research</li> <li>• link best students to key organisations where their recommendations may add value</li> </ul>	<ul style="list-style-type: none"> <li>• List of applied research topics identifies</li> <li>• Minimum of two best practices identified and supported each year</li> <li>• Attitudinal changes regarding research</li> </ul>
	5. Increase usefulness of research findings and recommendations to UNMEB and the	<ul style="list-style-type: none"> <li>• Identify six good research reports.</li> <li>• Provide research specific feedback reports to institutions</li> <li>• Organize feedback meetings with institutions where research was conducted</li> <li>• Share reports with institutions that have the same characteristics</li> <li>• Package summaries of recommendations for dissemination to relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of recommendations by stakeholders,</li> </ul>

Key Issue	Strategy	Intervention	Expected Output
	Nursing care profession	authorities like MoH, MoES, Nursing Council, Training Hospitals, Health Centres and other relevant communities	

**Table 4.3: Strategic Objective 4: Good governance, Leadership and Management of the Board**

Strategic Issue	Strategy	Strategic Action	Expected Output
1.Strengthen Leadership & Governance capacity of UNMEB members	1. Conduct induction of UNMEB Board members and Committees in their roles, responsibilities and deliverables	<ul style="list-style-type: none"> <li>Benchmark with other relevant institutions</li> <li>Conduct Cooperate Governance training for Board Members</li> </ul>	Fully constituted and functioning Board
	2. Support the Board and its Committees to execute its responsibilities and mandates	<ul style="list-style-type: none"> <li>Support to the Board and its committees will further be prioritised and maintained.</li> </ul>	Board and Committees supported to undertake their mandatory duties
	3. Hold regular Board and stakeholders' meetings	<ul style="list-style-type: none"> <li>Ensure constant reminders before all activities of the Board.</li> <li>Strengthen the stakeholder meetings and engagements.</li> </ul>	Board and Stakeholder meetings regularly held
2.Strengthen Human Resource Capacity the Secretariat	1. Review the human resource manual for UNMEB as necessary	<ul style="list-style-type: none"> <li>Identify core competencies missing at the Secretariat but necessary</li> <li>Develop Job descriptions and specifications for the missing staff</li> <li>Propose amendment to the HR manual</li> <li>Hold HR manual review retreats and activities</li> </ul>	UNMEB Human Resource Manual reviewed and operationalised

		<ul style="list-style-type: none"> <li>• Submit revised copy to the Minister for approval</li> </ul>	
	2. Recruit required number of staff according to the established positions	<ul style="list-style-type: none"> <li>• Fill vacant positions in the approved HRM and delegate duties to unfilled position to present staff in Acting capacity until a substantive Officer is recruited.</li> </ul>	Revised UNMEB HR Manual implemented
	3. Conduct training needs assessment	<ul style="list-style-type: none"> <li>• Annually update and implement the training plan according to identified training needs in relation to the Board objectives.</li> </ul>	Staff Training Needs Assessment undertaken
	4. Develop and implement training plan for UNMEB Secretariat staff	<ul style="list-style-type: none"> <li>• Development of training policy and plan</li> <li>• Benchmark on best practices</li> </ul>	Staff training Plan Developed and implemented
	5. Undertake performance Management for staff	<ul style="list-style-type: none"> <li>• Develop Annual staff Performance Plans</li> <li>• Develop Performance agreements</li> <li>• Undertake quarterly performance reviews and annual performance appraisals</li> <li>• Undertake staff training and development refresher courses, workshops and seminars and out of station training in higher Institutions of learning</li> </ul>	Staff trained and Developed
3.Increase Government Budget Allocation	1. Lobby Government for Budget Increment	Prepare, submit and defend budget estimates to Government Timely budget reporting/financial accountability Maintain timely reporting and financial accounting.	UNMEB financial sustainability ensured
	2. Engage and sensitise finance and budgeting stakeholders about the nature of UNMEB activities so as to appreciate the need for money. (MOFPED, MOES, MOH)	Continually lobby for increase of the Government's subvention. To continuously engage with relevant stakeholders	Relevant stakeholders engaged to increase UNMEB resource envelope
4.Increase Non-Tax Revenue contributions	1. Review of student examination fees	<ul style="list-style-type: none"> <li>• Periodic costing of UNMEB activities</li> <li>• Ensure 100% collection</li> </ul>	Student examination fees periodically reviewed and 100 collections ensured.
	2. Introduce new NTR sources to increase	<ul style="list-style-type: none"> <li>• Charge accreditation of new centres (UGX 4,000,000=)</li> <li>• Write proposals for Donor support</li> </ul>	New sources of NTR identified and

	revenue.	<ul style="list-style-type: none"> <li>• Produce and cost pamphlet of past papers</li> <li>• Amendment fees per error if it is a school mistake (UGX.50,000 per error)</li> <li>• Commission the selling of past papers</li> <li>• Continue to sell logbooks,</li> </ul>	implemented
	3. Consultation with stakeholders on how to reduce operational costs	<ul style="list-style-type: none"> <li>• Conduct survey to establish cost reduction methodologies</li> <li>• Review some allowances paid to stakeholders</li> <li>• Establish working partnerships that contribute to the budget</li> </ul>	Operational costs reduced
	4. Increase Development Partners' support	<ul style="list-style-type: none"> <li>• Write, submit and follow up donor support proposals.</li> <li>• Lobby for technical and financial support from development partners</li> <li>• Undertake a donor mapping and strategic partnership survey</li> </ul>	Additional support secured from UNMEB Stakeholders
	5. Identify viable projects that can financially support UNMEB activities	<ul style="list-style-type: none"> <li>• Maintain UNMEB Staff Saving Scheme (USSS)</li> <li>• Develop policies that govern the USSS</li> <li>• Encourage staff investment in income generating activities</li> <li>• Support staff to acquire investment capital from USSS</li> </ul>	Submit at least 2 fundable project proposals per year
5. Infrastructure, equipment, supplies and logistics improved	Maintain and improve the working environment for UNMEB	<ul style="list-style-type: none"> <li>• Maintain existing and hire additional office space for UNMEB Secretariat for at least five years</li> <li>• Maintain and procure office equipment and furniture for staff</li> <li>• Maintain existing and procure at least two vehicles to coordinate implementation of UNMEB activities</li> <li>• Acquire land for construction of additional offices for the Board Secretariat</li> <li>• Design structural plans and bills of quantities for the new Secretariat offices</li> <li>•</li> </ul>	<p>UNMEB Secretariat working environment effectively maintained</p> <p>UNMEB Secretariat offices expanded to address additional office space requirements</p>
6. General management of the Board Secretariat	Support routine operations for the Board Secretariat	<ul style="list-style-type: none"> <li>• Effect payment of salaries, retainer fees, mandatory tax deductions, costs for cleaning, electricity, fuel, internet, website and other logistics</li> <li>• Ensure adequate security for the Secretariat office premises, examination confinement premises and examination papers while in transit and at Police custody.</li> <li>•</li> </ul>	Routine operations for the Board Secretariat effectively undertaken.

#### 4.6.5: Strategic Objective 5: Automate and integrate UNMEB activities

Key Issue	Strategy	Strategic Action	Expected Outcome
1. Strengthen the capacity to manage and use IT	Develop guiding framework for IT usage	<ul style="list-style-type: none"> <li>• Develop and implement IT management strategy</li> <li>• Develop and implement IT standards and guidelines</li> <li>• Develop and implement Risk management strategy</li> <li>• Create and operationise internal IT Technical Committee</li> <li>• Establish software version usage and control standards</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic IT management</li> <li>• IT strategy</li> <li>• IT standards</li> <li>• Risk Management strategy,</li> <li>• management committee</li> </ul>
2. Align UNMEB IT environment with International and National standards	Ensure structured cabling installations	<ul style="list-style-type: none"> <li>• Request, procure and install cables, fasteners, cable trays, rack, raceways, identification tags.</li> <li>• Assemble cables in containment</li> <li>• Engrave racks and other network units</li> <li>• Ensure labelling of all RJ45 outlets</li> </ul>	<ul style="list-style-type: none"> <li>• Organized and neat cable flows</li> <li>• Cables assembled within good containment</li> <li>• Systematically labeled racks</li> <li>• Database for IT equipment and</li> </ul>
	Adhere to Patch cord standards	<ul style="list-style-type: none"> <li>• Install patch cords in compliance with standards</li> </ul>	<ul style="list-style-type: none"> <li>• Well installed patch cords and color cords</li> </ul>
	Standardize circuit numbering	<ul style="list-style-type: none"> <li>• Write cabinet/centre IDs, patch panel IDs, and circuits</li> </ul>	<ul style="list-style-type: none"> <li>• Ease during server maintenance</li> <li>• Ease when troubleshooting network issues</li> </ul>
	Certify all IT service providers with NITA-U	<ul style="list-style-type: none"> <li>• Develop baseline specifications to track performance</li> <li>• Liaise with NITA-U on certification of vendors</li> <li>• Capture and develop software inventory using COBIT and ITIL standards</li> </ul>	<ul style="list-style-type: none"> <li>• Certified IT service providers</li> <li>• Performance reports of IT vendors for compliance</li> </ul>

	<p>Comply to International and national software acquisition standards</p> <p>Comply to ICT approvals and N7 requirements</p>	<ul style="list-style-type: none"> <li>• Issue user licenses to each software user within UNMEB</li> <li>• Develop records of issued software licenses</li> <li>• Adopt the ICT approval form during procurement of IT services/products</li> </ul>	<ul style="list-style-type: none"> <li>• Complied software acquisition guidelines</li> <li>• IT Procurement guidelines</li> </ul>
3. Align the existing IT systems with UNMEB policies	Customise UNMEB IT systems.	<ul style="list-style-type: none"> <li>• Customise the EMIS and OSRS to capture the CA module</li> <li>• Develop a user module.</li> <li>• Create a module for stakeholder to verify students results</li> <li>• Create a module for certification of students results for easy accountability</li> <li>• Develop a module to capture students biometric data</li> <li>• Integrate UNMEB systems to the MOES system and other stakeholder.</li> <li>• Develop system audit check lists</li> <li>• Operationalize the examiners electronic bank management information system.</li> <li>• Monitoring and evaluation.</li> <li>• Support, and enhance current business processes, tools, and administrative systems</li> </ul>	<ul style="list-style-type: none"> <li>• Generation of CA reports</li> <li>• Functional Database</li> <li>• System users login reports.</li> <li>• Improved functioning of the EMIS and OSRS</li> </ul>
	Ensure a fully Networked environment	<ul style="list-style-type: none"> <li>• Procure and network efficient and effective network printers</li> <li>• Routine trouble shooting for errors</li> </ul>	<ul style="list-style-type: none"> <li>• Network printers</li> <li>• Network photocopying machine</li> </ul>
	Ensure availability of fast internet accessible within UNMEB environment.	<ul style="list-style-type: none"> <li>• Increase LAN and Wifi coverage</li> <li>• Network analysis and maintenance and replace the aging LAN physical infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Internet access within Unmeb environment</li> </ul>



4. Management results and awards	Ensure quality management of examinations results and awards	<ul style="list-style-type: none"> <li>• Continuously manage examination results</li> <li>• Generate examination material (parking lists, examination cards, albums)</li> <li>• Generate results books after every examination period.</li> <li>• Regularly backup the examination result database</li> <li>• Generate statistical reports</li> <li>• Print Transcripts and Certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Examination results</li> <li>• Examination cards, Albums and Packing lists</li> <li>• Transcripts</li> <li>• Certificates</li> </ul>
5. Build Capacity of use and management of IT systems and infrastructure	Train internal staff	<ul style="list-style-type: none"> <li>• Train and retool unmeb staff in using the upgraded systems.</li> <li>• Train IT staff in key skills areas (systems development and management/server installation)</li> <li>• Train IT staff in national policy requirements, information security and security protocols</li> <li>• Train IT staff using COBIT and ITIL</li> <li>• Train front end users in generation of personalised reports</li> <li>• Bench marking on IT innovations, technologies and Intelligent Applications.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 fully trained staff annually.</li> <li>• Bench mark reports</li> </ul>
	Train external stakeholders	<ul style="list-style-type: none"> <li>• Train UNMEB stake holders in use of IT solutions.</li> <li>• Train and retool external IT support team.</li> <li>• Develop multimedia training and demonstrations for system users</li> </ul>	<ul style="list-style-type: none"> <li>• 50 fully trained stake holder annually.</li> <li>• Online tutorial and CDs</li> </ul>

6. Creation of new systems to support automation	<ul style="list-style-type: none"> <li>To provide new IT solution to facilitate activities of all other units and departments</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement Records Management System</li> <li>Develop and implement Online certification and verification system</li> <li>Develop and implement Electronic question item bank</li> <li>Develop and implement Information security systems</li> <li>Credit Management System</li> <li>Finance Management system</li> <li>Store Management system.</li> <li>Develop a system to aid in accreditation of training institutions</li> <li>Acquire and installation of a surveillance system for the board</li> <li>Develop a human resource management system and install electronic dork locks</li> </ul>	<ul style="list-style-type: none"> <li>Records Management System</li> <li>Online certification and verification system</li> <li>Electronic question item bank</li> <li>Information security systems</li> <li>Credit Management System</li> <li>Finance Management system</li> <li>Store Management system.</li> <li>Accreditation of training institutions</li> <li>Installed surveillance system</li> </ul>
	<ul style="list-style-type: none"> <li>Create a resource data center</li> </ul>	<ul style="list-style-type: none"> <li>Acquire equipment</li> <li>Installation of software and hardware</li> <li>Pretest</li> </ul>	<ul style="list-style-type: none"> <li>Centrally managed UNMEB data</li> <li>Fully installed and server and data nodes</li> </ul>
7. Information Communication Technology funding	Mobilise resource for IT funding	<ul style="list-style-type: none"> <li>UNMEB budget allocation</li> <li>Support from developing partners</li> <li>Grants from other funding agencies</li> </ul>	<ul style="list-style-type: none"> <li>IT budget</li> </ul>

8. Ensure a functional IT environment	Support the functionality of all IT infrastructure	<ul style="list-style-type: none"> <li>• Upgrade hardware and software</li> <li>• Install and configure new equipment</li> <li>• Replace hardware and software</li> <li>• Maintain hardware and software</li> <li>• Service hardware and software</li> <li>• Routine trouble shooting for errors</li> <li>• Acquire cooling systems for all the servers</li> <li>• Design tools and checklists for routine maintenance</li> <li>• Procure and install more memory (RAM) for efficient functioning of the server</li> <li>• Replace IT hardware that has been in use for more than 4 years</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced machine breakdown</li> <li>• Maintenance tools</li> </ul> <p>All IT software and hardware aligned with life span standards</p>
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**Table 4.6: Strategic Objective 6: Strengthening Communication and Collaboration at National, Regional and International level**

<b>Strategic Issue</b>	<b>Strategy</b>	<b>Strategic Action</b>	<b>Expected Outcome</b>
1. Streamline management of communication and collaboration	1. Establish data base of UNMEB stakeholders	<ul style="list-style-type: none"> <li>• Conduct a stakeholder mapping exercise</li> <li>• Develop UNMEB Stakeholder Profile</li> <li>• Develop a routinely update UNMEB stakeholder diary</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder profile printed and implemented</li> </ul>
	2. Develop guiding framework for implementation of stakeholder collaboration activities	<ul style="list-style-type: none"> <li>• Develop and implement Communication Strategy</li> <li>• Develop the Clients Charter for UNMEB</li> <li>• Disseminate and implement Charter popular internally and externally</li> <li>• Review communication strategy after two years</li> <li>• Enter into Memoranda of Understanding with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Approved communication strategy</li> <li>• Approved clients charter</li> </ul>
	3. Hold sensitization and collaboration meetings with stakeholders	<ul style="list-style-type: none"> <li>• Organise meetings with the following stakeholders</li> <li>• Parliament Committee on Education</li> <li>• Ministry of Education Departments and Line Agencies</li> <li>• Uganda Nurses and Midwives Council</li> <li>• Ministry of Health</li> <li>• Development Partners and funding agencies</li> <li>• Training Hospitals</li> <li>• Principals Association</li> <li>• Nursing Students Association</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes</li> <li>• Agreed areas of collaboration</li> <li>• MOUs</li> </ul>
	4. Participate in National, Regional and International conferences	<ul style="list-style-type: none"> <li>• Continue to be members to IAEA, AEAA,</li> <li>• Attend stakeholder meetings and provide feedback to UNMEB</li> <li>• Attend five conferences annually</li> <li>• Attend 5 events organised by stakeholders annually</li> </ul>	<ul style="list-style-type: none"> <li>• Subscription receipts</li> <li>• Attendance certificates</li> </ul>
2. Publicise and disseminate UNMEB information	1. Strengthen media participation and interest in UNMEB activities	<ul style="list-style-type: none"> <li>• Establish database of UNMEB quick response media team</li> <li>• Routinely train media personnel in UNMEB mandate, strategy and activities</li> <li>• Hold two media tours and one media dinner annually</li> <li>• Provide media with relevant information</li> <li>• Engage in media monitoring activities</li> <li>• Increase UNMEB presence in Media and outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Media team well equipped and reporting correct UNMEB info</li> </ul>

		<ul style="list-style-type: none"> <li>• Hold two press conferences prior to examination conduct</li> </ul>	
	3. Adapt digital media communication platforms for UNMEB	<ul style="list-style-type: none"> <li>• Establish zoom account/licence</li> <li>• Revamp UNMEB Facebook, Twitter, Instagram and linkedin accounts</li> <li>• Routinely conduct discussions on the social Media platforms</li> <li>• Upload UNMEB activities on social media platforms</li> <li>• Redesign UNMEB website</li> <li>• Develop digital banners for UNMEB</li> </ul>	<ul style="list-style-type: none"> <li>• Active social media platforms</li> </ul>
	4. Disseminate UNMEB programs to the public	<ul style="list-style-type: none"> <li>• Make at least six newspaper inserts annually</li> <li>• Insert performance articles in national magazines</li> <li>• Participate in trade fairs and shows</li> <li>• Conduct at least one cooperative Social responsibility activity in the year</li> <li>• Develop popular version of UNMEB strategy for distribution to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Newspaper inserts and articles published</li> <li>• CSR conducted</li> </ul>
	5. Establish joint stakeholder communication activities	<ul style="list-style-type: none"> <li>• Joint publications</li> <li>• Disseminate UNMEB information together with other stakeholders</li> <li>• Book joint Mass media (TV/RADIO/online appearances with other stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>• Joint publicity activities conducted</li> </ul>
	6. Promote UNMEB brand and identity	<ul style="list-style-type: none"> <li>• Redesign and update UNMEB website</li> <li>• Develop standard banners 20 of different categories (Pullup, tear drop, stage, back, walking, etc)</li> <li>• Put up UNMEB brand on strategic location</li> <li>• Annually design, print and disseminate print calendars</li> <li>• Biannually design, print and disseminate newsletter</li> <li>• Collect UNMEB content in all activities and events</li> <li>• Develop and air one video documentary per year that promotes UNMEB agenda</li> <li>• Engage the immediate neighbouring community in one unifying activity</li> <li>• Organise events and ensure stakeholder full participation</li> <li>• Acquire and brand at least two staff Uniforms annually</li> <li>• Acquire and brand assorted promotional materials (diaries, Umbrellas, cups, pens, bandanas, sports wears, T-Shirts, Jackets, file folders, etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Branded IEC materials</li> <li>• Video documentaries produced and used</li> <li>• Two new staff uniforms annually</li> <li>• Repository of UNMEB content</li> </ul>
3. Strengthen UNMEB communication	1. Establish and maintain quick communication methods to stakeholder	<ul style="list-style-type: none"> <li>• Develop staff Emailing system</li> <li>• Develop database of stakeholder contacts (Email and Telephones)</li> <li>• Review the bulk sms databases to include other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Profiled electronic and manual stakeholder</li> </ul>

with stakeholders	categories	<ul style="list-style-type: none"> <li>• Frequently update UNMEB website with key information</li> <li>• Revitalise and expand UNMEB telephone network (landline and intercoms)</li> </ul>	databases <ul style="list-style-type: none"> <li>• Operational and full coverage of landline and intercoms</li> </ul>
	2. Adopt innovations in communication	<ul style="list-style-type: none"> <li>• Set up video conferencing facilities</li> <li>• Set up office Zoom, Microsoft teams, and Google meeting platforms</li> <li>• Acquire equipment for online broadcasting</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Active use of virtual services</li> </ul>
	3. Establish a feedback collection and sharing mechanism	<ul style="list-style-type: none"> <li>• Develop tools for feedback collection used during UNMEB activities</li> <li>• Identify and implement applied feedback</li> <li>• Hold two feedback workshops annually</li> <li>• Add feedback perforation to UNMEB newsletter</li> <li>• Redesign website to add feedback collection</li> <li>• Revitalise use of message/suggestion box within UNMEB</li> <li>• Revitalise the landline facility</li> <li>• Hold radio and TV talk shows for call in clients</li> <li>• Listen to feedback in Tutors/Principals and Student forums</li> </ul>	<ul style="list-style-type: none"> <li>• Use of feedback</li> <li>• Adoption of UNMEB feedback by stakeholders</li> </ul>
4. Mobilise resources for communication and collaboration	Budget to communication and collaboration	<ul style="list-style-type: none"> <li>• Allocate vote to communication and collaboration</li> <li>• Seek to have technical and financial support from Funding Agencies and development partners</li> <li>• Establish cost sharing activities</li> </ul>	<ul style="list-style-type: none"> <li>• All communication and collaboration activities funded</li> </ul>