

INSTITUTE OF EDUCATION STRATEGIC PLAN

SWOT ANALYSIS

An in-depth analysis of activities of the Institute helped in generating a comprehensive understanding of its strengths, weaknesses, opportunities and threats. These were prioritized as follows:

STRENGTHS

1. A well-motivated, seasoned and dedicated staff.
2. A reputation as the lead Institute in training of teachers for basic schools and tertiary levels of education.
3. Well established Sandwich programmes.
4. Well established Post-Diploma (Evening Classes) programme.
5. High reputation for conducting assessment, examinations and monitoring of curriculum delivery in Colleges of Education.
6. Adequate and reliable ICT infrastructure.
7. Increasing enrolment of students.
8. Strong links with the Colleges of Education, Ministry of Education, GES, TED, NCTE and NAB.
9. Adequate and well-resourced office accommodation.
10. Well-maintained fleet of vehicles.
11. Internationally recognized Journal in place.
12. Staff Development Scheme in place.
13. Existence of an effective and efficient internal management system.
14. Existence of a well-structured calendar of activities.

WEAKNESSES

1. Irregular publication of Institute Journal.
2. Low research output.
3. Poorly resourced Research and Publication Unit.
4. Weak links with international organizations.

5. Weak commitment for policy development.
6. Weak policy implementation at the Institute.
7. Unavailability of data on teacher education issues.
8. Ineffective monitoring strategies.
9. Inadequate resources for staff
10. Lack of staff in specialized areas e.g. full-time research staff, System Analyst.
11. Inadequate use of available research materials.

OPPORTUNITIES

1. High demand for teacher education programmes.
2. Springing up of private Colleges of Education.
3. High demand for in-service training (short term courses) for teachers.
4. Mentoring of Colleges of Education in their status as tertiary institutions.
5. Recognition given to IoE, by MoE, GES, TED, NCTE and NAB.
6. Strengthening IoE's relationship with CRDD.
7. Engaging development partners on teacher education issues.
8. Links with other departments in the university.
9. Capacity to conduct tracer studies by way of evaluating IoE and other teacher education programmes.

THREATS

1. Competing Teacher Education Institutions.
2. Power outages.
3. Desire of Colleges of Education for autonomy
4. Government policies on teacher education.

5. Frequent transfer of competent staff.
6. Inadequate back-up system for soft copies of data.
7. Unionization of College of Education Teachers Association Ghana (CETAG) and pressure from Teacher Trainees Association of Ghana (TTAG).
8. Bureaucratic structures of the University of Cape Coast.
9. Frequent internet surges.

**UNIVERSITY OF CAPE COAST
INSTITUTE OF EDUCATION**

STRATEGIC PLAN 2012-2017

Key Thrust 1: Create an environment that seeks to improve student life, foster student focused learning and train students with strong ethics and commitment to society

No.	Key Action	Primary Responsibility	Secondary Implementers	Indicators	Target/Time Frame
1.	Institute rapid system for students	Director/Deputy Director	Outreach Coordinator/Outreach Committee	<p>Orientation for fresh students organized.</p> <p>Students assigned to academic counsellors.</p> <p>Develop an updated database of students.</p> <p>Student Support Desk provided at the Outreach Unit and Sandwich Centres throughout the country.</p> <p>Senior Administrative Assistant assigned to man Student Support Desk.</p>	By the end of 2013/2014 academic year
2.	Organize support system for nursing mothers on Institute of Education Sandwich Programmes during Sandwich sessions	Outreach Coordinator/Centre Manager	Centre Coordinators, Heads of Kindergarten in Colleges of Education. Heads of Kindergarten in Institute of Education.	<p>Crèche and Kindergarten in the Colleges of Education operating during sandwich sessions.</p> <p>The crèche and kindergarten services patronized by nursing mothers.</p>	50% of nursing mothers patronizing crèche and kindergarten services by 2014.

3.	Institute initiates assessment on all courses to make them more relevant for students.	Director/Deputy Director	Outreach Coordinator/Outreach Committee	Diagnostic Assessment conducted. Feedback on diagnostic assessment provided. Feedback used to improve existing courses New courses introduced.	By the end of 2014/2015 academic year.
4.	Resource Institute of Education library	Director/ UCC Librarian	Secretary, Institute of Education Librarian and Accountant	Adequate books for the Institute of Education library. E-library resource bank created.	Adequate number of books by 2014. Five (5) copies of each relevant book purchased by the end of 2014. E-library created by end of 2014.
5.	Make learning facilities available to students	Director/Deputy Director	Outreach Coordinator/Outreach Committee	Lecture theatres made available to students. ICT training made available to students. Improved library facilities accessed by students.	Facilities made available to students by end of 2014.

Key Thrust 2: Create a conducive working environment that recognizes equal opportunity for faculty, staff and student.

No.	Key Action	Primary Responsibility	Secondary Implementers	Indicators	Target/Time Frame
1.	Providing teaching and learning and administrative resources for all staff of Institute of Education.	Director/Deputy Director	Secretary/Accountant	Computers and accessories made available for staff. Projectors and LCD telejectors made available in lecture rooms. Whiteboard provided in the offices of Senior members.	Computers and accessories purchased for staff. Projectors and LCD telejectors purchased Computers and accessories for each administrative office of Institute of Education. Whiteboards fixed in the offices of each lecturer by the end of year 2014.
2.	Establish a framework for rapid response to staff needs and grievances.	Director/Deputy Director	Secretary/Coordinators	Establishment of clearly defined procedure for addressing grievances. Suggestion and complaint box located at vantage points. Updated database of staff developed. Create a vibrant welfare system.	By the end of 2014.
3.	Strengthen security and safety services delivery	Director/Deputy Director	Secretary, Accountant, Chief Security Officer and Receptionist.	CCTV cameras stationed at vantage points at Institute of Education. Fire fighting equipment and smoke detectors provided at vantage points.	Provided by the end of 2015.
4.	Promote the image	Director/Deputy	Outreach	The vision and mission of Institute of Education	By the end of 2015.

	of the Institute of Education as an equal opportunity department	Director	Coordinator/Outreach Committee	<p>displayed at vantage points.</p> <p>Equal job opportunities provided to persons with physical challenges obtained.</p> <p>A maximum of 10% gender differences in student enrolment achieved.</p> <p>Access to facilities for persons with physical challenges provided.</p>	By end of 2017
5.	Establish annual award scheme for deserving staff, students and graduates	Director/Deputy Director	Outreach Coordinator/Outreach Committee	<p>Guideline for award scheme developed.</p> <p>Staff appraised annually.</p> <p>Deserving staff awarded annually.</p> <p>Deserving graduates awarded annually.</p>	<p>By the end 2014</p> <p>Annually</p>

Key Thrust 3: Recruit, develop and retain high calibre and motivated faculty and administrative staff

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Review current staff strength and identify deficiency gaps	Director/Deputy Director	Secretary and Coordinators	Staff audit conducted. Deficiency gap identified. Existing gap filled.	By the end of 2013/2014 academic year
2.	Institutionalize career enhancing short term courses/attachments, workshops for all categories of staff	Director/Deputy Director	Assistant Registrar/ Coordinators.	Guideline for Institutionalizing short term courses and workshops developed. Staff needs assessment carried out. Staff sent on attachment to Institutions eg. WAEC. Workshop/courses for staff organized.	By the end of 2013/2014 academic year
3.	Provide opportunities for excellent students to be trained as faculty	Director/(Deputy Director)	Outreach Coordinator/Outreach Committee Assistant Registrar and Coordinators. Deputy Director	Guideline for identification of excellent graduates prepared. Excellent graduates identified. Deserving graduates awarded with fellowship. Progress of fellowship awardees monitored. Fellowship awardees recruited.	By the end of 2014/2015 academic year By End of 2016/2017
4.	Provide sponsorship for PhD candidates of critical requirements	Director/ Vice - Chancellor	Accountant/ Coordinator of Units	Number of sponsorship awarded for PhD training increased.	PhD in three (3) years.

Key Thrust 4: Create a learning organization culture that enhances teamwork, efficiency, discipline and commitment.

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Develop mechanisms for projecting the vision of the Institute of Education as the centre for excellence for Teacher Education in Ghana	Director	Deputy Director, Secretary and Coordinators (AII)	<p>Vision focused seminars held at all levels.</p> <p>Functional and regularly updated website in place.</p> <p>Participation in national and international teacher education conferences promoted.</p>	<p>Seminar organized once a year to coincide with last Professional Board Meeting (2013-2017).</p> <p>Website updated regularly (2013-2017).</p> <p>Senior member funded to participate in at least a fair or conference a (2013-2017).</p>
2.	Promote functional teams and team-building culture.	Director	Deputy Director, Secretary/ Co-ordinators	<p>Teams undertake research.</p> <p>Research findings of Teams disseminated</p>	One seminar per annum. (2013-2017)
3.	Improve mentoring of Colleges of Education	Director	Deputy Director, Secretary	<p>Mentoring policy document developed for Colleges of Education.</p> <p>Mentoring and training seminars organized for Colleges of Education.</p>	<p>Mentoring policy document available by end of 2014.</p> <p>One training seminar per year. 2014-2017</p>
4.	Organize regular sessions to discuss work ethics	Director/Deputy Director/Secretary	Unit heads	<p>Job description documents produced.</p> <p>Quarterly meetings with all staff organized.</p>	Four times every year
5.	Provide opportunities for in-service training	Director/Deputy Director/Secretary	Secretary/ Accountant	Training reports produced.	

Key Thrust 5: Promote active and reflective teaching and learning, research and outreach services which strongly position the Institute of Education as a centre of excellence in teacher education.

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Create conducive environment for teaching and learning	Director/Deputy Director	All lecturers	<p>Number of fully furnished and equipped lecture rooms increased.</p> <p>Offices for academic staff increased and furnished.</p> <p>Volume of books and journals at the Institute library increased.</p>	<p>December, 2014</p> <p>December, 2014</p> <p>10% of current stock/year. (2013-2015)</p>
2.	Strengthen Publication and Research Unit	Director/Deputy Director	Co-ordinator of Research and Publication Unit	<p>Backlog of research articles published.</p> <p>Research and Publication Units set up and equipped.</p> <p>Staff for Research and Publication Unit recruited.</p> <p>Resource Research Unit Resource Publication Unit</p>	<p>Twice a year</p> <p>December, 2013</p> <p>December, 2014</p>
3.	Promote student-centred teaching with practical exposure	Director/Deputy Director	Academic staff/ students	<p>Competence-based teaching practice organized.</p> <p>Avenue for improving teaching practice supervision of Colleges of Education provided.</p>	<p>2013-2015</p> <p>2013-2015</p>
4.	Expand outreach activities to the Colleges of	Director/Deputy Director	Academic staff	Regular dissemination of research findings conducted.	2013-2015

	Education			Capacities of Colleges of Education staff updated on conduct of examinations.	2013-2016
5.	Create avenues for regular in-service training and workshops for lecturers and college tutors	Director/Deputy Director	Secretary/Senior Members/ Accountant	Training manual developed and training report produced.	Yearly
6.	Implement quality assurance activities for all programmes	Director/Deputy Director/ Sectary	Secretary/Senior Members/Unit coordinators	Quality assurance reports produced.	Annual exercise
7.	Strengthen linkages with local and international partners	Director/Deputy Director/ Sectary	Outreach coordinator	Documents on linkage activities produced.	By the end of 2015
8.	Regularly update Institute website	Director/Deputy Director/ Sectary	Secretary and senior members in charge	Accessible website created.	Quarterly updates

Key Thrust 6: Develop new and relevant programmes, periodically revise existing ones and vigorously pursue sandwich education.

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Review existing programmes	Director/ Deputy Director	Outreach/ Assessment Co-ordinators	Evaluation and review of existing academic programmes run and supervised by the Institute conducted: <ul style="list-style-type: none"> - M.ED. (TED) - B.ED. (Sandwich) - B.ED (Evening Classes) 	Existing programmes reviewed every 5 years (2013-2018)
2.	Develop new programmes in collaboration with key stakeholder's especially Colleges of Education	Director/ Deputy Director	Outreach/ Assessment Co-ordinators	Consultation meetings with stakeholders held. Needs assessment of Colleges of Education conducted. Demand-driven programmes to meet needs of Colleges of Education identified and pursued.	Develop at least three (3) new programmes between 2013-2018 for Institute of Education and Colleges of Education programmes
3.	Strengthen Quality Assurance of Institute of Education and Colleges of Education programmes	Director/ Deputy Director	Outreach/ Assessment Co-ordinators	Institute of Education and DAPQA to provide technical training for lecturers and key staff of the Colleges of Education. Appraisal of teaching quality of tutors of Colleges of Education/ lecturers of sandwich programmes conducted.	One survey per semester per course. (2013-2014)
4.	Identify and address issues affecting completion rates of graduates students	Director/ Deputy Director	All lecturers/graduate students of the Institute of Education.	Graduate completion tracking system produced. Number of students graduating per year increased. Incentives for thesis supervision/assessment enhanced.	Tracking system operational by end of 2013. 80% of students completing within the required period by 2014.

5.	Expand the scope of evening classes programme	Director/ Deputy Director/ Secretary	Outreach coordinator	Evening classes programme extended to prospective teachers.	Programmes expanded by the end of 2015
6.	Develop M.phil and Ph.D programmes	Director/ Deputy Director/ Secretary	Outreach coordinator	M.Phil and Ph.D programmes introduced.	Programmes introduced by the end of 2017

Key Thrust 7: Develop and strengthen integrated ICT infrastructure and facilities that robustly support teaching, research, outreach, administration and support services

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Create ICT support desk	Director/ Deputy Director	Secretary/ Accountant/ Senior Member in-charge of ICT	ICT support desk created. Systems Analyst recruited.	By the end of June 2014 Data Analyst recruited by end of 2014
2.	Review current ICT system and provide support as needed	Director/ Deputy Director	Secretary/ Accountant/ Senior Member in-charge of ICT	1) List of needed ICT equipment provided. 2) All offices provided with needed ICT equipment. 3) Stock of computer and relevant software modernized.	By end of 2015
3.	Expand the scope of online facilities for Institute of Education Sandwich examinations	Director/ Deputy Director	Secretary/ Accountant/ Senior member in-charge of ICT	1) Students' results made accessible online 2) Examination fees paid online 3) Examination time-tables accessed online	By end of June 2014
4.	Conduct needs assessment and provide training for staff in the use of ICT	Director/ Deputy Director	Secretary/ Accountant/ Senior Member in-charge of ICT	1) Needs assessment conducted 2) Training manual developed 3) Training provided 4) Training reports produced	1) By the end of 2014 2) As and when new staff are deployed
5.	Create database on Institute activities related to core mandate	Director/ Deputy Director	Secretary/ Accountant/ Senior Member in-charge of ICT	Database on institute core mandate created.	By end of 2015
6.	Extend intercom and internet connectivity to new building	Director/ Deputy Director	Secretary/ Accountant/ Senior Member in-charge of ICT	1) Wireless internet connectivity to all offices improved. 2) Intercom and internet connectivity to new building created.	By the end of 2014

Key Thrust 8: Improve upon physical infrastructure and support services that enhance teaching and learning, research and outreach

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Provide regular maintenance of Institute building	Director/ Deputy Director	Director of Development/ Estate Officer/ Secretary/ Accountant	Current Institute of Education Building renovated.	Cracks in walls and painting done by year 2014
2.	Provide regular maintenance of existing and new building, Institute furniture, air-conditioners and electrical fittings	Director/ Deputy Director	Secretary/ Accountant/ Director of Development/ Estate Officer/ Procurement Officer of Institute	Existing furniture, Air-conditioners, electrical fittings regularly maintained.	Yearly
3.	Reorganize and stock Institute library with new books and internet facility	Director/ Deputy Director	Secretary/ Accountant/ Senior members	Library reorganized and stocked with new books and computers.	By end of 2014
4.	Provide physical infrastructure to facilitate marking sessions	Director/ Deputy Director	Secretary/ Accountant	Project proposal and building plan produced.	By end of 2015
5	Improve upon lighting systems in old block	Director/ Deputy Director	Secretary/ Accountant	Broken lights replaced.	By first quarter of 2014
6	Provide security sacks for examination materials	Secretary	Accountant/ Assessment coordinator	200 security sacks provided.	By end of January 2014

Key Thrust 9: Develop linkages with local and foreign institutions, and partnership with key stakeholders in education

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Prepare and use guidelines for developing linkages and cooperation for the Institute of Education	Director/ Deputy Director	Outreach and Research Coordinators	<p>Guidelines for linkages and cooperation developed.</p> <p>Training on how to use guidelines for faculty conducted.</p> <p>Implementation review conducted.</p> <p>Review of guidelines for linkages and cooperation completed.</p>	<p>By end of 2014</p> <p>By end of June 2015</p> <p>Annually</p> <p>By end of 4th Year of enactment of the Guideline</p>
2.	Establish a desk for linkages and cooperation	Director/ Deputy Director	Outreach Coordinator/ Outreach Committee	<p>Linkages and cooperation desk established.</p> <p>A working linkage and cooperation committee established and empowered.</p>	<p>By the end of 2014</p> <p>Meet every quarter</p>
3.	Strengthen existing linkages with stakeholders in education	Director/ Deputy Director	Research and Publication Coordinator/ Committee	<p>More activities with Colleges of Education carried out.</p> <p>More activities with Moe, GES, TED, NCTE, NAB carried out.</p> <p>Relationship with CRDD strengthened.</p>	<p>By end of 2015</p> <p>By end of June 2015</p> <p>By end of 2013</p>
4.	Initiate relationship with development partner and other foreign institutions			Cooperation with development partners on teacher education issues with DFID, UNESCO, UNICEF, IBIS, USAID, VSO Ghana, Israel Embassy initiated, STAR GHANA, GNECC.	Continuous activity from the period 2013-2017

	who work in (teacher) education			Cooperation with identified foreign institutions initiated	
5.	Build database of past senior members	Director/ Deputy Director	Secretary/ Accountant	Database established and periodically updated.	Interaction with at least three former Senior Members annually 2013-2017

Key Thrust 10: Improve upon management capacity and governance of Institute of Education

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Conduct review of roles and responsibility of committees	Director/ Deputy Director	Secretary and Coordinators	Membership of various committee clearly reviewed. Roles and responsibilities clearly documented.	By end of June 2014 By end of June 2014
2.	Identify and build leadership capacity of coordinators and chairs of committees	Director/ Deputy Director	Secretary	Needs assessment of leaders conducted. Coordinators and chairs of committees trained and resourced.	By end of 2014
3.	Identify and build the capacity of all support staff	Director/ Deputy Director	Secretary and Coordinators	Capacity needs of support staff identified. Training programmes developed and implemented.	By end of 2015

Key Thrust 11: Vigorously work to improve generation and enforce fiscal discipline

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Search for discipline specific grants for research	Director/ Deputy Director	Unit Heads/ Senior Members	One major funded-research programme sourced.	Beginning 2014, at least one major grant won per year.
2.	Expand the scope of sandwich and evening programmes	Director/ Deputy Director	Heads of Units	Demand driven sandwich programmes introduced. Evening graduate programmes introduced.	Sandwich and evening programmes contribution to IGF increase to 50%.
3.	Improve and monitor procurement procedures	Director/ Accountant	Unit Co-ordinators	Reduction in procurement cost/time attained. Financial management regulations adhered to by Unit Heads involved in monitoring of items procured. Procurement Committee established.	Spending officer follows the regulations. 2013-2017 Unit heads actively involved from January, 2014 Procurement Committee meets quarterly, January, 2014-2017
4.	Strengthen expenditure control measures	Director/ Accountant	Deputy Director/ Secretary/ Unit Heads	Study on expenditure patterns conducted. Education on expenditure control measures conducted. Spending officer regularly updated on expenditure control measures achieved.	Report produced and discussed by mid 2014 All staff briefed on expenditure patterns twice a year. 2014-

				<p>Tracking system for vehicles to reduce cost introduced.</p> <p>Spending within approved budget limit attained.</p> <p>Study leave with pay streamlined.</p> <p>Areas of waste identified.</p> <p>Waste minimized.</p>	<p>2017</p> <p>Monthly report on expenditure presented to spending officer. 2013-2017</p> <p>Spending officer adhere to approved limits of expenditure. 2014-2017</p> <p>Spending officer adhered to approved limits of expenditure. 2014-2017</p> <p>Study leave with pay limited to PhDs. 2014-2017</p> <p>By end of June 2015</p>
5.	Develop quality educational materials for Colleges of Education and teacher education practitioners for a fee	Director/ Deputy Director	Secretary/ Coordinators/ Accountant	<p>Committee to oversee material development constituted.</p> <p>Guidelines for production of educational materials prepared.</p> <p>Training on material developed conducted.</p> <p>Materials produced and marketed.</p>	<p>By end of 2015</p> <p>By end of 2015</p> <p>By end of 2016/2017</p>

Key Thrust 12: Reposition the Institute of Education to make it more relevant to the Colleges of Education in their new status as tertiary institutions

No.	Key Action	Primary	Secondary implementers	Indicators	Targets/Time Frame
1.	Conduct needs assessment in Colleges of Education	Director/ Deputy Director	Senior members of Institute of Education/PRINCOF/ Accountant/IOE Secretary	Needs assessment conducted. Needs assessment reports produced.	By June 2014 By end of 2014
2.	Organize workshops and conferences for Colleges of Educations to improve the capacity of their staff	Director/ Deputy Director	Senior members of Institute of Education/PRINCOF/ Accountant/IOE Secretary	Workshops, orientation sessions and conferences organized.	At least two workshops and one conference in a year (2014-2017)
3.	Strengthen the relationship between management of the Institute of Education and that of the Colleges of Education	Director/ Deputy Director	Institute of Education Secretary/ Accountant/ Unit Coordinators	Visitations made. Meetings with Colleges of Education held.	At least 20 Colleges of Education visited in a year
4.	Review and restructure the curricula of the Colleges of Education	Director/ Deputy Director	Chief Examiners/ Institute of Education Secretary/ Assessment Coordinator	Colleges of Education curricula reviewed.	By the end of 2016
5.	Introduce new and relevant academic programmes to build the capacity of staff of Colleges of Education	Director/ Deputy Director	Senior members	Relevant programmes identified and introduced (M.Phil, PhD, E.ED in teacher Education) Courses made more relevant and attractive to target group achieved. Enrolment drive carried out.	By end of 2017

6.	Monitor progression of Colleges of Education in the present tertiary education status	Director/ Deputy Director	Senior members/ PRINCOF/ Heads of Departments of Colleges of Education	Monitoring activities conducted and monitoring reports produced	By end of 2016
7.	Establish a mentorship Unit at the Institute of Education	Director/ Deputy Director	Unit Co-ordinators/ Senior Members/ Secretary/ Accountant	Mentorship Unit established	Mentorship Unit operational by December, 2013.

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RISK REGISTER

Reference to the Objective	Risk Number	Description of Risk and what is at Risk	Risk Rating	Risk Owner	Risk Response and Control	Gaps in Control and Assurance	RAG Status
1.1.1	001	Lack of time will not permit orientation to take place	L=1 I=1 1x1=1	Coordinator of Outreach Unit	Treat <ul style="list-style-type: none"> Identify dates on the first semester schedule for the activity 	Gap <ul style="list-style-type: none"> Officials to conduct the activity may be taken away by other assignments Assurance <ul style="list-style-type: none"> DAPQA report 	
1.1.2	002	The workload in the Institute will make it difficult to assign all students to academic counselors	L=3 I=2 3x2=6	Coordinator of Outreach Unit	Treat <ul style="list-style-type: none"> Identify and train other faculty Make budgetary allocation for it 	Gap <ul style="list-style-type: none"> Other competing activities Assurance <ul style="list-style-type: none"> DAPQA report 	
1.1.3	003	Unavailability of appropriate database system will make it difficult to collate data on all students	L=2 I=2 2x2=4	Secretary	Treat <ul style="list-style-type: none"> Identify and procure database software Resource a staff to man the database 	Gap <ul style="list-style-type: none"> Inaccurate data Bureaucratic procurement procedures Assurance <ul style="list-style-type: none"> ICT coordinators report 	
1.1.4	004/005	Inadequate planning will not permit students support desk to be created at all centres.	L=3 I=2 3x2=6	Outreach Coordinator	Treat <ul style="list-style-type: none"> Create support desks at all centres and make all of them operational 	Gap <ul style="list-style-type: none"> Monitoring difficulties Assurance <ul style="list-style-type: none"> DAPQA report/Secretary 	

						report to Departmental Board	
1.3.1	006	Time and budgetary constraints will not permit diagnostic assessment to be conducted	L=3 I=2 3x2 =6	Examination Officer	Treat • Diagnostic assessment should be captured on first semester schedule.	Gap • Competing university-wide activity Assurance • Report from Outreach Coordinator/DAPQA	
1.3.2	007	Lack of feedbacks will prevent students from knowing their strengths and weaknesses.	L=2 I=2 2x2 =4	Examination Officer	Treat • Capture activity on schedule and give feedback	Gap • Other competing activities Assurance • Report from Outreach Coordinator/DAPQA	
1.4.1	008	Inability to identify the relevant books and where to source for them	L=2 I=3 2x3=6	Secretary	Treat • Identify relevant books and where to source them	Gap • Bureaucratic procurement procedure Assurance • Departmental Library Committee's report (UCC main Library report)	
1.4.2	009	Budgetary constraint will make it difficult to procure all relevant books for the library	L=2 I=3 2x3=6	Secretary	Treat • Identify and procure relevant books in adequate quantities	Gap • Other competing activities Assurance • Departmental Library Committee's report (UCC main Library report)	
1.4.3	010	Lack of awareness by students and staff about university wide e-library services	L=1 I= 2 1x2=2	Institute Librarian	Treat • Inform Institute staff and students about the existence of e-library services in the university during	Gap • Erratic internet services and power outages • Poor attitude of staff and students	

					orientation and open forums	<ul style="list-style-type: none"> • Technological challenge Assurance <ul style="list-style-type: none"> • Departmental Library Committee's reports 	
1.5.1	011	Inadequate number of lecture theatres for lectures	L=3 I=3 3x3=9	Registrar	Transfer <ul style="list-style-type: none"> • Inform Registrar about need 		
1.5.2	012	Lack of resources will not permit ICT training to all external students	L=3 I=2 3x2=6	ICT coordinator	Treat <ul style="list-style-type: none"> • Identify and procure the needed resources in phases • Identify and train relevant staff who will give all external students ICT training 	Gap <ul style="list-style-type: none"> • Students not taking ICT classes seriously Assurance <ul style="list-style-type: none"> • Outreach Coordinator reports 	
2.1.1	013	Procurement difficulties make it difficult to provide all staff with computers and accessories at the appropriate time	L=3 I=3 3x3=9	Secretary	Treat <ul style="list-style-type: none"> • Put in order by first quarter of 2014 • Purchase computers and accessories for staff 	Gap <ul style="list-style-type: none"> • Availability of appropriate computers and accessories Assurance <ul style="list-style-type: none"> • Audit report 	
2.1.2	014	Procurement procedures make it difficult to acquire LCD telejectors on time	L=3 I=1 3x1=3	Secretary	Treat <ul style="list-style-type: none"> • LCD projectors purchased for the Institute of Education 	Gap <ul style="list-style-type: none"> • Availability of appropriate LCD telejectors Assurance <ul style="list-style-type: none"> • Audit report 	
2.1.3	015	Unavailability of whiteboard in the offices of all senior members	L=1 I=1 1x1=1	Secretary	Treat <ul style="list-style-type: none"> • Procure and fix whiteboard in the offices of senior members by first 	Gap <ul style="list-style-type: none"> • Poor quality whiteboard Assurance	

					quarter of 2014	<ul style="list-style-type: none"> • Audit report 	
2.2.1	016	Lack of time will not allow the orientation for newly recruited or transferred staff to the Institute of Education	L=1 I=3 1x3=3	Secretary	Treat <ul style="list-style-type: none"> • Conduct orientation for newly recruited/ transferred staff to the Institute 	Gap <ul style="list-style-type: none"> • Newly recruited/transferred staff prevented by other assignments from participating in orientation Assurance <ul style="list-style-type: none"> • Deputy Director to report 	
2.2.2	017	limited number of mentors will not allow all newly recruited/transferred staff to be assigned mentors	L=1 I=2 1x2=2	Secretary	Treat <ul style="list-style-type: none"> • All newly recruited/ transferred staff assigned mentors within or outside the Institute 	Gap <ul style="list-style-type: none"> • Not finding the suitable mentors Assurance <ul style="list-style-type: none"> • Deputy Director to report 	
2.2.3	018	Irregular general meeting with staff as a result of time-constraint	L=2 I=2 2x2=4	Secretary	Treat <ul style="list-style-type: none"> • Conduct monthly general meetings with staff 	Gap <ul style="list-style-type: none"> • Computing activities with the Institute of Education. Assurance <ul style="list-style-type: none"> • Departmental Board minutes 	
2.2.4	019	Inability to access Division of Human Resource database system will make it difficult to get updated staff data	L=2 I=2 2x2=4	ICT coordinator	Treat <p>Collate and update database of staff</p>	Gap <ul style="list-style-type: none"> • Erratic internet and power outages Assurance <ul style="list-style-type: none"> • Secretary to report to Departmental Board 	
2.2.5	020	Procurement bottle-necks making it difficult to install CCTV camera all vantage points at the Institute of Education	L=1 I=2 1x2=2	Accountant	Treat <ul style="list-style-type: none"> • Request for CCTV cameras sent by the second quarter of 2014 	Gap <ul style="list-style-type: none"> • Other competing activities Assurance	

						<ul style="list-style-type: none"> • Audit report 	
2.3.1	021	Lack of time will not allow the preparation of guidelines for the Award Scheme	L=1 I=2 1x2=2	Examination Officer	Treat <ul style="list-style-type: none"> • Develop guidelines for Award Scheme 	Gap <ul style="list-style-type: none"> • Unclear criteria for selecting awardees Assurance <ul style="list-style-type: none"> • DAPQA report/Secretary to report 	
2.3.2	022	Lack of time will not allow Staff to be appraised and rewarded annually	L=1 L=2 1x2=2	Secretary	Treat <ul style="list-style-type: none"> • Staff appraised annually and rewarded 	Gap <ul style="list-style-type: none"> • Unclear criteria for selecting awardees Assurance <ul style="list-style-type: none"> • Deputy Director to report 	
2.3.3	023	Lack of time will not allow students to be awarded	L=2 I=1 2x1=2	Examination Officer	Treat <ul style="list-style-type: none"> • Deserving students awarded annually. • There should be clear guidance for selecting awardees to save committee's time 	Gap <ul style="list-style-type: none"> • Computing Institute's activities. Assurance <ul style="list-style-type: none"> • Secretary to report 	
3.1.1	024	Staff audit will not be conducted as a result of limited expertise at the Institute	L=3 I=2 3x2=6	Secretary	Treat <ul style="list-style-type: none"> • Identify HR expert to assist in conducting staff audit in the Institute 	Gap <ul style="list-style-type: none"> • The expert not having enough time to assist in conducting staff audit Assurance <ul style="list-style-type: none"> • DD to report 	
3.1.2	025	Limited expertise in staff auditing will not allow the identification of deficiency gap in staff competence	L=3 I=2 3x2= 6	Secretary	Treat <ul style="list-style-type: none"> • Identify suitable HR expert to assist in identifying the competencies of 	Gap <ul style="list-style-type: none"> • Unexpected transfer of staff who have been trained Assurance	

					staff of the Institute	<ul style="list-style-type: none"> Deputy Director to report to Departmental Board 	
3.1.3	026	Not enough experts to support all staff with needs	L=3 I=2 3x2=6	Secretary	Treat <ul style="list-style-type: none"> All staff with needs are supported 	Gap <ul style="list-style-type: none"> Unexpected transfer of staff providing support Assurance <ul style="list-style-type: none"> Deputy Director to report to Departmental Board 	
3.2.1	027	Time constraints will make it difficult to organize short-term courses and workshops	L=1 I=3 1x3=3	Secretary	Treat <ul style="list-style-type: none"> Identify and develop guidelines for relevant short-term courses and workshops. 	Gap <ul style="list-style-type: none"> Other competing activities Assurance <ul style="list-style-type: none"> Deputy Director to report to Departmental Board 	
3.2.2	028	Limited expertise in identifying staff professional needs will make it difficult to carry out staff needs assessment	L=3 I=3 3x3=9	Secretary	Treat <ul style="list-style-type: none"> Identify suitable experts to assist in carrying out staff needs assessment. 	Gap <ul style="list-style-type: none"> Competing activities of the identified expert Assurance <ul style="list-style-type: none"> Deputy Director to report to Departmental Board 	
3.2.3	029	Limited expertise in facilitating workshop for staff	L=3 I=3 3x3=9	Secretary	Treat <ul style="list-style-type: none"> Identify suitable experts to assist in facilitating workshops for staff 	Gap <ul style="list-style-type: none"> Competing activities of the facilitator(s) Assurance <ul style="list-style-type: none"> Deputy Director to report to Departmental Board 	
3.3.1	030	Difficulty in defining selection criteria will	L=1 I=1	Secretary	Treat <ul style="list-style-type: none"> Prepare guidelines 	Gap <ul style="list-style-type: none"> Applying limited criteria for 	

		pose a challenge in the preparation of guidelines for identifying excellent graduates	1x1=1		for identifying and selecting excellent graduates	selecting graduates Assurance • Deputy Director to report to Departmental Board	
3.3.2	031	Excellent students not identified and awarded with fellowships accordingly	L=3 I=2 3x2=6	Outreach Coordinator	Treat • To put in place a plan for identifying and awarding fellowship to students who excel.	Gaps • Selection criteria might not be satisfactory for all • Some awardees might not accept the offer Assurance • Secretary to report to Departmental Board	
3.3.3	032	Progress of fellowship awardees not monitored due to time constraints	L=1 I=2 1x2=2		Treat • Monitor progress of fellowship awardees	Gaps • Inaccurate data on awardees progress • Supervisors not providing progress report on fellowship awardees Assurance • Report from relevant university	
3.3.4	033	Embargo on employment making it difficult for fellowship awardees not to be recruited/appointed	L= 3 I= 3 3x3=9		Transfer to • DHR		
3.4.1	034	Budgetary constraints will limit the number of Ph.D. sponsorship that can be awarded	L=2 I=2 Ix2 2x2=4	Secretary	Treat • Set a clear criteria to determine the number of Ph.D. sponsorship to be awarded annually	Gap • Fear that number of qualified applicants will be overwhelming Assurance	

						<ul style="list-style-type: none"> • Deputy Director reports on the criteria for selecting Awardees for Ph.D. sponsorship at Departmental Board. • Accountant reports on budgetary allocation made to Departmental Board 	
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4.1.1	035	Schedule of activities might not include organization of vision focused seminars	L=3 I=2 3x2=6	Secretary	Treat <ul style="list-style-type: none"> • Plan and capture vision focused seminars in schedule of activities of the Institute 	Gap <ul style="list-style-type: none"> • Other competing activities Assurance <ul style="list-style-type: none"> • Outreach Coordinator reports on seminars organized to Departmental Board • DAPQA report 	
4.1.2	036	Unavailability of web administrator in the Institute will make it difficult to have a functional and updated website	L=2 I=3 2x3=6	Secretary	Treat <ul style="list-style-type: none"> • Request DHR to appoint/transfer knowledgeable staff in website administrator to the Institute 	Gaps <ul style="list-style-type: none"> • Difficulty in finding suitable web administrator • Bureaucratic appointment/transfer procedure Assurance <ul style="list-style-type: none"> • Staff file • DAQPA report 	
4.1.3	037	Inability to include the participation of senior members in national and international teacher education conferences in the budget of the Institute	L=2 I=2 2x2=4	Secretary	Treat <ul style="list-style-type: none"> • Plan and allocate resources for relevant national and international conferences • Make budgetary 	Gaps <ul style="list-style-type: none"> • Unclear guidelines for nominating senior members to participate in conferences • Unhealthy lobbying could inhibit the selection process 	

					allocation for the activity	Assurance <ul style="list-style-type: none"> Accountant reports to Departmental Board on budgetary allocation for conferences VC's annual report Audit report 	
4.2.1	038	Time constraints may inhibit the organization of team research	L=1 I=2 1x2=2	Research and Publication Coordinator	Treat <ul style="list-style-type: none"> Identify team research topic and conduct research 	Gap <ul style="list-style-type: none"> Fear that the researchers will not adhere to deadlines Assurance <ul style="list-style-type: none"> JED-P journal 	
4.2.2	039	Time constraint may not allow research findings to be disseminated	L=3 I= 3 3x3=9	Research and Publication Coordinator	Treat <ul style="list-style-type: none"> Get journal published annually 	Gap <ul style="list-style-type: none"> Delay from publishers Assurance <ul style="list-style-type: none"> Journals in bookshops, library and website of UCC 	
4.3.1	040	Time constraints may prevent Mentoring Policy from being developed for Colleges of Education	L=2 I=2 2x2=4	Secretary	Treat <ul style="list-style-type: none"> Develop Mentoring Policy for Colleges of Education 	Gap <ul style="list-style-type: none"> Other competing activities Assurance <ul style="list-style-type: none"> Minutes of Professional Board DAPQA report 	
4.3.2	041	Time constraints will not allow mentoring and training seminars to be organized for Colleges of Education	L=1 I=3 1x3=3	Secretary	Treat <ul style="list-style-type: none"> Organize annual training and mentoring seminars for Colleges of Education 	Gaps <ul style="list-style-type: none"> Difficulty of finding suitable resource persons Competing activities of the Colleges of Education Assurance	

						<ul style="list-style-type: none"> Minutes of Professional Board 	
4.4.1	042	Lack of Job description document for staff	L=2 I=3 2x3=6	Secretary	Treat <ul style="list-style-type: none"> Produce job description document for staff of Institute of Education 	Gaps <ul style="list-style-type: none"> Limited expertise in preparing job description document for staff competing activities of staff and experts Assurance <ul style="list-style-type: none"> Staff Files 	
4.4.2	043	Time constraint will not permit timely reports to be produced	L=2 I=2 2x2=4	Deputy Director	Treat <ul style="list-style-type: none"> Constitute a team to report on training exercises 	Gap <ul style="list-style-type: none"> Competing activities of constituted members Assurance <ul style="list-style-type: none"> Secretary to report to Departmental Board 	
5.1.1	044	Cumbersome procurement procedures in the university may not permit the prompt furnishing and equipping of more lecture theatres.	L=2 I=2 2x2=4	Institute Accountant	Treat <ul style="list-style-type: none"> Early requisition for furniture and equipment Follow ups to procurement unit by the Secretary to the Institute 	Gaps <ul style="list-style-type: none"> Slow response on the part of procurement officers Lack of follow-up on the part of the Institute Secretary Assurance <ul style="list-style-type: none"> Audit unit and DAQA report 	
5.1.2	045	Cumbersome procurement procedures in the university may not permit the prompt furnishing of offices for academic staff.	L=2 I=2 2x2=4	Institute Accountant	Treat <ul style="list-style-type: none"> Early requisition for furniture and equipment Follow-ups to procurement unit by the Secretary to the Institute 	Gaps <ul style="list-style-type: none"> Slow response on the part of procurement officers Lack of follow-up on the part of the Institute Secretary Assurance <ul style="list-style-type: none"> Constant monitoring by the Deputy Director of the Institute 	

						of Education	
5.1.3	046	Unavailability of list of required books and journals for the Institute library	L=1 I=2 1x2=2	Institute Librarian	Treat <ul style="list-style-type: none"> • Early requisition for list of relevant books and journals from course lecturers • Contact the university main library for the supply of books and journals 	Gaps <ul style="list-style-type: none"> • Failure to write to lecturers to submit list of relevant books and journals. • Lack of follow-up on the part of the Institute librarian Assurance <ul style="list-style-type: none"> • Constant reminder by the Secretary to the Institute of Education • Constant monitoring by the Deputy Director of the Institute of Education 	
5.2.1	047	Unavailability of articles to be published	L=1 I=2 1x2=2	Coordinator of Research and Publications Unit	Treat <ul style="list-style-type: none"> • Regular call for papers from local and international contributors 	Gap <ul style="list-style-type: none"> • Failure to call for papers regularly Assurance <ul style="list-style-type: none"> • Report by Deputy Director of the Institute of Education to constantly monitor the call for papers 	
5.2.2	048	Delay in review and publication of articles received	L=1 I=2 1x2=2	Coordinator of Research and Publications Unit	Treat <ul style="list-style-type: none"> • Prepare list of reviewers • Deadline for 	Gap <ul style="list-style-type: none"> • Computing Institutes Report Assurance	

					<p>assessment of articles by reviewers to be enforced</p> <ul style="list-style-type: none"> • Offer attractive remuneration to reviewers • Motivate reviewers by paying them promptly 	<ul style="list-style-type: none"> • Coordinator of Research and Publication Unit report. 	
5.2.3	049	Absence of physical location and lack of equipment for the Research and Publication Unit	L=2 I=3 3x2=6	Director, IOE	<p>Treat</p> <ul style="list-style-type: none"> • Establishment of Research and Publications Unit 	<p>Gap</p> <ul style="list-style-type: none"> • Lack of office space and equipment for the Research and Publications Unit <p>Assurance</p> <ul style="list-style-type: none"> • Director, IOE to ensure the provision of office space and equipment for the Unit 	
5.2.4	050	Lack of commitment to research activities by the Institute	L=2 I=3 3x2=6	Deputy Director, IOE	<p>Treat</p> <ul style="list-style-type: none"> • The Director to encourage, motivate and enforce the conduct of research activities at the Institute 	<p>Gap</p> <ul style="list-style-type: none"> • Failure of Management to provide support for research activities at the Institute <p>Assurance</p> <ul style="list-style-type: none"> • Director's Annual Report 	
5.2.5	051	Lack of supporting staff for the Research and Publications Unit	L=2 I=3 3x2=6	Director, IOE	<p>Treat</p> <ul style="list-style-type: none"> • Director to request for supporting staff • Director to reorganize current staff to cater for the needs of the Unit 	<p>Gap</p> <ul style="list-style-type: none"> • Slow response to request by DHR <p>Assurance</p> <ul style="list-style-type: none"> • Director's Report on reorganization 	
5.3.1	052	Lack of training of tutors of the COEs in improving teaching	L=3 I=3 3x3=9	Assessment Coordinator, IOE	<p>Treat</p> <ul style="list-style-type: none"> • Organize workshops on teaching practice 	<p>Gaps</p> <ul style="list-style-type: none"> • Time constraints due to numerous activities of the 	

		practice supervision			supervision for teaching practice coordinators of the COEs	Institute <ul style="list-style-type: none"> Financial constraints Assurance <ul style="list-style-type: none"> Report on workshop for teaching practice coordinators produced by Deputy Director 	
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1.1	053	Delays in the review and evaluation of existing academic programmes due to time constraints	L=2 I=2 2x2=4	Coordinator, Outreach Unit	Treat <ul style="list-style-type: none"> Give deadlines for evaluating and reviewing academic programmes 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Deputy Director's report on the evaluation and revision of academic programmes 	
6.2.1&2	054	Time constraints in setting dates for consultative meetings and identification of needs assessments	L=2 I=2 2x2=4	Coordinator, Outreach Unit	Treat <ul style="list-style-type: none"> Fix dates for consultative meetings Specify dates for the identification of needs assessment 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Minutes of consultative meetings and identification of needs assessment Report on needs assessment of stakeholders 	
6.2.3	055	Delay in identifying demand-driven programmes due to time constraints	L=2 I=2 2x2=4	Coordinator, Outreach Unit	Treat <ul style="list-style-type: none"> Specify dates for the development of new demand-driven programmes 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Deputy Director to monitor and provide regular reports on the development of new academic programmes 	

6.3.1	056	Time and financial constraints on the part of the Institute	L=2 I=2 2x2=4	Assessment Coordinator	Treat <ul style="list-style-type: none"> • Conduct annual monitoring on quality assurance should be continued • Include training workshops in Institutes main annual calendar 	Gap <ul style="list-style-type: none"> • Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> • Reports on the workshops produced by the Deputy Director 	
6.3.2	057	Time and financial constraints on the part of the Institute	L=1 I=1 1x1=1	Deputy Director	Treat <ul style="list-style-type: none"> • Monitoring of out programme and continuous assessments in Colleges of Education should be continued • Budget allocation should be captured in the budget of the Institute 	Gap <ul style="list-style-type: none"> • Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> • Reports from DAQA 	
6.4.1	058	Failure to design and put tracking system in place due to inertia	L=3 I=1 3x1=3	Coordinator, Outreach Unit	Treat <ul style="list-style-type: none"> • Procedure for tracking system defined • Assign officers to be in charge of tracking system 	Gap <ul style="list-style-type: none"> • Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> • Tacking system developed by Coordinator, Outreach Unit 	
6.5.1	059	Publicity constraints	L=2 I=2 2x2=4	Coordinator, Outreach Unit	Treat <ul style="list-style-type: none"> • Intensify advertisement of the programme to attract more candidates 	Gap <ul style="list-style-type: none"> • Competing programmes at the University Assurance <ul style="list-style-type: none"> • Report on the state of advertisements submitted 	

6.6.1	060	Bureaucratic bottlenecks in getting programmes approved	L=3 I=2 3x2=6	Secretary to the Institute of Education	Treat <ul style="list-style-type: none"> Follow-up on the approval process 	Gap <ul style="list-style-type: none"> Computing Institute's activities Assurance <ul style="list-style-type: none"> Feedback on approval process provided by the Institute Secretary 	
6.6.2	061	Time constraints will not allow for the development of the PHD Programme	L=3 I=1 3x1=3	Deputy Director	Treat <ul style="list-style-type: none"> Develop the Ph.D programme 	Gap <ul style="list-style-type: none"> Competing activities in the Institute Assurance <ul style="list-style-type: none"> Document on developed programme produce 	
7.1.1	062	Delay in creating ICT support desk	L=3 I=3 3x3=9	Director	Treat <ul style="list-style-type: none"> Create ICT support desk Director to monitor the creation of ICT support desk 	Gap <ul style="list-style-type: none"> Slow process in implementation Assurance <ul style="list-style-type: none"> Director's annual report 	
7.1.2	063	Delays in recruitment processes in the university	L=2 I=2 2x2=4	Director	Transfer to <ul style="list-style-type: none"> Registrar DHR 		
7.2.1	064	Delays in the provision of list of needed ICT equipment and software	L=2 I=2 2x2=4	Senior member in charge of ICT	Treat <ul style="list-style-type: none"> Appoint a senior member to be in charge of ICT Provide list of ICT equipment and software Include cost of needed ICT equipment in Institute budget 	Gap <ul style="list-style-type: none"> Slow procurement processes Assurance <ul style="list-style-type: none"> Report from Senior member in charge of ICT 	

7.3.1	065	Delay in creating on-line facilities for examinations	L=2 I=2 2x2=4	Senior member in charge of ICT	Treat <ul style="list-style-type: none"> Expand the on-line facility for examinations 	Gap <ul style="list-style-type: none"> Delay in conceiving and implementing the idea Assurance <ul style="list-style-type: none"> Report on implementation of ICT facility presented 	
7.4.1	066	Time and financial constraints in conducting needs assessments on ICT	L=2 I=2 2x2=4	Senior member in charge of ICT	Treat <ul style="list-style-type: none"> Specify dates for the identification of needs assessment Include cost of needs assessment in Institute budget 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Report on needs assessment presented by Senior member in charge of ICT 	
7.4.2/3/4	067	Time and financial constraints in providing training and reports on ICT	L=2 I=2 2x2=4	Senior member in charge of ICT	Treat <ul style="list-style-type: none"> Specify dates for training Include cost of training and development of manual in Institute budget 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Report on training presented by Senior member in charge of ICT 	
7.5.1	068	Delay in creating database on Institute's activities related to its core mandates	L=2 I=2 2x2=4	Senior member in charge of ICT	Treat <ul style="list-style-type: none"> Create database on activities of the Institute Specify deadlines for creation of database Include cost of database creation in Institute budget 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Report on creation of database presented by Senior member in charge of ICT 	

7.6.1	069	Administrative bottlenecks in the University's procurement process	L=2 I=2 2x2=4	Senior member in charge of ICT	Transfer to • Procurement unit		
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Reference to the Objective	Risk Number	Description of Risk and what is at Risk	Risk Rating	Risk Owner	Risk Response and Control	Gaps in Control and Assurance	RAG Status
8.1.1	070	Delays in renovations of Institute building	L=2 I=2 2x2=4	Director	Transfer to • DEPEM		
8.1.2	071	Delays in maintaining building and equipment in the Institute of Education	L=2 I=2 2x2=4	Director	Transfer to • DEPEM		
8.3.1	072	Delay in reorganization of Institute library	L=1 I=2 1x2=2	Institute Librarian	Treat • Reorganize and restock the Institute library • Contact the university main library for the supply of books and journals • Cost of new books and journals included in Institute budget • Constant monitoring by the Deputy Director of the Institute • Budgetary allocation made for the cost of	Gaps • Failure to reorganize the library • Absence of list of relevant books and journals to be purchased • Lack of follow-up on the part of the Institute librarian Assurance • Report on reorganization and restocking of the Institute library submitted	

					new books		
8.4.1	073	Delay in provision of infrastructure for marking sessions	L=3 I=1 3x1=3	Director	Transfer		
8.5.1	074	Slow response on the part of the Electricity Section of the university	L=3 I=2 3x2=6	Director	Transfer		
8.6.1	075	Delay in placing order for security sacks	L=1 I=2 1x2=2	Assessment Coordinator	Treat • Requisition for the supply of security sacks	Gap • Failure to request for security sacks Assurance • Follow-up reports by Assessment Coordinator and Accountant	
9.1.1	076	Inadequate time to develop guidelines for linkages and cooperation.	L = 2 I = 3 2x3=6	Director	Treat • Immediate development of guidelines. • Schedule for the development of the guidelines included in the calendar of the Institute of Education	Gap • Competing activities of Institute and commitment Assurance • Report from desk for linkages and cooperation	
9.1.2	077	Inadequate time to train faculty. Faculty inability to initiate and sustain linkages.	L = 2 I = 3 2x3=6	Secretary	Treat • Schedule time table for training developed • Draw up budget to support training • Linkage experience shared among colleagues as and when linkage is	Gap • Competing activities of the Institute • Reluctance of colleagues to share experience Assurance • Desk for linkages and cooperation to report to the Director	

					developed		
9.1.3	078	Failure to make time for review of implementation guidelines.	L = 2 I = 3 2x3=6	Director	Treat <ul style="list-style-type: none"> Schedule for review of implementation of guidelines in the calendar 	Gap <ul style="list-style-type: none"> Competing activities of the Institute Assurance <ul style="list-style-type: none"> Report from desk for linkages 	
9.2.1	079	Lack of administrative will and support in the establishment of committee for linkages and cooperation.	L = 2 I = 2 2x2=4	Director	Treat <ul style="list-style-type: none"> Committee for linkages and cooperation established by June 2014 Research activities of faculty to be given publicity 	Gap <ul style="list-style-type: none"> Difficulty in establishing linkages due to lack of adequate publicity of research capabilities of faculty Assurance <ul style="list-style-type: none"> Report from Research and Publication Unit on linkages 	
9.3.1	080	Full autonomy of Colleges of Education will weaken the relationship between Institute and stakeholders in Teacher Education.	L = 3 I = 3 3x3=9	Director	Treat <ul style="list-style-type: none"> Look for other possible areas of cooperation Support and monitor curriculum design and delivery 	Gap <ul style="list-style-type: none"> Lack of administrative will to pursue other areas of cooperation Assurance <ul style="list-style-type: none"> Report from Assessment Coordinator on the autonomy of the Colleges of Education 	
9.3.2	081	Full autonomy of Colleges of Education will weaken the relationship between Institute and stakeholders in Teacher Education.	L = 3 I = 3 3x3=9	Director	Transfer to <ul style="list-style-type: none"> Vice-Chancellor (to ensure that Institute of Education is considered in the decision on the autonomy of the 		

					Colleges of Education)		
9.4.1	082	Lack of time to prioritize and initiate relationship with development partners.	L = 3 I = 2 3x2=6	Deputy Director	Treat <ul style="list-style-type: none"> Vigorously pursue linkages with other partners Activity should be incorporated in the calendar of the Institute 	Gap <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Report from Linkages Committee 	
9.5.1	083	Lack of administrative will to develop database of past senior members of the Institute of Education.	L = 1 I = 2 1x2=2	Deputy Director	Treat <ul style="list-style-type: none"> Develop database of past senior members of the Institute by the end of December 2013 	Gap <ul style="list-style-type: none"> Competing activities of the Institute of Education Assurance <ul style="list-style-type: none"> Deputy Director reports to Departmental Board on database 	
10.1.1	084	Lack of time to conduct review of roles and responsibilities of units/committees.	L = 2 I = 2 2x2=4	Deputy Director	Treat <ul style="list-style-type: none"> Membership of units/committees clearly defined and roles and responsibilities well documented 	Gap <ul style="list-style-type: none"> Erroneous assumption that committee/unit members have full grasp and understanding of their roles and responsibilities Assurance <ul style="list-style-type: none"> Secretary reports to Departmental Board 	
10.2.1	085	Lack of time to conduct needs assessment of leaders.	L = 3 I = 2 3x2=6	Deputy Director	Treat <ul style="list-style-type: none"> Immediate identification of training needs of coordinators, chairs of committees. 	Gaps <ul style="list-style-type: none"> Lack administrative will to conduct needs assessment of leaders Competing Institute activities Assurance	

						<ul style="list-style-type: none"> Secretary reports on periodic needs assessment 	
10.2.2	086	Lack of time to organize training programmes	L = 2 I = 2 2x2=4	Deputy Director	Treat <ul style="list-style-type: none"> Conduct periodic training for coordinators/chairs of committees based on needs assessment Budget to support training needs 	Gaps <ul style="list-style-type: none"> Lack of administrative will to organize training programmes Competing Institute activities Assurance <ul style="list-style-type: none"> Secretary reports on periodic training of unit heads and committee chairs 	
10.3.1	087	Lack of time to identify and build capacity of support staff.	L = 3 I = 2 3x2=6	Deputy Director	Treat <ul style="list-style-type: none"> Identification of capacity needs of support staff before the end of the first quarter of 2014 	Gaps <ul style="list-style-type: none"> Lack of administrative will to identify and build capacity of support staff Competing Institute activities Assurance <ul style="list-style-type: none"> Secretary reports on capacity building of support staff 	
10.3.2	088	Lack of time to build capacity of support staff.	L = 2 I = 2 2x2=4	Deputy Director	Treat <ul style="list-style-type: none"> Development and training programmes to build capacity of staff Budget to support development and training programmes 	Gaps <ul style="list-style-type: none"> Lack of administrative will to build capacity of staff. Competing Institute activities Assurance <ul style="list-style-type: none"> Secretary reports on periodic development and implementation of training programmes 	
11.1.1	089	Inability to develop winnable proposal in the face of competition.	L = 3 I = 3 3x3=9	Director	Treat <ul style="list-style-type: none"> Commission committee to write winnable proposal 	Gap <ul style="list-style-type: none"> Lack of track record in the area of research and publication 	

						Assurance <ul style="list-style-type: none"> • Committee to report to Departmental Board 	
11.2.1	090	Delay in approval of new academic programmes.	L = 3 I = 3 3x3=9	Director	Treat to <ul style="list-style-type: none"> • Transfer to Dean, Faculty of Education 		
11.2.2	091	Time constraint and lack of administrative will and support to develop new programmes.	L = 1 I = 3 1x3=3	Director	Treat <ul style="list-style-type: none"> • Set committee to draw demand-driven programmes annually 	Gap <ul style="list-style-type: none"> • Lack of time because of competing activities at the Institute Assurance <ul style="list-style-type: none"> • Committee reports to Departmental Board 	
11.3.1	092	Delay in lead time (period between placing orders and receiving the items).	L = 3 I = 3 3x3=9	Director	Transfer to <ul style="list-style-type: none"> • Director of Finance 		
11.3.2	093	Lack of time to monitor adherence to financial management regulations.	L = 3 I = 3 3x3=9	Director	Treat <ul style="list-style-type: none"> • Sensitization of unit heads to adhere to financial regulations 	Gap <ul style="list-style-type: none"> • Lack of cooperation from unit heads in to adhere to financial management regulations Assurance <ul style="list-style-type: none"> • Institute's Accountant to report to Director 	
11.3.3	094	Lack of time to establish procurement committee.	L = 1 I = 1 1x1=1	Director	Treat <ul style="list-style-type: none"> • Establishment of procurement committee 	Gap <ul style="list-style-type: none"> • Competing activities Assurance <ul style="list-style-type: none"> • Secretary reports to Departmental Board 	
11.4.1	095	Lack of time to conduct study on expenditure patterns.	L = 2 I = 2 2x2=4	Director	Treat <ul style="list-style-type: none"> • Conduct study on expenditure pattern 	Gap <ul style="list-style-type: none"> • Lack of time as a result of competing activities 	

					and identify areas of waste	Assurance <ul style="list-style-type: none"> Accountant reports to Departmental Board 	
11.4.2	096	Lack of time to provide education on expenditure control measures.	L = 3 I = 2 3x2=6	Director	Treat <ul style="list-style-type: none"> Budgetary allocation to support training Schedule of training provided in the calendar of the Institute Training provided annually 	Gaps <ul style="list-style-type: none"> Competing activities Assurance <ul style="list-style-type: none"> Accountant reports to Departmental Board 	
11.4.3	097	Administrative will to procure and install vehicle tracking devices	L = 3 I = 2 3x2=6	Director	Treat <ul style="list-style-type: none"> Procure and install tracking devices in all vehicles. Secretary undergoes training in monitoring tracking systems 	Gap <ul style="list-style-type: none"> Delay in procurement Assurance <ul style="list-style-type: none"> Secretary to report to Departmental Board 	
11.4.4	098	Lack of fiscal discipline.	L = 2 I = 3 2x3=6	Director	Treat <ul style="list-style-type: none"> Spend within budget limit Seek approval to vire (i.e. to use surplus funds from another budget item) 	Gap <ul style="list-style-type: none"> Inflation unforeseen exigencies ie. Inflation Assurance <ul style="list-style-type: none"> Accountant reports quarterly to Departmental Board 	

Reference to the Objective	Risk Number	Description of Risk and what is at Risk	Risk Rating	Risk Owner	Risk Response and Control	Gaps in Control and Assurance	RAG Status
12.1.1	099	Lack of time to conduct needs assessment for Colleges of Education.	L = 3 I = 3 3x3=9	Deputy Director	Treat <ul style="list-style-type: none"> Needs assessment be conducted by Assessment and Research Units by July 2014 	Gap <ul style="list-style-type: none"> Competing activities of Institute of Education Assurance: <ul style="list-style-type: none"> Assessment and Research Coordinators to report to Departmental Board 	
12.2.1	100	Lack of time to organize workshops, orientation sessions and conferences.	L = 3 I = 3 3x3=9	Deputy Director	Treat <ul style="list-style-type: none"> Workshops schedule developed and discussed with PRINCOF 	Gaps <ul style="list-style-type: none"> Competing activities in the Institute of Education Assurance <ul style="list-style-type: none"> Director reports to Departmental Board 	
12.2.2	101	Lack of financial support from PRINCOF for the organization of workshops.	L = 3 I = 3 3x3=9	Director	Transfer to <ul style="list-style-type: none"> PRINCOF 		
12.3.1	102	Lack of time to visit the Colleges of Education on the part of the Director Institute of Education.	L = 3 I = 3 3x3=9	Director	Treat <ul style="list-style-type: none"> Schedule of visits to Colleges of Education should be drawn Colleges must be informed in advance about such visits 	Gap <ul style="list-style-type: none"> Competing activities of Institute of Education Assurance <ul style="list-style-type: none"> Secretary reports to Departmental Board 	
12.4.1	103	Absence of budget allocation for review	L = 1 I = 3	Director	Transfer to <ul style="list-style-type: none"> PRINCOF and NCTE 		

		and lack of commitment from PRINCOF and NCTE.	1x3=3				
12.5.1	104	Lack of time to develop new programmes.	L = 1 I = 3 1x3=3	Deputy Director	Treat <ul style="list-style-type: none"> Set committee with members including chairs from other cognate department ie. DASSE, Basic Education to develop courses to suit the needs of tutors of Colleges of Education 	Gap <ul style="list-style-type: none"> Lack of commitment of committee members Assurance <ul style="list-style-type: none"> Committee reports to Departmental Board 	
12.6.1	105	Delay in presentation of monitoring report due to time constraints.	L = 1 I = 2 1x2=2	Deputy Director	Treat <ul style="list-style-type: none"> Research Unit to produce report on monitoring a month after the exercise 	Gap <ul style="list-style-type: none"> Competing activities of the Institute Assurance <ul style="list-style-type: none"> Coordinator, Research Unit reports 	
12.7.1	106	Administrative support in the establishment of mentorship unit.	L = 2 I = 2 2x2=4	Director	Treat <ul style="list-style-type: none"> Establish and empower mentorship unit by March 2014 	Gap <ul style="list-style-type: none"> Computing needs Assurance <ul style="list-style-type: none"> Reports from Mentorship Unit 	

KEY:

L= Likelihood

I = Impact

RAG

R =Red

A =Amber

G =Green