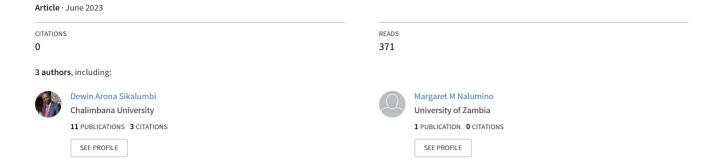# Effectiveness of the Marketing Strategies in Increasing Student Enrollment in Public Universities in Zambia

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Effectiveness of the Marketing Strategies in Increasing Student Enrollment in Public Universities in Zambia

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Abstract— **Crafting an effective marketing strategy for the university is critical to efficiently nurture the customers, improve the bottom line at institutional level, increase enrollment and eventually leverage the university income. The study investigated the effectiveness of the marketing strategies in increasing the enrollment levels in public universities in Zambia. One hundred questionnaires were administered on full time students and members of staff from the Communications and Marketing Departments in the two public universities in Zambia. Data were analyzed using the Mean and T-Test. The results showed that there is significant relationship between marketing strategies adoption and student enrolment. The findings revealed that the extent to which universities adopt marketing strategies in enhancing students' enrolment is significantly low. The study further reveals some marketing strategies in their order of perceived effectiveness that can be used by universities to boost students' enrolment. Based on the findings, it was concluded that adopting effective marketing strategies in universities can enhance student enrolment which will expand the universities' income opportunities for sustainability and quality service delivery in the long run. It is therefore, recommended that marketing strategies such as the use of university websites, social media platforms, developing market driven programmes, infrastructural development, good customer care management, employing of qualified staff, and quality service delivery are critical to boost the enrolment levels.**

Key words: Marketing, Marketing strategies, public universities, students' enrollment, university enrollment, university marketing.

INTRODUCTION

Education is now a global service that every country strives to provide for their citizens as it serves as a tool for socio-economic development. The increase in population globally poses the demand for establishment of more educational institutions at all levels, from primary education to tertiary, which will accommodate every student.

In accordance with the provision of the Zambia Higher Education Act No. 4 of 2013, Higher Education Authority (HEA) is mandated to provide for the registration and regulation of private Higher Education Institutions (HEIs). Consequently, the Higher Education Act Part IV Section 15 (i), thus, outlines that a person cannot operate a private HEI unless the private HEI is registered under this Act. Education

has been liberalized by the government of the Republic of Zambia through its agency, the Higher Education Authority (HEA), to enable private sector participation in education provision. The private sector participation has brought about an increase in the number of educational institutions. The Act No. 4 of 2013 stipulates that the HEA is mandated to provide for the registration and regulation of private Higher Education Institutions (HEIs). According to HEA (2023) there are 53 private HEIs registered in Zambia, which collectively have 64 campuses in the ten provinces of Zambia.

For the higher education sector, the year 2020 was unlike any other years because of the global Coronavirus Disease, 2019 (COVID-19) pandemic. In March, 2020, the country recorded its first COVID-19 case and this triggered a series of changes in the sector. The changes, which included closure of higher education institutions (HEIs) and restrictions on some educational activities, had significant effects on the marketing strategies, teaching, and learning in the country [1].

Following the private sector participation, which brings about profit focus has given rise to public institutions competing for prospective students and finding creative ways to satisfy the needs and preferences of students and parents. Different marketing strategies have been deployed to reach the masses. However, the public universities have not relatively attained the much needed numbers. This study therefore investigated the effectiveness of the marketing strategies in increasing the enrollment levels in public universities.

Public Universities

The Higher Education Act No. 4 of 2013 defines a Public Higher Education Institution (HEI) as an HEI which is owned by the Government or a local authority and is financed out of public funds, with public funds having the meaning assigned to it in the Public Finance Act, 2004. The Minister of Education may, by statutory instrument, establish or declare an educational institution as a Public HEI. A university that is established or declared a Public HEI shall be a body corporate with perpetual succession capable of suing and being sued in its corporate name and, subject to its statutes and Act, of performing all acts and things that a body corporate may, by law, do or perform (Higher education Act of 2013). According to HEA (2023), Zambia has 9

accredited public universities namely; the University of Zambia, Chalimbana University, Copperbelt University, Mulungushi University, Mukuba University, Kwame Nkruma, Robert Kapasa Makasa University, Palabana University, and Levy Mwanawasa Medical University. These nine universities add to the 53 private universities to make a total of 62 universities with a good number of campuses across the country. All these are in search of well qualified prospective students and require good marketing strategies to enrol the expected numbers.

Students' Enrolment in Universities

Zambia had 114,049 students as at 31st December, 2020. The students' enrolment by level of qualification, that is, Diploma, Bachelor's, Postgraduate Diploma, Master's and Doctoral degree levels shows that the majority of students in universities in Zambia were at Bachelor's level, which had a total enrolment of 83,205, representing 73% of the total number of enrolments in both public and private universities. The majority of students at Bachelor's level were enrolled by public universities, which had 43,358 students while private universities enrolled 39,847. This represents 52.1% and 47% of the total number of students enrolled at Bachelor's level in public and private universities, respectively [2]. The total number of students in universities in Zambia in 2020 was 114,049, dropping from 119,272 in 2019. This shows a decrease in the number of students by 4.6% (HEA, 2020). Out of the total number of students enrolled in both public and private universities, 50,634 were enrolled in public universities while 63,415 were enrolled in private universities representing 56% and 44% respectively. Furthermore, out of 114,049 students, 58,742 were males and 55,307 were females, representing 51.5% and 48.5% respectively. The majority of female students were in private universities, representing 50.5%.

Marketing strategies in universities

Marketing strategy refers to an institutional overall game plan for reaching out to the prospective clients and turning them into customers of their products or services. The marketing strategy therefore, contains the value proposition of the institution, the main brand messaging, information on the prospective demographics, and other high-level features. A comprehensive marketing strategy cover the four Ps of marketing namely; product, price, place, and promotion. To reach the mases, programme quality, and general innovation in modern educational marketing practices is critical [3].

As of 2020, there were 9 registered public universities and 54 registered private universities in Zambia following regulations set forth by the Zambian Higher Education Authority (Higher Education Authority, 2020). The emergence of several private universities means that public universities must become aggressive in publicizing their institutions and communicating their institutional values to the prospects in order to increase their market share in terms of students' numbers and the quality of those enrolling.

The level of patronage acquired by the universities is mainly dependent on how well they carry out their marketing strategies which involve creating awareness and projecting the institution as the best, and establish reasons why parents and guardians should continue choosing the university. The survival of many colleges and universities depend to a great extent on their capacity to retain current students and recruit new ones. Scot therefore, considered marketing strategies to be an indispensable managerial function if the public universities are to survive in a competitive environment [4].

In order to achieve a successful marketing strategy, many scholars have generally advised higher education institutions to:

- Produce and maintain a dynamic website to showcase institutional value and benefits, student and faculty testimonials, and provide key information;

- Engage in dedicated Search Engines Optimization (SEO) and Scanning Electronic Microscope (SEM) efforts to ensure that website and other content occupy a prime position in the results of major search engines;

- Execute a comprehensive digital advertising strategy, employing Pay Per Click (PPC), email marketing, affiliates, sponsored content, and other effective methods;

- Conceive and execute a multifaceted Sales and Service Management (SSM) plan by posting regular content across several channels and engaging regularly with other users;

- Employ content marketing strategies to produce and distribute print, audio, and video content across various media;

- Secure valuable advertising spots in local, regional, and national media in the print, mail, radio, and television arenas;

- Leverage research and development, campus visits, arts, music, and sports to create a compelling brand and notable messaging;

- Highlight notable faculty and alumni to demonstrate the value and benefits of the higher education institution in question; and

- School and college visitation motivating them to come and continue studying at a university for career progression.

It is important to note that the list above is far from being exhaustive. There are countless ways that higher education institutions can leverage traditional and digital marketing channels to reach their organizational goals. Ultimately, each higher education institution must evaluate its own needs as well as potential costs and benefits.

Bowen et al. undertook a study to determine marketing strategies that attract and increase student enrollment in private schools in Kenya [5]. In this study, descriptive research design was adopted. The findings indicated that advertisements like using an institution web site, various media stations and use of social networks such as face-book, word-of-mouth, career fair involvement, open day on campus and alumni support are marketing strategies that can offer opportunity to attract and increase enrollment of students. Kotler and Fox suggested that adopting marketing strategies would be an effective tool to overcoming decline in student's enrolment [6].

With reference to Sopa, there are choices to be made to improve targeting and conversion in marketing. These include ad channels, budget size, and user experience optimization [7]. According to him, one of the effective lead generation strategy involves directing targeted users to landing on a page through paid advertising or paid directory listings. The ads are what are known as Search Engine Marketing (SEM) this can be for example Google search ads, social networks or through paid listings on degree aggregator sites such as Poets and Quants for business schools. However, the selection of platforms and target audiences can be complex.

- The University needs an enrollment strategy that builds awareness to prospect students through valuable content that informs and educates.

- The most common approach here is a regular update of the website with posts optimized for organic search terms with moderate to significant traffic related to what the university offers.

- Posts should not only be about a degree or program, but also on the benefits of studying the programme and the employment opportunities (Jason, 2021).

This services offered by public universities should be one that is worth telling to the general public. Omboi and Mutali states that a well-executed direct advertising campaign can offer a positive return on investment through increased student enrolment [8]. They maintained that direct advertising communicates the product offers, service, or event; and explains how to get the offered product, service, or event.

Besides, there are other outdoor advertising such as billboards and road shows that can also be effectively utilized [9]. A well designed school environment, modern equipment and infrastructures can also serve as a strategy to attract patronage in terms of students' enrolment to institutions.

There is scanty literature on the marketing strategies for universities to attract or recruit potential clients. Lidia conducted a study on creating marketing strategies for higher education institutions and alluded that correct choice of targeted segments of the market and of marketing tools are critical for the higher institution to penetrate and thrive [10].

A. M. Kalimullina and S. G. Dobrotvorskayaa conducted a study on higher education marketing strategies based on factors impacting the enrollees' choice of a university and an academic program [11]. This study centered on the factors influencing

Using online platforms for research such as google has revealed that there is limited studies that have been published with regards to this topic under consideration. This should not to presuppose that the research has never been done but that the results of the research findings were specific for the use by specific organizations and thus there was no need to publish them.

Statement of the Problem

As of 2020, there were 9 registered public institutions and 54 registered private institutions in Zambia following regulations set forth by the Zambian Higher Education Authority. All these universities are competing to enroll students on the market. Generally, the student enrollments have gone down in many universities. Universities use strategies including; TV, radio adverts, newspapers and magazines advert, bulk messaging, face to face talk with parents and prospective students, quality programmes, infrastructural development, social media/website, public address system, print outs to reach the masses. Despite deploying all these marketing strategies, the enrollment levels have not significantly improved hence to investigate their effectiveness.

OBJECTIVES

The specific objectives of the study were to;

1. Describe the marketing activities that were adopted to increase students' enrolment in public universities in Zambia.

2. Assess the effectiveness of the marketing strategies in enhancing student enrolment in public universities.

3. Determine if the marketing activities relate to students' enrolment in universities.

Research Hypotheses

1. Marketing activities adopted by the universities in Zambia are effective in enhancing student enrolment.

2. There is no significant relationship between marketing strategies adopted and students' enrolment in public universities in Zambia.

METHODOLOGY

The study adopted a survey research design using a quantitative research approach. This study randomly sampled 100 participants including students and faculty members from two public universities. 100 structured questionnaires were distributed and only 93 were collected successfully and 5 of which were wrongly inputted and thus were considered rejected. Only 88 questionnaires were used successfully to analyse data using Excel 2013 version and STATA version 2.

FINDINGS

The study had 88 respondents of which 32 were females and 56 were males as shown below in Table 1

Table 1: Gender

Item	TOTAL GENDER
Female	32
Male	56
Grand Total	88

Use of Social Media Platforms

Among the 88 respondents, 74 stated that Facebook is mostly used by the public universities, 42 use YouTube, 30 Twitter, 50 Instagram and only 48 use WhatsApp. This is shown in percentages in table 2.

Table 2: Most Social Media

Item	Facebook	Youtube	Twitter	Instagram	Whatsapp
USE	84%	48%	34%	57%	55%
DON'T USE	16%	52%	66%	43%	45%
TOTAL	100%	100%	100%	100%	100%

Perception on Social Media Adverts

Table-4. Mean ranking of respondents on perception of social media adverts. N=88

ITEM	ACCURACY	BELIEABLE	AUTHENTIC	MOST TRUSTED	CREDIBLE	QUALITY	VERIFIABLE
Mean	2.80	3.23	3.11	3.93	3.39	3.55	4.02
Standard Error	0.10	0.07	0.10	0.11	0.12	0.11	0.10
Median	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Mode	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Count	88.00	88.00	88.00	88.00	88.00	88.00	88.00

Table 3: Perception on Social Media

From table 3, the responses on the perception on how the public views social media in terms of the information obtained being accurate, believable, authentic, trusted, credible, quality and verifiable, a Mean for verifiability of social media information ranked first, with the mean of 4.02. This means that most respondents view social media information as verifiable. This was followed by most trusted with mean 3.93; quality adverts, 3.55; Credible, 3.39; Believable 3.23, authentic 3.11, and accuracy 2.8. This is shown in table 3.

Research question 1:
What marketing strategies are deployed to increase students' enrolment?

Table 4: How did you know about the university?

MARKETING STRATEGIE	YES	%	NO	%	Ranking	Total
WORD OF MOUTH	70	80%	18	20%	1	88
TV	60	68%	28	32%	2	88
FACEBOOK	34	39%	54	61%	3	88
BILLBOARDS	20	23%	68	77%	4	88
FLIERS	14	16%	74	84%	5	88
INSTAGRAM	10	11%	78	89%	6	88
TWITTER	8	9%	80	91%	7	88
YOUTUBE	6	7%	82	93%	8	88

From the above table, the responses on marketing strategy that are used to increase students' enrolment in their order of preferences are presented. From the responses, World of Mouth ranked first, with the agreement percentage mean of 80%, followed by Television (TV) 68%; Facebook adverts, 39%; Billboards, 23%; Newspaper/Fliers adverts, 16%; Instagram, 11% and Twitter 9%.

Hypothesis 1
Marketing strategies adoption by public universities in Zambia are enhancing students' enrolment.

Table 6: Test of one sample mean analysis

	FACEBOOK	YOUTUBE	TV	TWITTER	BILLBOARDS	WORD OF MOUTH	INSTAGRAM	FLIERS
Mean	1.61	1.93	1.32	1.91	1.77	1.20	1.89	1.84
Variance	0.24	0.06	0.22	0.08	0.18	0.16	0.10	0.14
Observations	88.00	88.00	88.00	88.00	88.00	88.00	88.00	88.00
Hypothesized Mean Difference	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
df	87.00	87.00	87.00	87.00	87.00	87.00	87.00	87.00
t Stat	21.33	52.98	16.38	45.72	28.33	16.29	40.74	34.19
P(T<=t) one-tail	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
t Critical one-tail	1.66	1.66	1.66	1.66	1.66	1.66	1.66	1.66
P(T<=t) two-tail	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
t Critical two-tail	1.99	1.99	1.99	1.99	1.99	1.99	1.99	1.99

*p<.05; df = 87; Critical t = 1.66

The above table shows that the observed mean is greater than the expected mean in 8 items. The obtained T-values for the seven items are greater than the critical T-value of 1.66 at .05 level of significance under degree of freedom 87, and their p-values less than 0.05 level of significance. The obtained values are as follows: Facebook, t = 21.33, p = 0.000<.05; YouTube adverts, t = 52.98, p = 0.000<.05; TV, t = 16.38, p = .000<.05; Twitter, t = 45.72, p = .000; Billboard, t = 28.33, p = .000<.05; price, Word of Mouth, t = 16.29, p = .000<.05, fliers, t = 39.19, p = .000<.05 and Instagram, t = 40.74, p = .000<.05. With these results, the null hypothesis is rejected. However, marketing strategies adoption by the two Universities for enhancing students' enrolment in terms of TV/Radio adverts, Facebook, Fliers, Billboards, Word of Mouth and Twitter is significantly low.

Research question 2:
How effective are the marketing strategies for student enrolment used by the Universities?

Table 7: How effective are the marketing strategies being used by the University?

Marketing Strategie	YES	%	NO	%	Total	Raking
TV	78	89%	10	11%	88	1
FACEBOOK	74	84%	14	16%	88	2
WORD OF MOUTH	54	61%	34	39%	88	3
BILLBOARDS	44	50%	44	50%	88	4
INSTAGRAM	22	25%	66	75%	88	5
FLIERS	20	23%	68	77%	88	6
YOUTUBE	18	20%	70	80%	88	7
TWITTER	16	18%	72	82%	88	8

When the respondents were asked *How They Came to Know the University,* the responses show that TV was the most effective form to capture the prospective students. 89% of the respondents stated that they knew the university from TV, 84% said from Facebook and 61% on word of Mouth. The least popular advert was Twitter with only 18% of the respondents to have known the university thorough it. From the above table, it is clear that TV is the most effective marketing tool for student enrollment as it captures a wider audience compared to other media.

Hypothesis 2:
There is no significant relationship between marketing strategies and students' enrolment in public universities Zambia.

	FACEBOOK	YOUTUBE	TV	TWITTER	BILLBOARDS	WORD OF MOUTH	INSTAGRAM	FLIERS
Mean	1.159	1.795	1.114	1.818	1.500	1.386	1.750	1.773
Variance	0.135	0.165	0.102	0.150	0.253	0.240	0.190	0.178
Observations	88.000	88.000	88.000	88.000	88.000	88.000	88.000	88.000
Hypothesized Mean Difference	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500
df	87.000	87.000	87.000	87.000	87.000	87.000	87.000	87.000
t Stat	-2252.809	-2028.052	-2597.648	-2120.438	-1641.619	-1687.909	-1890.193	-1952.574
P(T<=t) one-tail	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
t Critical one-tail	1.663	1.663	1.663	1.663	1.663	1.663	1.663	1.663
P(T<=t) two-tail	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
t Critical two-tail	1.988	1.988	1.988	1.988	1.988	1.988	1.988	1.988

Table 8: Markets Strategies and Student Enrollment
*p<.05; df = 87; Critical t = 1.988

The above table shows that the observed mean is equal/greater than the expected mean in four items. The obtained T-values for the four items are less than the critical T-value of 1.988 at .05 level of significance under degree of freedom 87, and their p-values less than 0.05 level of significance. The obtained values are as follows: YouTube, t = -2028 p = 0.000<.05; Twitter t = 1.818, p = 0.000<.05; Billboard, t = -1641, p = .000<.05; Instagram, t = -1890, p = .000; Flier, t = -1952, p = .000<.05; with these results, the null hypothesis is accepted. However, there is no significant relationship between marketing strategies in terms of YouTube, Twitter adverts, Instagram, and fliers and students' enrolment in at the Universities.

The table further indicates that the observed mean is less than the expected mean in 3 items. Their calculated t-values were less than the critical t value of 1.988 and their p-values greater than .05 level of significance. The values are as follows; Facebook, t = -.2252, p = 0.000; TV, t = -.2028, p = 0.000, and Word of Mouth, t = -1687, p = .000. With these values, the null hypothesis is rejected in the 3 items. However, there is relationship between marketing strategies in terms of Facebook, TV adverts and Word of Mouth, and students' enrolment in the Universities, even though the relationship is not that significant.

DISCUSSION OF FINDINGS
Marketing Strategies That Were Deemed Effective
The results obtained showed some marketing strategies that are adopted in universities to boost students' enrolment in their order of perceived effectiveness by the administrators. The strategies according to their rank order are as follows; World of Mouth ranked first, Television (TV), Facebook adverts, Billboards, Newspaper/Fliers adverts; Instagram, Twitter. This means that when the marketing strategies are deployed in Universities, especially adopting the higher ranked ones, there is likely to increase students' enrolment. This will enable increase the income base in the universities and thereby enhancing sustainability and quality service delivery.

The first research objective investigated the marketing strategies that are effective for boosting student enrollment at the university. The first hypothesis showed that the extent of marketing strategies adoption by the universities is significantly low in most of the items. The is because the effective application of marketing strategies is dependent on the extent of compatibility with the surrounding and target prospects. The target prospects have to be within the vicinity of the university like in the word of mouth or reach them out through the available media platforms. Further, it was observed that most enrollments could have been tied to the applicant's parents or guardians and not necessary the students deciding by themselves. Kennedy observes that it is mostly the parents that respond to adverts and not the actual prospective students [12]. That study probably could have shown a high significance in marketing strategies effectiveness on parents as compared to students who were interviewed. Parents and guardians are quite exposed to a good number of tertiary institutions and some are alumni. They know the reputations of the institutions and are often there to guide their dependents. This therefore, requires a marketing strategy that sell out the benefits of choosing the institution rather than a mere display of fliers, posters and bill boards [13], [14].

Effectiveness of University Marketing Strategies
This era of information and technology requires that most of modern means of reaching prospects should portray the University image especially through media and networks to enable the Universities attract attention from both those who are far and near. This will enhance increase both local and foreign student enrolment. Modern means attract students from diverse backgrounds as opposed to the old methods where administrators are limited to reaching or impressing the immediate surroundings [15].

The second objective of the research was to determine the effectiveness of the marketing strategies in public universities to increase students' enrolment.

The results obtained from the second hypothesis showed that there is significant relationship between marketing strategies in terms of Facebook, Television, Word of Mouth and students' enrolment in Universities. This indicated that when marketing strategies are employed in Universities, it is bound to attract students to enroll with the university. Bulk messaging, newspaper adverts and publications of programmes and achievements, TV and Radio advertisement, broadcast of the university activities, and offering attractive programmes are critical to increase the enrollment levels. However, there is need to target reaching vast audiences to widen the scope of their prospects. This will increase students' enrolment for the Universities.

The findings of this study is in agreement with the findings of Bowen *et al.* (2012) whose study determined marketing strategies that can attract and increase students' enrolment in private secondary schools. They state that advertising using an institution website, use of social networks such as Facebook, encouraging through a word-of-mouth, career fair involvement, open day on campuses, use of various media stations, and alumni support are marketing strategies that can offer opportunity to attract and increase enrollment of students. Kennedy (2014) advocated for use of social media and other ICT driven medium in creating values of institutions in the mind of the target audience. This is a very effective strategy schools will use to increase their enrolment in this face of ICT driven society.

Extend of Effectiveness of the Marketing Strategies
There is some significant relationship between the marketing strategies and student enrollment though relatively low. To some extent, it could be due to the sampled universities being the market leaders in tertiary education in Zambia since independence. Reputation has also been critical. The marketing strategies being used are

helping the public universities but are not very effective to remain competitive. With the private universities deploying all possible strategies to gain a competitive advantage, public universities need to wear a private university mentality when it comes to marketing but operate as a public university. All the 64 universities in country are fishing from the same pot. To remain competitive, it is therefore, survival of the fittest through the competitive marketing strategies [16], [17].

Public universities could deploy various marketing strategies to remain competitive including;

- Programme variety: sticking to traditional programmes will not help much. The world is changing.
- Number of programmes versus their relevance to the industry (package). It is not about quantity but quality.
- Website: outlook, content, frequency of postings matters a lot.
- Social platform usage: number of platforms, frequency in posting, quality of content, and the level of engagement matter a lot [18], [19], [20].
- Exhibitions in ceremonies, expos, and major events.
- Opportunity maximization by the marketing units. Every opportunity is a marketing opportunity.
- Infrastructure with good outlook.
- Quality of the lecturers for quality service delivery.
- Career talks.
- Collaboration with schools/colleges (one may make a decision while at secondary school).
- Level of service delivery must be next to none.
- Effective and efficient customer care management.
- Location of the institution – accessibility.
- Affordable tuition fees and other costs; pricing strategy must be competitive.
- Employee-marketer strategy; every employee is marketer [21].
- Use of alumni.
- Use of students; student referrals. Every student should be a marketer [22].

CONCLUSION AND RECOMMENDATIONS

The extent administrators employ the marketing strategies in enhancing enrolment of students in public universities is significantly low, hence the need to adopt the strategies that are most augmenting in this present Information Technology driven age. Following the findings of the study, it was concluded that marketing strategy adoption can be a means of boosting students' enrolment in public universities. Increase in student enrollment will serve dual purposes. Firstly, the increased enrolment levels will boost the university income which will upsurge university sustainability and quality service delivery. Secondly, effective marketing strategies will increase student enrollment and reduce admitting students with lower grades in public universities which lowers university standards and reputation. Effective marketing strategies significantly contribute to maintaining the university's public image through visibility and audibility. Universities should from time to time seek for the adoption of effective marketing strategies and implement them timely to increase the enrolment levels.

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