KIRINYAGA UNIVERSITY

STRATEGIC PLAN
2023 - 2028

Vision Statement

To be a leading University in training, strategic research, innovation and technology development and transfer.

Mission Statement

To train and develop human resource equipped with innovative skills to inspire enterprise in the disciplines of Business, Education, engineering, science, health and technology, to meet the demands of a dynamic world.

Core Values

The University operations will be guided by the following core values:

- Professionalism,
- Integrity, transparency and accountability,
- Innovation and creativity,
- Excellence,
- Value addition and improvement,
- Equity.

FOREWORD

This strategic plan provides a roadmap for the University to achieve her mandate as stipulated in the Universities' Act, 2012, Laws of Kenya, vide providing quality training and research.

The objectives of the strategic plan 2023 - 2028 are in line with the national Medium Term Plan IV for achieving macroeconomic stability, enhanced equity and wealth, opportunities for the poor, improved infrastructure, sustainable energy, security, science, technology and innovation (STI) and skilled human resource, and the Bottom-Up Economic Transformational Agenda of Government.

During the previous plan period 2017-2022, key achievements were realized at Kirinyaga University including but not limited to 1st graduation Ceremony, hiring of competent faculty, Launch of new academic programs, increased students' enrollment, substantial physical infrastructure development and investments in ICT. The 2023 - 2028 strategic plan builds on to the previous plan and lays the direction for the University in her new status and for strategic positioning in changing landscape of University education.

I sincerely thank the Chancellor for his wise counsel and guidance to the leadership of the University. Support from the council, management, senate, staff, students and stakeholders is appreciated.

Dr. Idris Muhumed Kosar
KyU Council Chairman

PREFACE AND ACKNOWLEDGEMENT

Kirinyaga University's Strategic Plan is the road map to achieving our vision and mission. The plan sets out the strategic direction for the next five years and outlines the core values that form the tenets within which we operate. The strategic objectives will guide our operations to the achievement of our core business of teaching, training, research, community service and innovation towards enhancing quality, creativity and innovativeness in higher education. It is our commitment to implement the strategic plan enroute to achieving KyU mission.

I wish to sincerely express my appreciation to the Chancellor, University Council, management, staff, students and stakeholders for their unwavering commitment and participation in the development and revision of this plan. I look forward to your continuing support over the coming years as we implement our commitment.

Prof. Mary Ndung'u,
Vice Chancellor

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Baseline: A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Key Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Key Results Areas: They are the broad areas in which the University is expected to deliver results.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Strategic Goal: General qualitative statements on what the University is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate and mission.

Strategic Objectives: These are the commitments made by the organization to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Target: A result to be achieved within a given time frame.

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For KyU, top leadership includes Chancellor, Council Chairman, Council members and Vice Chancellor.

ACRONYMS AND ABBREVIATIONS

ADSA	Alcohol, Drug and Substance Abuse
ARSA	Academic, Research and Student Affairs
A-in-A	Appropriation in Aid
A&P	Administration and Planning
AU	African Union
BSc	Bachelor of Science
CBA	Collective Bargaining Agreement
CCTV	Closed Circuit Television
CSR	Corporate Social Responsibility
Dr.	Doctor
DVC (ASA)	Deputy Vice Chancellor, (Academic and Students' Affairs)
DVC (A&P)	Deputy Vice Chancellor, Administration and Planning
DVC (RIE)	Deputy Vice Chancellor Research, Innovation and Extension
EDMS	Electronic Management Document System
ERP	Enterprise Resource Plan
GER	Gross Enrolment Ratio
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	Information Communication Technology
IGA	Income Generating Activities
IP	Internet Protocol
ISO	International Organization for Standardization
KRA	Key Result Area
KyU	Kirinyaga University
LAPSSET	Lamu-Port - South-Sudan - Ethiopia Transport
LAN	Local Area Network
MIS	Management Information System
MoE	Ministry of Education
MoU	Memorandum of Understanding
MSc	Master of Science
MSME	Micro, Small and Medium Enterprises
MTP	Medium Term Plan
PC	Performance Contract
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
Ph.D.	Doctor of Philosophy
Prof.	Professor
QMS	Quality Management Systems
RIE	Research, Innovation and Extension

SC	Senior Counsel
SDG	Sustainable Development Goals
SBE	School of Business and Education
SET	School of Engineering and Technology
SHS	School of Health Sciences
SPAS	School of Pure and Applied Sciences
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN	United Nations
VCT	Voluntary Counseling and Testing
WAN	Wide Area Network

EXECUTIVE SUMMARY

The Strategic Plan encompasses the University vision and mission and the parameters for their execution. The plan includes a situational and stakeholder analysis covering both the external and internal environments. The plan presents an analysis of the internal and external environment using Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological Environmental and Legal (PESTEL) analysis. The plan identifies key stakeholders and their role, outlines the strategic issues and identifies the strategies to address them while prioritizing activities to be implemented under the strategies, provides an implementation plan, a monitoring and evaluation system and a projection of the resource requirements.

Kirinyaga University will, during the period 2023-2028, pursue strategic objectives in the following: institutional governance, human resource management, library resources, academic programmes, physical infrastructure development, information and communication technology (ICT), resource mobilization, research and innovation, community service and corporate social responsibility. Through these strategic objectives the University will draw curriculum, programmes that build human resource to support government agenda and engage in activities for the good of the community.

Kirinyaga University has aligned this strategic plan and corresponding activities with the Sustainable Development Goal, "To ensure inclusive and equitable quality education and promote lifelong learning opportunities for all."

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter highlights the need for the strategic plan as a driver to purposeful planning and measurements of achievement towards our mandate. It also provides national, regional and global context against which this strategic plan has been developed.

1.1 Strategy as an Imperative for Organizational Success

Universities are set as centres of globalization, knowledge economy and innovation for sustainable development. As the main drivers of sustainable development, they must be accountable to the global society. They also require increased investment due to rising student population. A report by the Ministry of Education 'The Status of University Education in Kenya: Challenges and Way Forward' (2019) indicates that there is a strong correlation between university education and national development. KyU population has grown steadily at 10% per annum in the last five years and the trend in the next five years.

Higher education is experiencing increased student enrolment while the student population is becoming international, part time and diversified. The students are also demanding flexible modes of learning including blended and eLearning modes. Academic professions are becoming more internationally oriented, mobile, structured, diversified and specialized to meet global concerns. The above changes bring challenges and opportunities and in anticipation the University has made strategies in the 2023-2028 plan period to harness the opportunities' and mitigate the challenges.

1.2 The Context of Strategic Planning

This Strategic Plan provides the road map to the University vision and execution of her mission with clearly defined milestones in the respective strategies. It also provides an objective tool for assessment of performance by stakeholders.

The Strategic Plan is developed in consideration of national development priorities, regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The KyU strategic plan is alive to the 2030 Agenda on sustainable Development Goals (SDGs) and has identified Goal number 4 'to ensure inclusive and equitable quality

education and promote lifelong learning as relating to its mandate. During the strategic plan period KyU will review its curriculum to mainstream SDGs in the curriculum ensuring that learners acquire the knowledge and skills needed to promote sustainable development.

1.2.2 African Union Agenda 2063

KyU recognizes her role in Africa's Agenda 2063 which is a shared framework for inclusive growth and sustainable for Africa to be realized in the next fifty years. The KyU strategic plan has intentionally identified the 2063 Agenda Goal 'Well educated citizens and skills revolution underpinned by science, technology and innovation'. As its pathway to contributing towards Agenda 2063 KyU has made deliberate plans to support this goal.

1.2.3 East Africa Community Vision 2050

KyU recognizes that one of the enablers for achieving East Africa community vision 2050 is education. In her strategic plan KyU has laid plans to ensure that all her curriculum and its delivery will be designed and implemented to ensure a capable and competitive pool of expertise that benefits emerging development initiatives in the region.

1.2.4 Constitution of Kenya

The Constitution of Kenya (2010), articles 43(1)(f), 53(1)(b) and 55(a), makes education a right of every Kenyan and underscores the importance of education in ensuring relevant human and social capital for sustainable development. KyU is cognizant that the constitution also emphasizes the importance of University and Education entrenches the need to develop Science and Technology in the knowledge-based economic development of Kenya. In the strategic plan period the University will endeavor to grow its capacity to undertake training and research in these areas by providing the necessary infrastructure and engaging qualified Human Resource.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya Vision 2030 is the country's development blueprint covering the period 2008 to 2030. The Vision will be realized through a sequence of 5-year Medium Term Plans (MTPs) which were based on implementation of the Millennium Development Goals (MDGs). MTP II (2013-2017) whose theme was," Pathway to devolution, Social

Economic Development, Equity and National Unity' built on the achievements of MTP I (2008-2012). The Fourth MTP will implement the fourth and second-last phase of Kenya Vision2030 and will set the momentum for transition to the next long term development agenda for the Country. It will be guided by Kenya Vision 2030 and lessons learnt in implementation of previous MTPs (MTPI, MTPII and MTPIII). The government strategy dubbed the 'Bottom Up' agenda seeks to propel the country to middle income economy through interventions in the low income and SME owners. The University in this strategic plan is positioning herself to empower graduates by equipping them with skills and knowledge that will propel them towards successful self-employment through training and research to catalyze realization of these objectives.

1.2.6 Sector Policies and Laws

KyU mandate is derived from the Universities Act of 2012, which also operationalizes other institutions which have developed guidelines and standards under which the University must operate.

The Ministry of Education emphasizes increasing student Gross Enrolment Ratio (GER), integration of ICT, attainment of equity, access, quality and relevance in university education, while improving retention of qualified staff, enhancing good governance and establishing the reliable and sustainable mechanism of financing universities. The development of this Strategic Plan will enable KyU to examine the contextual environment in which it operates, explore the factors and trends that affect the way it performs its functions, seek to meet its mandate and fulfil its vision and mission, frame strategic issues which must be addressed, and craft and implement strategies for responding to the identified issues.

The University is therefore cognizant of commission for University Education, Kenya University and colleges Placement Services, University Funding Board, HELB among others in their guiding role in quality assurance, placement, and funding of the University and has made deliberate efforts to ensure that the strategic plan is within their guidelines.

1.3 Kirinyaga University

Kirinyaga University is a fully chartered public University since 7th October, 2016. The University is located approximately 115 kilometers north east of Nairobi off Nairobi Sagana – Embu Highway, in Kutus, Kirinyaga County.

The University endeavors to be a leader in the development and expansion of opportunities for higher education, research, innovation, technology transfer and extension. That the University is ISO 9001:2015 Certified is testimony that procedures, systems and processes are well documented and adhered to, to ensure customer satisfaction.

1.4 Strategic Planning Process

This Strategic Plan was prepared by the Council, management, staff and students with extensive consultations and deliberations among the stakeholders on the internal and external environments to determine the key result areas, strategic objectives, strategies and activities. Primary data was generated from stakeholder consultations while secondary data was drawn from the appropriate legal instruments, policy documents, including the Constitution of Kenya (2010), Vision 2030, the Strategic Plans of the Ministry of Education, The Bottom Up Economic Transformational Agenda (BETA) and the Millennium Development Goals.

The strategic plan development and review guidelines from the state department of Economic Planning and Vision 2030 and other sector policy documents were also followed. This enabled the strategic planning team to identify the national, sectoral, ministerial and the University's policy priorities that the Plan would address. The Strategic Plan takes cognizance of the spirit of the Constitution of Kenya (2010).

1.4.1 The Process

i. Appointment of the strategic plan development and review committee
ii. The committee reviewed the university achievement in the 2017-2022 strategic plan
iii. The plan was sent to the stakeholder for comments and input
iv. The review team upon receiving feedback and using the guidelines provided by the State Department of Economic Planning embarked on developing the draft reviewed strategic plan
v. The plan was presented to University Management for input
vi. The team after addressing the inputs from UMB made the reviewed draft for council consideration
vii. the review team and UMB presented the reviewed strategic plan to the council and incorporated their inputs
viii. Upon agreement the Strategic plan was approved by council for implementation and circulation

CHAPTER TWO: STRATEGIC DIRECTION

The University endeavors to be a leader in the development and expansion of opportunities for higher education, research, innovation, technology transfer and extension. This chapter outlines her mandate, vision, mission and guiding principles which have formed the basis for this strategic plan.

2.1 Mandate

The mandate of the University is derived from the Universities Act No. 42 of 2012, Section 3 (1), Laws of Kenya, which outlines the objectives of University education as follows:

(a) Advancement of knowledge through teaching, scholarly research and scientific investigation;
(b) Promotion of learning in the student body and society generally;
(c) Promotion of cultural and social life of society;
(d) Support and contribution to realization of national economic and social development;
(e) Promotion of the highest standards in and quality of teaching and research;
(f) Education, training and retraining higher level professionals, technical and management personnel;
(g) Dissemination of the outcomes of the research conducted by the University to the general community;
(h) Facilitation of life-long learning through provision of adult and continuing education;
(i) Fostering of a capacity of independent critical thinking among students; and
(j) Promotion of gender balance and equality of opportunity among students and employees;
(k) Promotion of equalization for persons with disabilities, minorities and other marginalized groups.

2.2 Vision statement

To be a leading University in training, strategic research, innovation and technology development and transfer.

2.3 Mission Statement

To train and develop human resources equipped with innovative skills to inspire enterprise in the disciplines of Business, Education, engineering, science, health and technology, to meet the demands of a dynamic world.

2.4 Strategic Goals

1 Enhancing institutional governance
2 Attracting and retaining skilled workforce
3 Updated library resources and services
4 Offering high-quality academic programs
5 Sustainable physical infrastructure
6 Leverage on information and communication technology
7 Mobilization and efficient use of Resources
8 Foster research and innovation culture
9 Enhance university-community linkage

2.5 Core Values

The University operations will be guided by the following core values:

- Professionalism,
- Integrity, transparency and accountability,
- Innovation and creativity,
- Excellence,
- Value addition and improvement,
- Equity.

2.6 Quality Policy Statement

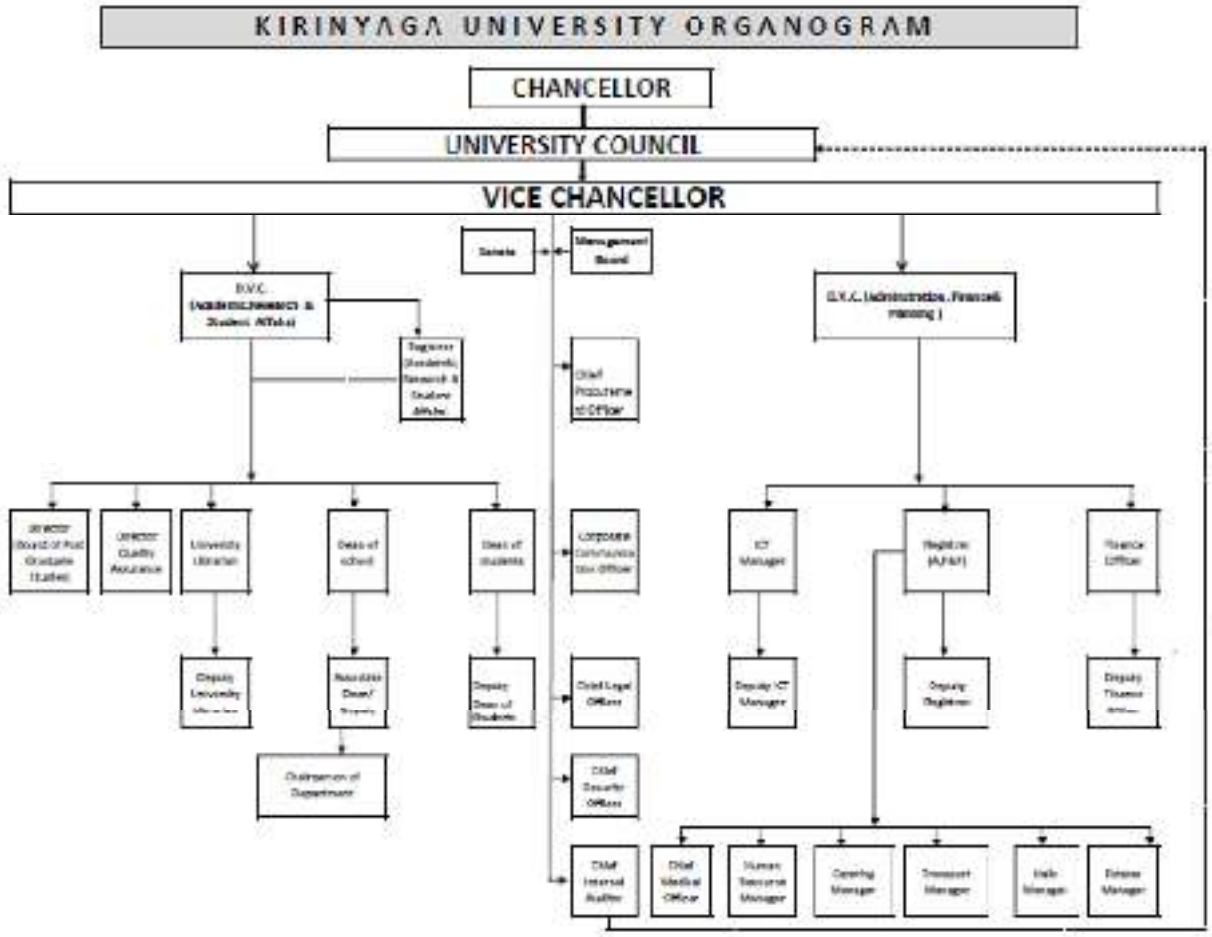
Kirinyaga University is committed to providing high quality education that offers intellectual, social, cultural and economic benefits through quality teaching, learning, research, consultancy, extension and community service. The University is committed to the development and sustenance of a culture that recognizes the importance of quality assurance and enhancement in its programmes as espoused in its vision and mission statements. It requires learners to not only acquire relevant knowledge, but also to exhibit such knowledge and demonstrate the ability to perform well in the workplace environment.

The University further commits to maintain and enhance the quality of its teaching, learning, research, innovation, creativity and community service provisions through the process of continuous improvement and quality assurance.

That the University is ISO 9001:2015 Certified is testimony that procedures, systems and processes are well documented and adhered to, to ensure customer satisfaction.

2.7 KyU ORGANIZATIONAL STRUCTURE

Table 1: KyU Organogram



CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

The KyU Situational and stakeholder analysis looks at the contextual environmental variables in which Kirinyaga University operates in order to determine her ability to achieve the stipulated Vision and Mission. The factors are analyzed from a wide range from global, regional and local situations. KyU used PESTEL (Political, Economic, Social, Technological, Environmental and Legal) model to analyze the external Environment (Macro and Micro) and SWOT analysis for the internal environment

3.1 External Environment

3.1.1 Macro Environment

The University undertook a PESTEL analysis detailing the situation under which the plan was developed and involves Macro Environmental factors influencing realization of the strategic direction.

3.1.1.1 Political Factors

An enabling political environment will spur economic development and enable the government to meet its obligations of financing development and other capitation for the University. Regional and global political integration (economic blocs) provides an additional market for university education, partnerships and linkages. KyU is the pioneer public University in Kirinyaga County and consequently enjoys the political goodwill of the leaders. The University will also leverage on Government's goodwill to support implementation of the 'BETA' agenda through training of human resource and research. The government policy on 100% transition of learners from primary to secondary school is likely to increase student enrolment in universities.

3.1.1.2 Economic Factors

Global factors have a direct impact on Kenya's economic growth. High energy cost, government policies, Availability and affordability of credit and inflation, threaten government commitment to funding university education. The Kenya government support for infrastructural development, affordable housing development, agro-processing, setting up of special economic processing zones, creation of digital superhighway and public private partnerships are likely to mitigate negative economic effects. The university will leverage on these government initiatives by aligning human resource training and offering consultancy services.

3.1.1.3 Social Factors

Kenya's population is approximately 47.5 million (census 2019) with the youth counting for approximately 29 per cent. The total population is projected to reach 60 million in the year 2030. Moreover, the urban population growth rate will transform the country into a predominantly urban nation by 2030 with the urban population growing from the current 28% to more than 49.5%. This necessitates investment and expansion of wealth creation base through enhanced productivity to provide for the growing population in terms of health, education and infrastructure among others.

Over the years, lack of employment, limited skills, high cost of living, lack of resources and opportunities have led to the Kenyan youth being highly dependent on household support. Consequently, the youth have been lured to criminal tendencies, drug abuse and other forms of social vices including radicalization and violent extremism. KyU management will continuously engage in sensitization, counseling sessions and other intervention measures for students and staff.

KyU is faced with challenges such illicit brew and insecurity within her environs. The University is committed to engaging in intervention mechanisms in collaboration with the county government and the administration organs.

Drug and alcohol abuse, early pregnancies and mental diseases have been identified as one of the most challenging social issues within institutions of higher learning including KyU. Consequently, in support of the universal health care target of the "BETA" agenda, the University management in liaison with health providers and social support groups in Kirinyaga County regularly organizes clinics, counseling sessions and other intervention measures for students and staff.

3.1.1.4 Technological Factors

Provision of Fiber Optic pathway, ICT driven business environment, increased Internet penetration, e-learning platforms, automation and other modes of content delivery offer potential for business growth. KyU has adopted use of ICT to deliver her mandate and has formulated and implemented the ICT, eLearning and ICT Security Policies which govern utilization, maintenance and security of ICT Resources. Rapid advancement and changes in technology and high cost of internet also pose challenges to KyU achieving her mandate. KyU will ensure that all academic programmes are developed to include current technological advancement in the various disciplines of training. The university will deploy technology in the support services.

3.1.1.5 Environmental Factors

Increase in the number of public universities in Kenya has led to unequivocal competition for the limited exchequer support. That notwithstanding, the increase in the number of private universities has further increased the competition for the limited pool of students. Although the government encourages universities to internally generate revenue to support their operations, this concept favors mostly the older universities due to the fact that the latter are better established in terms resources.

3.1.1.6 Legal Factors

The Constitution of Kenya 2010 provides the legal framework for University education. In the Fourth schedule it sets specific functions for the national and county governments in relation to University Education, Science and Technology Sector. In addition, several other legislations have obligated the state to develop the education, science and technology sector.

In the Constitution, the state is enjoined to, among other things:

a) Promote all forms of national and cultural expression through literature, the arts, traditional celebrations, science communication, information mass media, publications and other cultural heritage.
b) Recognize the role of science and indigenous technologies in the development of the nation.
c) Promote the intellectual property rights of the people of Kenya.

As a fully-fledged institution, Kirinyaga University has developed statutes and other policies that are in conformity with the Constitution of Kenya 2010, the Universities Acts 2012 and Kirinyaga University Charter. The University therefore has the legal framework and undertakes her full mandate to showcase her competitiveness.

3.1.2 Micro Opportunities

The University undertook a SWOT analysis detailing the situation under which the plan was developed and involves Micro Environmental factors influencing realization of the strategic direction.

Opportunities	Strategic Implication	Strategic Response
Goodwill from the government and the community	Strong support and positive reputation	o Foster strong community and government relations o Leverage goodwill for fundraising and partnerships o Engage in community outreach and development initiatives.
High demand for University education	Increased enrollment and revenue	o Expand academic programs and student capacity o Improve marketing and recruitment efforts o Diversify course offerings to meet demand.
Placement of students by Kenya Universities and Colleges Central Placement Service	Assured student intake	o Ensure alignment of programs with placement requirements o Collaborate closely with the placement service o Maintain high academic standards to attract top students.
Alignment of academic programs to national skills priority list	Relevance to job market	o Continuously update and adapt programs to match national priorities o Establish industry partnerships for curriculum development o Promote internships and practical experiences.
Expansion through diversified modes of study	Increased accessibility and revenue	o Offer online and part-time programs o Explore satellite campuses or regional centers o Leverage in remote learning technologies.
Government bursaries and loans to students	Improved affordability for students	o Promote these financial aid opportunities to prospective students o Assist students in the application process o Advocate for increased funding for students.

Reliable public transport network to the University	Enhanced accessibility for students and staff	o Collaborate with local transport providers for special arrangements o Promote carpooling and sustainable commuting options.
Integration of East African community and emerging economic blocks	Enhanced international collaboration	o Foster partnerships with universities and organizations in neighboring countries o Develop programs that align with regional priorities o Participate in cross-border research initiatives.
Devolved governments that require staff development via short courses and consultancies	Increased demand for training	o Customize short courses and consultancy services to meet government needs o Promote university expertise in relevant fields o Establish partnerships with devolved governments.
National development agenda leading to high demand for Entrepreneurship, Health, and Engineering programs	Alignment with national priorities	o Expand and enhance programs in these high-demand fields o Collaborate with industry and government for research and skill development o Highlight program relevance in marketing efforts.
ICT growth and its application in teaching and research	Improved educational delivery and research capabilities	o Invest in state-of-the-art technology and IT infrastructure o Train faculty and staff in technology integration o Foster innovation in teaching and research through technology.
Demand for uptake in emerging technologies	Opportunity to offer cutting-edge programs	o Develop programs in emerging technology fields o Partner with tech companies for curriculum development and internships o Stay agile and adapt to changing technology trends.

Strategic partnership and collaboration with local and international organizations	Enhanced resources and expertise	o Identify and establish partnerships with relevant organizations o Collaborate on research projects, grants, and student opportunities o Leverage partner networks for global reach and recognition.
Rapidly growing population	Potential for increased student enrollment	o Develop infrastructure and facilities to accommodate growth o Expand marketing efforts to reach a broader audience o Offer scholarships and financial aid to attract students.
Public-private partnerships	Access to additional resources and expertise	o Identify opportunities for partnerships with local businesses and industries o Collaborate on research, internships, and skill development initiatives o Develop mutually beneficial agreements.
Government regulations on intellectual property	Protection of university research and innovation	o Establish clear policies and procedures for IP protection o Educate faculty and students on IP rights and responsibilities o Seek legal advice and support when necessary.
Investment in online teaching and learning platforms, digital libraries, and high-tech internet access increasing the potential for open learning	Expansion of online education	o Invest in robust online learning platforms and infrastructure o Develop and market online courses to a wider audience o Provide training and support for faculty in online teaching methods.
Increasing demand for higher education, especially within	Opportunity to attract regional and international students	o Develop marketing strategies targeting regional and international markets

the Eastern Africa region		○ Offer scholarships and support services for international students ○ Establish partnerships with universities in neighboring countries.
Opportunity to develop a center of excellence in Kirinyaga University	Recognition as a leader in specific areas	○ Identify key areas for excellence and invest in faculty, research, and resources in those fields ○ Collaborate with experts and institutions to enhance reputation and capabilities ○ Promote and showcase the center of excellence to attract top talent and research opportunities.
Potential to conduct research to resolve health, social, and environmental issues	Contribution to societal well-being and academic excellence	○ Promote research initiatives addressing critical health, social, and environmental challenges ○ Seek research funding and collaborations with relevant organizations ○ Encourage faculty and students to engage in impactful research projects.
Demand for progression of TVET graduates to university	Opportunity to bridge the skills gap and provide further education	○ Establish clear pathways and articulation agreements between TVET institutions and the university ○ Develop support programs to ease the transition for TVET graduates ○ Promote the value of higher education in career advancement.

3.1.3 Threats

Threats	Strategic Implication	Strategic Response
High cost of training tools and equipment	Financial burden and resource constraints	○ Seek grants and sponsorships for equipment and tools

		○ Explore partnerships with industries for equipment sharing ○ Establish a fund for equipment maintenance and upgrades.
The changing technology	Risk of obsolescence and outdated curriculum	○ Continuously update curriculum to reflect current technology trends ○ Invest in faculty training on emerging technologies ○ Collaborate with tech companies for access to cutting-edge tools.
Competition for faculty and students with other universities	Enrollment and faculty recruitment challenges	○ Develop unique academic programs and research opportunities ○ Enhance faculty benefits and career development opportunities ○ Aggressively market the university's strengths and advantages.
Effect of poverty on uptake of University education	Reduced student enrollment and financial strain	○ Offer scholarships and financial aid to economically disadvantaged students ○ Develop flexible payment plans and part-time programs for working students ○ Engage in outreach programs to raise awareness about higher education benefits.
Bureaucratic procurement procedures	Delays and inefficiencies in procurement processes	○ Advocate for streamlined and transparent procurement procedures ○ Establish clear guidelines and protocols for procurement within the university

		○ Collaborate with government agencies to simplify procurement processes.
COVID-19	Disruption to traditional teaching and operations	○ Develop a robust online learning infrastructure and contingency plans ○ Implement health and safety measures to protect students and staff ○ Enhance communication and support for remote learning.
HIV/AIDS	Health risks and potential workforce impacts	○ Implement health education and prevention programs on campus ○ Provide support and counseling services for affected individuals ○ Collaborate with local health organizations for awareness and testing initiatives.
Early pregnancies	Educational challenges for affected students	○ Establish support programs for pregnant and parenting students ○ Promote sexual education and reproductive health awareness ○ Create a stigma-free environment for affected students to continue their education.
Cybercrime	Data security breaches and technological disruptions	○ Enhance cyber security measures and protocols ○ Educate faculty, staff, and students on cyber security best practices ○ Invest in cyber security infrastructure and training.
Terrorism	Safety concerns and potential disruptions	○ Collaborate with local law enforcement for security assessments

		○ Develop and communicate emergency response plans ○ Enhance campus security measures and awareness.
Radicalization and violent extremism	Security risks and reputational damage	○ Promote tolerance, diversity, and inclusion on campus ○ Provide counseling and support for at-risk individuals ○ Collaborate with community organizations to counter radicalization.
Low uptake of human resources by the economy	Graduate underemployment and skill mismatch	○ Align academic programs with industry needs and job market trends ○ Offer career services and internships to enhance student employability ○ Establish industry partnerships for job placement.
Increasing drug and substance abuse among the youth	Health and academic performance challenges	○ Implement substance abuse awareness and prevention programs ○ Offer counseling and support services for affected students ○ Collaborate with local authorities and organizations for rehabilitation initiatives.
Competition for resources with other universities	Resource scarcity and budget constraints	○ Advocate for increased government funding and grants ○ Explore revenue diversification through partnerships and innovation ○ Prioritize resource allocation based on strategic objectives.

3.1.4 Internal Environment

The University undertook a SWOT analysis that provided an appraisal of Kirinyaga University strengths that the University would like to sustain and weaknesses that should be addressed. This analysis is based on input from the various University stakeholders and Management.

3.1.4.1 Strengths

Strength	Strategic Implication	Strategic Response
Competent and supportive University Council	Effective governance and decision-making	o Regularly engagement with the Council o Ensure transparency and accountability o Open communication
Participative decision-making and policy formulation	Inclusivity in strategic planning and policies	o Adopt participative stakeholders' decision-making o Regular consultations and feedback mechanisms. o Collaborative and innovative culture
Upcoming infrastructure for teaching and learning	Enhanced facilities for education	o Comprehensive plan for efficient utilization of new infrastructure. o Prioritize the allocation of resources and faculty support
250 acres land for expansion	Room for growth and development	o Develop a long-term expansion strategy o Maximize the use of available land. o Seek funding opportunities and partnerships
Strategic location at Kirinyaga County headquarters	Accessibility and visibility	o Promote the university's location o Collaboration with local businesses and government
Pioneer public University in the county	Strong market positioning	o Continuously build on the reputation o Offering innovative programs and services.

		○ Conduct targeted marketing campaigns
Market-driven courses	Meeting industry demands	○ Updated and adaptive course offerings aligned with market demands and industry trends. ○ Institute advisory boards to provide input on curriculum development and program relevance.
Robust CSR activities	Positive community relations	○ Continue and expand community engagement through regular reports and events. ○ Collaborate with local organizations and NGOs to address community needs and sustainability projects.
Government support	Financial stability and growth	○ Active engagement with policymakers and legislators. ○ Explore opportunities for public-private partnerships
Ability to attract grants	Increased funding opportunities	○ Establish a dedicated grants office ○ Invest in grant-writing training for faculty and staff
Equipped laboratories and workshops	Quality education and research facilities	○ Maintain and upgrade laboratories and workshops ○ Implement a regular maintenance schedule
Competent and motivated human resource	High-quality teaching and research	○ Invest in faculty and staff professional development and retention strategies ○ Recognize and reward excellence in teaching, research, and service
Potential to diversify A-in-A	Revenue diversification	○ Explore additional revenue streams ○ Conduct continuous market research

ISO 9001:2015 QMS certification	Quality assurance in operations	o Continuously improve and maintain quality management systems o Conduct regular internal audits and reviews to ensure compliance
Strategic partnerships and linkages with industries	Industry relevance and collaboration	o Strengthen existing partnerships o Establish new ones to promote industry-focused research and internships. o Enhance collaboration between the university and industry partners.
Connectivity to the fiber optic cable network	Technological advancement and digital learning	o Leverage on technology for improved teaching, research, and administrative processes, o Invest in cyber security measures
Automated operations	Efficiency and cost-effectiveness	o Implement and update automation systems. o Train staff in the use of automation tools.
Integrated and cohesive University community	Unity and shared vision	o Foster a sense of belonging, collaboration, and shared goals among students, faculty, and staff o Promote transparent communication and involvement in decision-making
Cordial relationship between the University and the surrounding community	Positive community relations	o Maintain open communication and collaboration with the local community and outreach programs. o Engage in community development projects
Full-time faculty	Availability for student support	o Faculty active engagement in teaching, research, and student mentorship o Provide necessary resources and support.

Cordial relationship with suppliers	Reliable supply chain management	○ Maintain strong relationships with suppliers ○ Explore opportunities for cost-saving partnerships with key suppliers.
KyU sits on ideal topography	Environmental and aesthetic advantages	○ Explore sustainable development initiatives ○ Promote the university's unique location as an educational and research asset. ○ Collaborate with environmental organizations for conservation efforts and research opportunities.
Bordering two all-season rivers	Environmental research and resources	○ Utilize the natural resources for research and educational purposes while ensuring environmental conservation. ○ Establish partnerships with environmental agencies for research and conservation projects.
Conducive climate	Attractiveness for students and staff	○ Highlight the favorable climate as a quality-of-life benefit for students and faculty in marketing materials and recruitment efforts. ○ Promote outdoor activities and campus beautification to enhance the campus experience.
High potential for research and innovation	Research excellence and innovation	○ Invest in research infrastructure, ○ Set up innovation hubs to foster research and innovation. ○ Encourage interdisciplinary collaboration and provide funding for research projects.
Strategic uptake of up-to-date technological	Enhanced online learning and operations	○ Continue integrating technology for online learning ○ Adopt remote operations

software due to the COVID-19 pandemic		○ Provide training and support to faculty and students for effective online teaching and learning.

3.1.4.2 Weaknesses

Weaknesses	Strategic Implication	Strategic Response
Inadequate Funding	Insufficient resources for growth and development	○ Seek additional funding sources such as grants, partnerships, and alumni donations ○ Optimize resource allocation and cost-cutting measures ○ Explore government subsidies and funding opportunities.
Constrained Sporting Facilities	Limited opportunities for physical fitness and sports	○ Develop a long-term plan for facility expansion ○ Collaborate with local sports clubs for resource sharing ○ Prioritize high-demand sports and activities.
Constrained Physical Infrastructure	Inadequate space for a growing student population	○ Create a comprehensive infrastructure development plan ○ Explore public-private partnerships for funding. ○ Implement infrastructure projects in phases.
Constrained Laboratories	Hindrance to quality science and technology programs	○ Launch fundraising campaigns for lab upgrades ○ Collaborate with local industries and research organizations ○ Utilize virtual labs and online resources.
Shortage of Specialized Staff	Limitations in offering a wide range of courses	○ Prioritize faculty recruitment in shortage areas

		○ Implement incentive programs to attract and retain specialized staff ○ Establish collaborative arrangements with other institutions or experts.
Undefined University focus.	Lack of niche market	○ Craft and mainstream University focus
Weak brand identity	Low visibility Low competitive advantage	○ Popularize and market the University through vibrant marketing programs
Weak alumni association	Weak University-alumni interaction	○ Strengthen alumni association

3.3. Stakeholder Analysis

3.3.1 Introduction

The University carried out stakeholder analysis to identify various parties who are either affected or can affect the operation of the University. The University will continuously engage with the stakeholders to ensure harmonious co-existence. The major stakeholders identified include students, staff, government, suppliers, community, partners and collaborators, donors, alumni and other institutions. The University commits to carry out continuous stakeholder analysis in order to identify changing needs to ensure cooperation and support in the achievement of her mission. The stakeholder analysis has been presented in Table 3.

3.3.2 Needs and Expectations of Interested Parties

Table 3.1: Needs and Expectations of Interested Parties

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
1.	Students	Customer	Trainees	✔ Accommodation	✔ Safe and well maintained hostels
2.				✔ Counseling services	✔ Accessible and Confidential counseling services
3.				✔ Recreational facilities	✔ Wide Variety of facilities in good condition and well maintained
4.				✔ Medical services	✔ Comprehensive accessible and prompt service provision
5.				✔ Catering services	✔ Variety and affordable meals
6.				✔ Suitable facilities for persons living with disability	✔ Accessible buildings and related infrastructure
7.				✔ Fees Structure	✔ Updated Fees Statement

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
8.		✔	✔	✔ Quality Education	✔ Competent staff, ✔ Acquisition of skills, ✔ Timely completion of the programme, ✔ Availability of up to date information resources, ✔ Availability of facilities, ✔ Conducive learning environment, ✔ Attachment placement, ✔ Recognition of certificates by professional bodies and potential employers.
9.		✔	✔	✔ Mentorship	✔ Effective Mentorship Programmes
10.		✔	✔	✔ ICT Infrastructure	✔ Reliable and efficient ICT infrastructure
11.	Employers	Customer	Offer job opportunities Participate in curriculum development	✔ Competent graduates ready for on job training. ✔ Involvement in curriculum development	✔ Absorb graduates ✔ Volunteer involvement in curriculum development

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
12.				✔ Well mentored and balance students	
13.				✔ Programmes that are in adherence and compliance with professional bodies regulations	
14.				✔ Solutions to underlying workplace problems	
15.				✔ Students with Research and innovation skills	
16.				✔ ICT savvy students	
17.				✔ Competency	
18.	Community	Partners	To provide conducive	✔ Employment and Business opportunities	✔ Improvement of living standards
19.				✔ Harmonious coexistence	✔ Source of income

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
20.				✔ Solutions to underlying problems Corporate Social Responsibility	✔ Good public relation
21.				✔ Competent Graduates, relevant programmes meeting their needs	
22.	Government	Partners	Funding, policy guidance and oversight	✔ Total compliance	✔ Appropriate Funding ✔ Policy framework supporting growth ✔ Peace and stability
23.				✔ Prudent utilization of resources Delivery of core mandate	
24.				✔ Adherence and compliance with statutory regulations and guidelines	
25.		✔	✔	✔ Prudent utilization of resources Research and innovation Contribution to national development including the BETA agenda	

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
26.	External Service Providers	Suppliers	Provide good and services	✔ Transparent procurement process	✔ Timely delivery of Services
27.				✔ Payment of services rendered	
28.				✔ Business opportunity	
29.	Staff	Customer	Provide labour	✔ Competitive remuneration	✔ Continuous review of Internal CBA ✔ Timely processing of salaries claims and wages
30.		✔	✔	✔ Career progression	✔ Timely Promotion, ✔ Scheme of Service, ✔ Training
31.		✔	✔	✔ Conducive working environment	✔ Continuous enhancement of Medical scheme, ✔ adequate office infrastructure, ✔ open communication channels and feed back
32.		✔	✔	✔ Job Security	✔ Adherence to the KyU Terms of Service, ✔ Organizational continuity
33.		✔	✔	✔ Motivation	✔ Rewards,

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
					✔ Team Building, ✔ Fair recognition
34.	University Council	✔	✔	✔ Compliance with statutory and Regulatory requirements	✔ Adherence to statutory and Regulatory requirements
35.		✔	✔	✔ Effective, efficient and economic utilization of resources	✔ Efficiency in resource utilizations, ✔ Transparency and Integrity
36.		✔	✔	✔ Delivery of core mandate	✔ Competent and effective delivery of Service
37.		✔	✔	✔ Funds	✔ Timely payment of fees by students, ✔ Timely release of government funding, ✔ Donor funding
38.	Parents/Guardians	Customers	Finance student studies	✔ Quality Education	✔ Competent graduates, ✔ Value for money, ✔ Career guidance, ✔ Mentorship. ✔ Counseling ,

Sr. No.	Stakeholder	Functional Relationship	Role	Expectations of the Stakeholder	KyU Expectations
39.				✔ Safe and Secure environment	✔ Surveillance systems, Rules and regulations
40.				✔ Information	✔ Timely Communication
41.	Regulatory bodies	Partners	Oversight	✔ Adherence and compliance with statutory regulatory guidelines and policies	✔ Compliance ✔ Timely and accurate reports
42.	Trade Unions	Partners	Labour relations	✔ Recognition	✔ Signed recognition agreement ✔ Involvement in relevant University forums ✔ Conducive work environment ✔ Remittance of union dues
43.	Financial Institutions	Partners	Financial service provision	✔ Business Opportunities	✔ MoUs
44.	Media	Partners	Publicity	✔ Business Opportunities	✔ Accurate Information, ✔ Contracts
45.	Alumni	Partners	Linkages Fund mobilization	✔ Collaboration	✔ Establishment of an alumni association ✔ Involvement in relevant University activities

3.4 Analysis of Past Performance

The University has evaluated Key Result Areas, Specific Objectives, Performance Achievements, challenges and lessons learnt in the last strategic plan.

3.4.1 Key Achievements

1. Launch of new academic programs and departments.
2. Sustained increase in student enrolment
3. Enhanced research outputs dissemination through conferences and workshops
4. Increased research funding and grants sources
5. Expansion of learning infrastructure
6. Successful partnerships with industry or other educational institutions

3.4.2 Challenges

1. Competition with other universities for students.
2. Infrastructure limitations.
3. Budget constraints and financial limitations.
4. Rapid advancement and changes in technology
5. Changing policy requirements
6. Socioeconomic and political factors

3.4.3 Lessons Learnt

Lessons Learned

1. The importance of adaptability and flexibility in a dynamic educational landscape.
2. The value of stakeholder engagement and collaboration.
3. The significance of data-driven decision-making
4. The need for effective financial management and resource allocation.
5. The role of innovation and technology in education.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

The strategic direction of Kirinyaga University in the plan period is anchored in the strategic objectives spelt out below and which have been rationalized from the situational and stakeholder analysis and informed by the trends in the industry and the projected performance and outputs.

4.1 Strategic Issues

1. Institutional Governance
2. Human Resource Management
3. Library Resources
4. Academic Programmes
5. Physical Infrastructure
6. Information and Communication Technology
7. Resource mobilization
8. Research and Innovation
9. Community Service and CSR

4.2 Strategic Goals

The university will be anchored on the following Goals

1 Enhancing institutional governance
2 Attracting and retaining skilled workforce
3 Updated library resources and services
4 Offering high-quality academic programs
5 Sustainable physical infrastructure
6 Leverage on information and communication technology
7 To identify and expand sustainable revenue streams for the university
8 Fostering Research and innovation culture
9 Engage in community service and CSR

S/N	Objectives	Output	Outcome	Impact
1.	To develop a policy framework to enhance corporate governance, transparency, accountability and decision making	• Governance policies and procedures • Clear reporting mechanisms • Staff governance training programs	• Enhanced corporate governance, transparency, accountability and decision making	• Stakeholders involvement in governance reforms • Continuous monitoring and evaluation of governance practices • Clear and accessible communication hence trust and transparency Improved compliance • Increased transparency and accountability • Enhanced stakeholder confidence
2	To recruit and retain competent staff	• Effective recruitment strategies • Professional development programs	• Reduced turnover and improved retention rates • Skilled and motivated workforce • Improved organizational performance	• Alignment of HR strategies with organizational goals • Ongoing professional development and mentorship • Enhanced employee feedback mechanisms
3.	To expand Library resources to support and sustain projected growth of the university	• Acquisition of relevant books and digital resources • Expansion of library services and facilities	• Increased access to research materials • Enhanced academic performance • Improved research capabilities	• Library resources regular assessments • Modernizing library services technology • Leverage on user surveys and feedback in resource acquisition

		• User-friendly library systems		
	To offer relevant, innovative, and high-quality academic programs	• Development of new programs • Curriculum review and updates • Integration of experiential learning opportunities	• Increase in student enrollment and retention rates • Equipped Graduates • Improved university reputation	• Flexibility and adaptive programs • Industry partnerships in curriculum development • Continuous curriculum assessment and feedback
	To develop and maintain a modern, safe, and sustainable physical infrastructure	• Construction and renovation projects • Regular maintenance and safety measures	• Enhanced learning and research environments • Increased safety and security on campus • Sustainable and efficient infrastructure	• Long-term infrastructure planning and maintenance • Adoption of sustainable construction and green technologies • Risk assessment and disaster preparedness
	To leverage cutting-edge information and communication technology	• Implementation of advanced ICT systems • Faculty training on tech-enabled teaching • Streamlined administrative processes	• Enhanced online and blended learning • Improved research capabilities • Increased administrative efficiency	• Challenges in technology integration • Significance of faculty training and user support • Cyber security and data privacy measures

	To identify and expand sustainable revenue streams for the university	• Fundraising campaigns • Successful grant applications • Partnership agreements and alumni programs	• Increased financial stability and sustainability • Enhanced resources for strategic initiatives • Expanded funding networks and support	• Building and maintaining donor relationships • Enhance grant proposal writing and alumni engagement • Financial stewardship and transparency
	To promote quality research innovation and technology transfer	• Research grants and funding • Research collaboration • Research support services and facilities	• Increased research output and innovation • Enhanced reputation as a research institution • Societal-based solutions through research	• Research-supportive culture and incentives • Multi-disciplinary collaboration and funding challenges • Expansion of disseminating research findings
	To enhance the university community linkage	• Community outreach programs • Ethical and sustainability initiatives • Stakeholder partnerships and collaborations	• Improved community relations and goodwill • Impactful local development • Sustainable practices and responsible citizenship	• Community needs and feedback • Partnerships in community engagement • Implementation of sustainable and ethical practices

4.3 Key Result Areas

Strategic Issue	Goal	KRA
1. Enhance Institutional Governance	To enhance transparency, accountability, and efficiency in institutional governance	Transparency and accountability in corporate governance
2. Human Resource Management	To attract, develop, and retain a diverse and highly skilled workforce.	Organizational performance and employee satisfaction
3. Library Resources - Information access for training, research and innovation	Enhance and Diversify Library Resources to Facilitate the Sustainable Growth of the University	Access to sustainable and up to date learning and research materials
4. Academic Excellence	To Produce wholistic graduates equipped to adapt in a Dynamic world	Quality Education and marketable graduates
5. Physical Infrastructure	To acquire and maintain adequate and sustainable physical infrastructure	1. Increased physical infrastructure 2. Enhanced safety and security
6. ICT infrastructure to support projected growth of the university	To embrace rapidly changing information and communication technology.	Enhanced online and blended learning. Improved research capabilities Increased administrative efficiency
7. Resource mobilization	Generate adequate revenue to support projected growth of the university	Increased financial stability and sustainability

8. Research and Innovation	To foster a culture of research and innovation	Research output, innovation and technology transfer
9. Community Service and CSR	To enhance the university - community linkage through community service and corporate social responsibility	Stakeholder partnerships and harmonious co-existence with the community

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

The chapter outlines the Objectives and strategies that KyU will take over the next year to achieve set Goals for the five-year plan. The Objectives and strategies are derived from the Strategic Issues, Goals and KRAs identified

5.1 Strategic Objectives

1. To enhance transparency, accountability, and efficiency in institutional governance
2. To attract, develop, and retain a diverse and highly skilled workforce
3. To provide comprehensive and up-to-date library resources and services
4. To enhance transparency, accountability, and efficiency in institutional governance
5. To develop and maintain a modern, dynamic and sustainable physical infrastructure
6. To leverage cutting-edge information and communication technology
7. To diversify and optimize funding sources
8. To foster a culture of research and innovation
9. To foster University, industry and Community Linkages

5.2 Strategic Choices

KRA	Strategic Objective (s)	Strategies
Institutional Governance	**To develop a policy framework to enhance corporate governance, transparency, accountability and decision making**	i. Identify and develop new policies towards achieving institutional governance ii. To enhance transparency, accountability and decision making in all operation iii. Adopt international best practices in quality management
Human Resource Management	To recruit and retain competent staff	i. Staff recruitment ii. Staff retention iii. Staff Training
Library Resources	**To expand Library resources to support and sustain**	i. Sustain a well-equipped physical and electronic library to promote research and innovation to enhance skills

	projected growth of university	and technology development and transfer ii. Strengthen library support for iii. Research and knowledge management
Academic Excellence	**To Offer Relevant, Innovative, and High-Quality Academic Programs**	i. Review programmes in line with Market trends and future student needs ii. Develop flexible and interdisciplinary program offerings iii. Promote experiential learning, internships and enhance student industrial attachment iv. Create a system for student feedback and program improvement v. Increase enrolment by 10% vi. Integrate Quality assurance in all academic processes
Physical Infrastructure	To develop and maintain a modern, dynamic and sustainable physical infrastructure	Plan, Develop and maintain adequate and sustainable Physical Infrastructure
Information and Communication Technology	To leverage cutting-edge information and communication technology	i. Invest in state-of-the-art ICT infrastructure. ii. Develop online and blended learning platforms iii. Provide faculty and staff with ongoing technology training iv. Implement robust cyber security measures v. Foster a culture of innovation in the use of technology vi. Installation of biometric system for monitoring lecture attendance by students

Resource mobilization	To identify and expand sustainable revenue streams for the university	i. Expand customer base for products and services ii. Enhance alternative revenue streams iii. Adopt technologies to enhance efficiency iv. Enhance the growth of endowment funds
Research and Innovation	To promote quality research innovation and technology transfer	i. Enhance ability for research grants acquisition and management ii. Support Professional Development initiatives by faculty
University Linkages	To enhance the University Community linkage	To enhance collaboration and partnership with industry In partnership with stakeholders participate in activities towards enhancing socio-economic Welfare of the community

CHAPTER SIX: IMPLEMENTATIONAND COORDINATION FRAMEWORK

6.1 Implementation Plan

Implementation of the KyU Strategic plan will be achieved by aligning university operations to the s set strategies through Work Plan, Budgeting, Procurement planning adherence to set budget, compliance with set policies and aligning yearly performance contracting to the yearly targets.

6.1.1 Action Plan

Action plan implementation matrix

LOG FRAME 1: INSTITUTIONAL GOVERNANCE																	
Strategy	**Key Activities**	**Expected Output**	**Output Indicators**	**Target For 5 years**	**Target**					**Budget 20.5 M**					**Responsibility***	
					Y 1	**Y 2**	**Y 3**	**Y 4**	**Y 5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Lead**	**Support**
Strategic Issue: Institutional Governance																
Strategic Goal: Enhance corporate governance, transparency, accountability and decision making																
Key Result Area: Institutional Governance																
Outcome: Enhanced corporate governance, transparency, accountability and decision making																
Strategic Objective: To develop a policy framework to enhance corporate governance, transparency, accountability and decision making																
Identify and develop new policies towards achieving institutional governance	Form committees to identify and develop new policies	Committees in place	Number of committees formed	7	1	1	2	2	1	0.7	0.7	0.7	0.7	0.7	Vice Chancellor	Legal Officer HoDs CoDs
		New policies identified and developed	Number of new policies approved	7	1	1	2	2	1							

	Sensitize staff and students on new policies	Sensitized staff and students	Number of sensitization meetings/workshops Improved satisfaction index	7	1	1	2	2	1	0.5 5	0.5 5	0.5 5	0.5 5	0.5 5	Legal Officer	HoDs CoDs
	Publish new policies on the website	New policies posted on the website	Number of new policies posted	7	1	1	2	2	1	0.5 5	0.5 5	0.5 5	0.5 5	0.5 5		
To enhance transparency, accountability and decision making in	Gazette university statutes Implement University Statutes	University Statutes gazetted Statutes implemented	Gazetted University Statutes Statutes operationalized				1			0.7	0.7	0.7	0.7	0.7	Vice Chancellor	DVC ARSA Legal Officer

all operations	Enforce code of conduct and ethics	Code of conduct and ethics provisions in force	Code of conduct and ethics operationalized							0.2	0.2	0.2	0.2	0.2	Vice Chancellor	Human Resource Officer Legal Officer
	Sensitize staff and students on University Statutes	Staff and students sensitized on University Statutes	Number of sensitization meetings Number of staff and students sensitized				1	1	1	0.2	0.2	0.2	0.2	0.2	Legal Officer	HoDs CoDs
Adopt international best practices in quality management	Implementation of ISO 9001:2015 requirements	Quality ISO audit reports	Level of compliance Employee satisfaction Sustained ISO 9001:2015 certification							1.2	1.2	1.2	1.2	1.2	Management Representative	HoDs CoDs
Total Cost for the Strategy Kshs.(M) 20.5																

LOG FRAME 2: HUMAN RESOURCE MANAGEMENT																
Strategy	**Key activities**	**Expected outcome**	**Output indicators**	**Target for 5 years**	Target					Budget (Kshs. 6,185.20 M)				Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Human Resource Management																
Strategic goal: To attract, develop, and retain a diverse and highly skilled workforce.																
Key Result Area: Human Resource Management																
Outcome: Improved organizational performance and employee satisfaction																
Strategic Objective: To recruit and retain competent staff																
Staff recruitment	Human Resourcing Planning	Rationalized staffing	Staff establishment report	552	386	441	482	519	552	1,000.7	1,143.3	1,249.6	1,345.5	1,431.1	DVC A.F.P HR	
	Recruit qualified and competent staff	Qualified and competent staff	Number of new staff recruited	249	137	55	41	37	33	1.5	1.5	1.5	1.5	1.5		

Staff retention	Carry out employee satisfaction survey	Retention of qualified and competent staff Employee satisfaction survey report	Number of staff retained Improved productivity index	100%	100 %	100 %	100 %	100 %	100 %						
Staff Training and Retention	Training Needs Assessment	Identified skills gaps	Training schedule	7.5 M						1.5	1.5	1.5	1.5	1.5	
	Training of staff	Training programs	Number of trained staff	100	100	100	100	100	100						
Total Cost of strategy **Kshs M: 6,185.20**															

LOG FRAME 3: LIBRARY RESOURCES																	
strategy	**Key Activities**	**Expected Output**	**Output Indicators**	**Target For 5 years**	**Target**					**Budget Kes 750.05M**					**Responsibility ***	
					Y1	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Lead**	**Support**
Strategic Issues: Library Resources																
Strategic Goal: Enhance and Diversify Library Resources to Facilitate the Sustainable Growth of the University																
Key Result Area: Library																
Outcome: Increase in Comprehensive Library Resources Over the Next Five Years to Effectively Support and Sustain the Projected Growth of the University																
Strategic Objective: To expand Library resources to support and sustain projected growth of the university																
Sustain a well-equipped physical and electronic library to promote research and	Collaborate with faculty in ensuring a diverse range of information materials to support academic programs and research interests of	Diverse range of information materials	Approved selection lists Information resources acquired	2800	400	500	600	600	700	128M	135M	140M	145M	150M	DVC ASA	Librarian

innovation to enhance skills and technology development and transfer	the university.															
	Subscription to relevant E-resources	Variety of subscribed databases	Payment receipts Invoices	20	22	24	26	26		0.6	1.2	1.8	2.2	2.8	DVC ASA	Librarian
	Conduct information literacy to users	Increase usage of information resources	Number of training, sensitization and orientation sessions conducted	2	3	4	5	5	0	1.2	1.8	2.2	2.8	3.2	DVC ASA	Librarian
	Information retrieval assistance	Improved use of information resources	Library statistics on usage of information material	200	300	400	500	600	0	0.15	0.15	0.15	0.15	0.15	DVC ASA	Librarian
	Training of library staff	Improved service delivery by Library staff	Number of training sessions attended by library staff	1	1	1	2	2	0	4.5	4.5	4.5	4.5	4.5	DVC ASA	Librarian

Strengthen library support for research and knowledge management	Conduct knowledge management training	Better research and knowledge management skills	•Number of trainings conducted •Enhanced repository, dissemination and research output	1	1	1	1	1	0	1.8	1.8	1.8	1.8	1.8	DVC ASA	Librarian
Total Cost for the Strategy Kshs. 750.05M															

LOG FRAME 4: ACADEMIC PROGRAMMES																	
Strategy	**Key activities**	**Expected outcome**	**Output indicators**	**Target for 5 years**	Target					Budget (Kshs.) 36.8M					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1	Y 2	Y 3	Y4	Y5	Lead	Support
Strategic Issue: Academic programmes																
Strategic Goal: To Produce holistic graduates equipped to industry dynamics																
Key Result Area: Academic Excellence																
Outcome: Industry ready graduates																
Strategic Objective: To offer innovative, high-quality and relevant academic programs																
Review programmes in line with Industry trends Current and future needs	Involve stakeholders and professionals in the review of the curricula Foster partnerships with industry and employers for curriculum review.	Responsive curriculum to dynamic industry need	Reviewed programmes Number of university stakeholder forums	25	5	5	5	5	5	1	1	1	1	1	DVC, ARSA	Deans of Schools

Develop flexible and interdisciplinary program. .	Introduce at least 3 ODeL programmes	Uptake of full online learning programmes and Increased students enrolment in ODeL	3 ODeL programmes	3		1	1	1		1	2	2	2	2	DVC, ARSA	Deans of Schools
	Promote Online learning by building capacity of faculty and support staff	Well-equipped staff to develop and implement curricula	Fully trained faculty and support staff	20	20					0.6	0.6	0.6	0.6	0.6	DVC, ARSA	Deans of Schools

Promote experiential learning and enhance student industrial attachment	Establish University industry linkages	Holistic and Industry ready graduates Increased Graduate employability	Yearly placement reports and table in Senate for Considerations						0.5	0.5	0.5	0.5	0.5	DVC, ARSA	Deans of Schools
Enhance academic advisory and career services by allocating and monitoring class advisors /Mentors	100% allocation of all students to academic advisors/Mentors	Holistic and informed graduates	Class advisors / Mentor allocation letters Reports on mentoring	100%	100%	100%	100%	100%	100%	0.2	0.2	0.2	0.2	0.2		

	Undertake industry survey	Information to inform curriculum review	2 surveys	2		1	1				0.2	0.2				
Create a system for student feedback and program improvement	Undertake lecturer evaluation	Improve curriculum Delivery	Lecturer Evaluation reports Recommendations tabled in School Boards	100%	100%	100%	100%	100%	100%		-	-	-	-	DVC, ARSA	Director, Quality Assurance
	Undertake exit graduate, Industry and customer surveys	Information to inform curriculum review Understand Market needs	2 surveys	2		1	1				0.2	0.2				
Increase enrolment by 10%	Develop and adopt innovative teaching methods	Increase of applicants to KyU	Increase enrolment	16000	120	135	140	150	150	1.2	1.5	2.6	3.5	4	DVC, ARSA	Registrar, ARA

		programmes			00	00	00	00	00							
	Branding and Marketing KyU by holding open days, social media campaigns, Mathematics contest, school visits and activations	Increase visibility of KyU among secondary school students	10 Marketing campaigns	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5		
Integrate Quality assurance in all academic processes	Ensures 100% Adherence to all policies and procedures Continuously review policies governing curriculum delivery to	Ensuring curriculum delivery meet quality assurance threshold	Adherence to delivery processes Reviewed policies and	100%	√	√	√	√		√						

	integrate emerging quality issues		guidelines													
Total Cost for the Strategy Kshs.(M) 36.8																

LOG FRAME 5: INFRASTRUCTURE																	
Strategy	**Key Activities**	**Expected Output**	**Output Indicators**	**Target For 5 years**	**Target**					**Budget (KES.1593.5Million)**					**Responsibility***	
					Y1	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Lead**	**Support**
Strategic Issues: Physical Infrastructure																
Strategic Goal: Adequate sustainable physical infrastructure																
Key Result Area: Increased physical infrastructure and enhanced safety and security																
Outcome: Sustainable physical infrastructure																
Strategic Objective: To develop and maintain a modern, dynamic and sustainable physical infrastructure																
Sustainable Physical Infrastructure	Construct Tuition Complex phase 2	Tuition Complex phase 2 constructed	Tuition complex phase 2 completed and maintained	100%		10	20	30	40	180	275	350	350	250	DVC (A&P)	PIC
	Improve sports field	Sports field improved	Sports field completed and maintained	100%		50	50				4.5	4.5				
	Extend University Vehicle Carpark	Carpark extended	Carpark completed and maintained	100%		50	50				4	4				
	Connect sewerage system to	Sewerage system connected	Sewerage system Completed	100%		10	10	20	60	1.2	1.5	1.5	2.5	2.8		

	County Government Trunk sewer line		and maintained													
	Construct roads and pavements	Roads and pavements constructed	Number of roads and pavements completed and maintained	100%	20	30	15	15	20	25	30	20	20	18		
	Install Security lights at Tuition complex	Security lights installed	Security lights completed and maintained	100%	50	50				8		8		8		
	Undertake landscaping	Landscaping undertaken	Landscaping completed and maintained	100%	10	10	20	20	40	2.5	2.5	5	5	10		
Acquire additional vehicles to ease transport	Acquire an ambulance	Disaster preparedness	Log book	1		1					12					
	Acquire pickup	Better mobility in Maintenance	Log book				1					8				
	Acquire two saloon car	Ease staff movement	Log book					1	1				8.3	8.3		
Total Cost of Strategy: Kshs (M) 1630.1																

LOG FRAME 6: INFORMATION COMMUNICATION TECHNOLOGY

Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget KSH 351.5M					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y 1	Y 2	Y 3	Y 4	Y 5	Lead	Support
Strategic Issues: Information and Communication Technology																
Strategic Goal: To leverage cutting-edge information and communication technology																
Key Result Area: Information and Communication Technology																
Outcome: ICT mainstreamed in service delivery																
Strategic Objective: To leverage cutting-edge Information and Communication Technology																
Invest in state-of-the-art ICT infrastructure.	Expansion of network infrastructure to the upcoming 600 capacity lecture theatre • Expansion of WIFI network Edu roam. • Upgrade of university active	Functional Wi-Fi Access point , Working CCTV surveillance and Data points, working network devices	Implemented network infrastructure	100%	5%	20 %	25 %	25 %	20 %	5	35	35	25	25	ICT In-charge	ESTATE MANAGER

	network devices. • Procurement of additional High End Servers and Computer accessories.															
Develop online and blended learning platforms	Put in place a Learning Management System (LMS) to support blended learning (combination of e-learning & physical learning)	Learning Management System, web conference platforms, hardware support (e.g. servers)	Implemented Learning Management System (LMS)	100%	20 %	50 %	10 %	10 %	10 %	2	8	8	4	6	ICT In-charge	
Provide faculty and staff with	Train and sensitize faculty and	Workshops, seminars,	Conduct staff training	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	ICT In-charge	

ongoing technology training	staff on emerging technologies, best practices and security measures	shared tutorials	workshops, seminars and share tutorials via email													
Implement robust cyber security measures	Implement the ISO/IEC 27001:2013 standard for the Information Security Management Systems (ISMS)	Information Security Management Systems (ISMS) Certification ISO/IEC 27001:2013	Information Security Management Systems (ISMS) Certification ISO/IEC 27001:2013	100%	15 %	15 %	15 %	30 %	25 %	1.5	1.8	2	2.2	2.5	ICT In-charge	
Foster a culture of innovation in the use of technology	Acquisition and installation of Electronic Management Document System (EDMS)	Paperless office with well documented information	Electronic Management Document System (EDMS)	100%	15 %	15 %	15 %	40 %	15 %	25	28	28	32	35	ICT In-charge	
Installation of biometric	Acquisition and	Real time attendance	Functional biometric	100%	-	10 %	30 %	30 %	30 %		10	10	10	10	ICT In-charge	

system for monitoring lecture attendance by students	installation of biometric system in all lecture halls	registration in all Lecture halls	system to monitor class attendance in all lecture halls													
Total Cost for the Strategy Kshs.(M) **351.5**																

LOG FRAME 7: RESOURCE MOBILIZATION																	
Strategy	**Initiatives**	**Output**	**Output Indicator**	**Target for 5 years**	**Target**					**Budget in (KSh.22.85 Mn)**	**KSh. Mn**	**KSh. Mn**	**KSh. Mn**	**KSh. Mn**	**KSh. Mn**	**Responsibility**	
					Y1	**Y2**	**Y3**	**Y4**	**Y5**		**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Lead**	**Support**
Strategic Issue: Institutional Sustainability																	
Strategic Goal: Generate adequate revenue to support projected growth of the university																	
Key Result Area: Resource Mobilization																	
Outcome: Financial sustainability																	
Strategic Objective: To identify and expand sustainable revenue streams for the university																	
Expand	Face to face marketing	500		500	100	100	100	100	100	0.50	0.1	0.1	0.1	0.1	0.1		

customer base for products and services	Electronic media (Radio and TV)	20		20	4	4	4	4	4	0.50	0.2	0.25	0.3	0.3	0.3		
	Online marketing	1000		1000	200	200	200	200	200	0.00	0.1	0.1	0.1	0.1	0.1		
	Advertise in print	10		10	2	2	2	2	2	7.00	1.40	1.40	1.40	1.40	1.40		
Enhance alternative revenue streams	Establish income generating units	2 Units		2			1	1			1	1.5	1.5	1.5	1.5		
	Write and submit project proposals	10 Proposals		10			3	3	3								
	Develop and commercialize short courses	20 Short Courses		60	12	12	12	12	12	0.00	0.1	0.1	0.1	0.1	0.1		

Adopt technologies to enhance efficiency	Digitized operational services	10 Operation units		10	2	2	2	2	2	5.00	1.00	1.00	1.00	1.00	1.00		
Enhance the growth of endowment funds	Sponsored activities	5 Activities		5	1	1	1	1	1	1.00	0.20	0.20	0.20	0.20	0.20		
Total cost of strategy kshs 22.85M																	

LOG FRAME 8: RESEARCH AND INNOVATION																	
Strategy	**Key Activities**	**Expected Output**	**Output Indicators**	**Target For 5 years**	**Target**					**Budget KES 140.83**					**Responsibility***	
					Y1	**Y 2**	**Y 3**	**Y 4**	**Y 5**	**Y 1**	**Y2**	**Y3**	**Y4**	**Y5**	**Lead**	**Support**
Strategic Issues: Research and Innovation																
Strategic Goal: To foster a culture of research and innovation																
Key Result Area: Research output, innovation and technology transfer																
Outcome: To increase research output by 10% annually																
Strategic Objective: To promote quality research innovation and technology transfer																
Enhance ability for research grants acquisition and management		Train staff on: ● Research Grant application writing ● Research grant management ● Conducting research ● Dissemination of research output ● Commercialization of research	● Trained staff Members ● Increased Research output ● Patented Commercialized innovation ● Enhanced research skills and output	● Number of grants secured ● Number of publications ● Number of patents ● Number of conferences and seminars organized	100 %	√	√	√	√	√	22.9	25.19	27.71	30.49	33.54	DVC, ARSA Deans of Schools

		• Registration of Intellectual property rights Organize seminars and conferences •		• Books of abstracts and journals published												
Support Professional Development initiatives by faculty		Allocate funds for research Support staff to attend workshops, conferences and Seminars	• Enhanced research skills and output •	• Number of staff attending workshops and seminars outside KyU						0.2	0.2	0.2	0.2	0.2		
Total Cost for the Strategy Kshs.140.83(M)																

LOG FRAME 9: COMMUNITY OUTREACH																	
Strategy	**Key Activities**	**Expected output**	**Output Indicators**	**Target For 5 years**	**Target**					**Budget KES 11.4M**					**Responsibility**	
					Y1	**Y2**	**Y3**	**Y4**	**Y5**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**	**Lead**	**support**
Strategic issues: Community Service and CSR																
Strategic Goal: To enhance the university - community linkage through community service and corporate social responsibility																
Key result area: Stakeholder partnerships and harmonious co-existence with the community																
Outcome: Improved community relations and goodwill																
Strategic objective: To enhance the university community linkage																
To enhance collaboration and partnership with industry	Identify areas of collaboration and create a data base. Initiate collaboration with industry	Data base of identified activities Mutually beneficial active collaboration	Data base of collaborations. Signed agreements		5	1	1	1	1	0.5	1	2	2.5	3		
In partnership with stakeholders	Planting trees in collaboration with	Planted trees	Trees planted	5000	1000	1000	1000	1000	1000	0.2	0.2	0.2	0.2	0.2		

s participate in activities towards enhancing socio-economic	Kenya forest services															
	Joint sports events with nearby schools	Schools identified	Sports events	10	2	2	2	2	2	0.02	0.02	0.02	0.02	0.02		
Welfare of the community	Organize medical camps	Five medical camps	Medical camps held	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1		
		Identify less fortunate persons	Persons supported	250	50	50	50	50	50	0.02	0.02	0.02	0.02	0.02		
		No of clean-up activities organized	Clean up activities undertaken	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1		
		No of private	New hostels displayed on	46	2	2	2	2	2	0.02	0.02	0.02	0.02	0.02		

		hostels built	university website													
		Blood donation drives organized	Blood donation drives held	5	1	1	1	1	1	0.02	0.02	0.02	0.02	0.02		
Total Cost for the Strategy Kshs.11.4(M)																

6.1.2 Annual Work Plan and Budget

KyU will extract and cost the Annual Work Plans from the Action Plan Implementation Matrices of the respective Strategic Plans and demonstrate that the Annual Budgets are informed by the Annual Work Plans. (Appendix I: Annual Work Plan to the Strategic:

6.1.3 Performance Contracting

KyU will ensure that the costed Annual Work Plans will constitute the Annual Performance Contracts.

6.1.4 Coordination Framework

The activities and programmes that are key in the implementation of the Strategic Plans will be coordinated by using the current and envisioned institutional framework; staffing levels, skills set and competences as espoused herein and in the staff establishment; leadership as per the KyU organograms; and systems and procedures that are in place.

6..2 Institutional Framework

The University council responsible for the governance of the University. The Council will formulate policy to ensure achievement of the goals of this strategic plan including the budget policy. They shall also ensure all resources including Human resources are available. The management Board shall be responsible for implementation of the policies and guide council on the day to day implementations. The HoDs and CoDs will ensure that activities related to implementations of this plan are undertaken at their respective departments.

6.2.1 Staff Establishment, Skills Set and Competence Development

The University has determined staff levels, relevance and appropriateness of the skills and competences required for the execution of the Strategy and indicated how to bridge extant gaps in below:

Table 6.2: Staff Establishment

Cadre	Approved Establishment (2023 – 2027) (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B-C)
Grade 2 - 4	**73**	**73**	**46**	**27**
Grade 5 - 7	**94**	**94**	**58**	**36**
Grade 8 – 10	**67**	**67**	**44**	**23**
Grade 11 – 15 Non-Teaching	**42**	**42**	**18**	**24**
Grade 10 Teaching	**6**	**6**	**4**	**2**
Grade 11 Teaching	**72**	**72**	**36**	**36**
Grade 12 – 15 Teaching	**198**	**198**	**82**	**116**

Table 6.3: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Grade 2-4	Certificate · Computer Literacy	• Customer care training • Mentorship skills • Managerial and supervisory skills • Basic Computer skills • Network security and Advanced Cybersecurity • First Aid • Grant and proposal writing • Pedagogical skills • Curriculum development • Stress management • Autodesk robot structural analysis • Project and Contract Management • Risk Management	• Intellectual Property (IP) and Research to Commercialization • Training on Safety and Security • Customer Care Training • E-Records Management • E-Resources Training • Advanced Cybersecurity • Bribery & Corruption prevention awareness Training • Productivity Measurement and Improvement
Grade 5-7	· Diploma · Computer Literacy		
Grade 8-10	· Degree Certificate · Computer Literacy		

Grade 11-15 NT	· Master's Degree	• Advanced Research Skills • Emerging issues in internal audit • Intellectual Property (IP) and Research to Commercialization • Training on Safety and Security • E-Records Management • E-Resources Training • Bribery & Corruption prevention awareness Training • Productivity Measurement and Improvement	
Grade 10 Teaching	· Bachelors		
Grade 11 Teaching	· Master's Degree		
Grade 12-15	· Ph.D.		

6.2.3 Leadership

KyU has assigned each target to heads of sections in the relevant areas. Further on yearly implementation the University shall assign performance targets to various team leaders, Committees and individuals to ensure achievement of the overall strategy. The overall responsibility shall remain with the University top management who shall on quarterly basis brief the University council on progress of implementation of the plan.

6.2.4 Systems and Procedures

In order to effectively implement this strategic plans, adapt to changing circumstances, and achieve their long-term objectives the university will undertake the following:

Strategic Plan Communication: Ensure that all stakeholders understand the strategic objectives, their roles in implementation, and the importance of the plan's success.

Resource Allocation and Budgeting: Allocate resources, including financial, human, and technological resources, in alignment with the strategic priorities outlined in the plan.

Project Management Processes: Establish project management processes to oversee the implementation of strategic initiatives.

Monitoring and Evaluation Mechanisms: Put in place monitoring and evaluation mechanisms to track the progress of strategic initiatives and assess their impact on organizational performance.

Risk Management Procedures: Identify potential risks and uncertainties that may affect the implementation of the strategic plan and develop risk management procedures to mitigate these risks.

Continuous Improvement Processes: Foster a culture of continuous improvement by encouraging feedback, learning, and innovation throughout the implementation process.

Accountability Mechanisms: Establish clear lines of accountability and responsibility for the execution of the strategic plan.

Review and Alignment: Regular reviews of the strategic plan to assess progress, identify challenges, and make adjustments as needed to ensure ongoing alignment with organizational goals and priorities.

6.3 Risk Management Framework

Risk Title	Consequences in case of the Risk	Impact	Likelihood	Current Score Impact likelihood	Risk Owner	Current Controls in place
1. Theft in the university.	-Property loss to university, students and staff.	3	3	9	Chief security officer	-ensure all offices are locked after office hours. -patrolling of the premises. -installation of CCTV cameras.
2. Projects not completed within contract period.	Delay in in use of the facilities.	4	2	8	Estates Manager/ Maintenance Officer	-Ensuring program of works are adhered to through regular site visits/meetings to keep track on progress and delay notices issued to contractors.
3. Admission of unqualified students.	Poor quality graduates.	5	1	5	Registrar, ASA	Verification of Original documents.
4. Curriculum Design, Development and Review.	Change of Technology/ Industrial needs.	5	2	10	HoS/ Registrar ASA/ DVC ASA	Minor and Major reviews of curriculum cycles, Capacity building, Market survey to analyze applicability of technology Stakeholders/experts input.

5. Recruitment of Staff	Appointment of Incompetent staff	4	3	12	HRO/ shortlisting committee.	Thorough vetting of job applicants by the relevant committee.
6. Systems e.g. ERP, Koha, CCTV etc	Data Loss as a result of system failure	5	3	15	ICT Manager	Backup (Both onsite and offsite),standby server.
7. Overpriced goods and services	Loss of to the University.	4	3	12	PO	Carrying out market surveys bi-annually and when need arises.

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION

7.0 Funds Mobilization

Thematic Issue: Revenue to support projected growth of the university
Strategic Objective: To identify and expand sustainable revenue streams for the university.

Situational Analysis: KyU being a public University is mainly financed by the exchequer. Increase in the number of Public Universities has led to unequivocal competition for the limited exchequer support. This calls for innovative approaches to resource mobilization and utilization. The University will deploy the strategies as set out in log frame 7.

7.1 Financial Requirements

The University requires financial resources to effectively implement the Plan. A total of Kshs. 10.4 Billion is required for implementation of the Plan (Table 7.1).

Table 7.1: Financial requirements for implementing the strategic plan

Cost Item	Projected Resource Requirements (KSh. M)					
	Year l	Year 2	Year 3	Year 4	Year 5	Total
KRA 1	4.1	4.1	4.1	4.1	4.1	20.5
KRA 2	1003.7	1146.3	1252.6	1348.5	1434.1	6,185.20
KRA 3	136.25	144.45	150.45	156.45	162.45	750.05
KRA 4	5	7.5	7.6	8.3	8.4	36.8
KRA 5	216.7	329.5	401	385.5	297.1	1630.1
KRA 6	53.6	78.9	63.1	65.3	90.6	351.5
KRA 7	4.1	4.65	4.7	4.7	4.7	22.85
KRA 8	23.1	25.39	27.91	30.69	33.74	140.83
KRA 9	0.98	1.54	2.46	2.96	3.46	11.4
Administrative Cost	217.13	259.55	285.89	299.78	304.56	1,366.91
Total	1664.66	2001.88	2199.81	2306.28	2343.21	10,516.14

Table 7.2 summarizes resource gaps in the process of implementation of the five-year period plan. In order to enhance financial sustainability, the University intends to carry out more resource mobilization and identify development partners who can supplement

the budget. The University also expects to collect more appropriation in aid through an increased number of students so as to caution against the negative variances.

The Government of Kenya is expected to finance development and capital funds proposal in achieving objective 3 of providing adequate infrastructure under KRA 5 amounting to KSh.1.6 Billion.

Table 7.2: Resource Gaps

Financial Year	**Estimated Financial Requirements (KSh. M) (KSh. Mn)**	**Estimated Allocations (KSh. M)**	**Variance (KSh. M)**
Year 1	1,665	1,231	434
Year 2	2,002	1,513	477
Year 3	2,199	1,667	525
Year 4	2,306	1,721	577
Year 5	2,344	1,700	635
Total	**10,516**	**7,832**	**(2,684)**

7.2 Resource Mobilization Strategies

7.2.1 Funding Strategies

The University will pursue additional funding and technical support from the government and development partners. At the University level, cost effectiveness strategy will be adopted both as a tool for planning and financial control. This will ensure that the University will allocate costs of inputs based on planned and prioritized activities.

The overall goal of funding mobilization is to strengthen University funding through diversification of revenue streams. This is projected to be achieved through the following specific strategies.

a) The University will expect continued government support of capitation and development grants
b) Increase students' fees collection by 5% annually;

c) Increase revenue from IGAs by 5%; this will be achieved by increasing income generating activities and strengthening existing ones.
d) Increase hiring out University facilities by 5% annually; this will be achieved by marketing of the University facilities.
e) Establish a resource mobilization office.
f) Private public partnership.
g) Soliciting for grants, donations and sponsorship.
h) Link with industries and agencies for research funding.
i) Continuously implement the financial management policy.
j) Pay the University pending bills in time

7.2.2 Resource Management

The following measures will be put in place to ensure prudent and efficient utilization of resources. These measures will include but not limited to efficient allocation and accountability of funds, implementation of Fee Payment Policy, adherence to the approved budget, cost cutting measures, balancing employee workload, increasing productivity, optimizing project costs, improving project outcomes and efficient utilization of available resources.

CHAPTER 8: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.1 Overview

The Monitoring and Evaluation (M&E) framework will enable the University to identify, manage gaps and ensure timely implementation of the strategic plan by all staff. Each unit of the University shall be expected to formulate unit work plans that are in line with the strategic plan. The PC coordinator will develop tools for M&E and sensitize all staff within one week from the launch of the strategic plan. The tools will be used to Monitor and Evaluate performance on a regular basis. All staff will collectively contribute to the final success of the strategic plan.

8.2 Monitoring and Evaluation Framework

The review of the process on the implementation of the strategic plan is to align with the bottom–up Economic Transformation Agenda of Government. An annual work plan will be used as an execution tool to effectively monitor the achievement of the stated strategic objectives.

8.3 Scope of M& E

The M&E will employ three stages in monitoring the results, namely:

1. Physical implementation monitoring: will address whether activities and initiatives have taken place in line with timelines and target set achieved.
2. Financial implementation monitoring: will address whether or not budgets have been released and spent in line with allocations.
3. Outputs, outcomes and impact monitoring: will trace whether or not results are occurring amongst the work plans / targets.

8.4 Objectives of the M&E Framework

1. The specific objectives of the M&E framework are to:
2. Provide a wide framework for tracking progress and demonstrating results.
3. Regularly track and monitor progress of implementation of the University Strategic Plan 2023-2028.
4. Improve compliance with Government policies (accountability) and constructive engagement with stakeholders (policy dialogue).
5. Facilitate continuous learning (document and share the challenges and lessons learnt).

8.5 Responsibilities for Implementation, Monitoring and Evaluation

The following M&E framework will be used in order to ensure successful implementation of the Plan:

1. The Council, Vice Chancellor and heads of department / Section will champion the implementation of the Strategic Plan. The performance contracts coordinator will be responsible for the overall monitoring, evaluation, and reporting as indicated in **Table 8.1.**
2. Quarterly M&E meetings chaired by the Vice Chancellor will be held to review the status of Strategic Plan implementation.
3. The VC will provide quarterly reports on implementation status to the Council.
4. This strategic plan will be reviewed mid-term and when need arises. A comprehensive review will be conducted at the end of the plan period and the findings used in the development of the next strategic plan.

Table 8.1: Monitoring and Evaluation Responsibilities

No	Task	Responsibility
1.	Resource mobilization, receiving M&E Reports, providing feedback.	VC and Council
2.	Design M&E tools, collect data, analyze and generate M&E reports	Performance contracts coordinator
3.	Departments and sections to present their quarterly progress reports on key performance indicator	Heads of Departments and Sections
4.	Implement Strategic Plan, collect and analyze data, submit to the office of the PC coordinator, receive feedback and implement decisions.	Heads of Departments and Sections
5.	Create reporting part of agenda to Top University Management Meetings	VC

8.6 Reporting Framework

The M&E framework will generate the following report:

1. **Quarterly Progress Reports on Implementation**

a. All the Departments and Sections will be required to submit quarterly progress reports on the indicators to the performance contracts coordinator by the first day of every quarter.

2. **Annual Strategic Plan Performance Report**
   a. An annual strategic Plan performance report will be developed.

8.7 M&E Tools

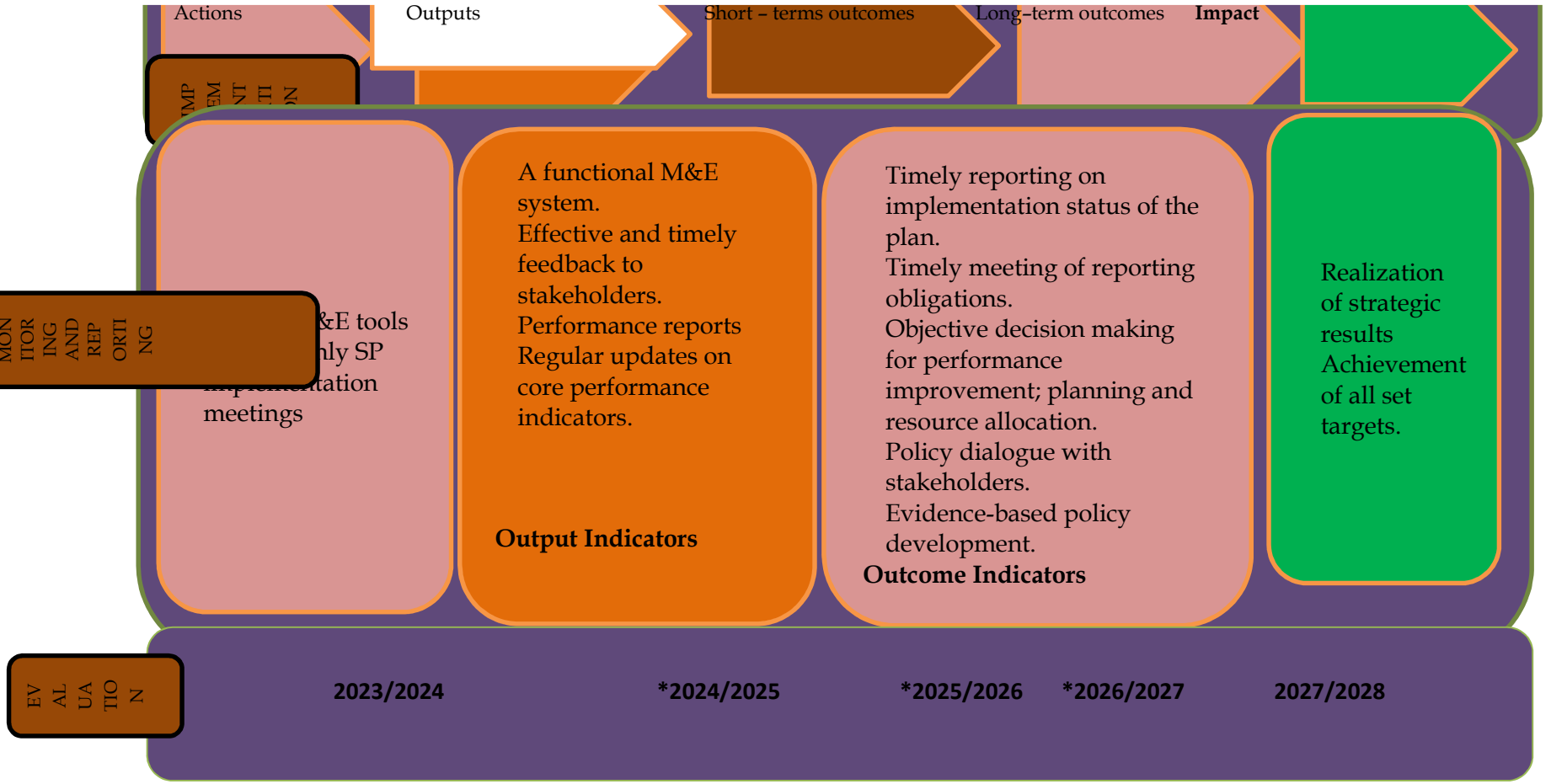
The performance contract coordinator will develop tools for M&E and sensitize all stakeholders within one month from the launch of the Strategic Plan.

8.8 Cascading the Plan

The university will adopt a three-tier cascading framework consisting of council, vice chancellor and heads of departments/section.

8.9 Monitoring and Evaluation Methodology

Fig. 1 Monitoring and Evaluation System



APPENDIX 3: TOTAL BUDGET

S. No.	ITEM	
1	Institutional Governance	20.5
2	Human Resource Development	6,185.20
3	Library	750.05
4	Academic programmes	36.8
5	Infrastructure	1630.1
6	ICT Infrastructure	351.5
7	Fund mobilization	22.85
8	Research and innovation	140.83
9	Community outreach and Corporate image	11.4
Administration Cost		1,366.91
TOTAL		**10,516.14**

APPENDIX 4: THE STRATEGIC PLANNING TEAM

	NAME	DESIGNATION
CHANCELLOR		
Dr. Fred Ojiambo, SC, MBS		
UNIVERSITY COUNCIL MEMBERS		
1.	Dr. Idris Muhumed Kosar	Council Chairman
2.	Prof. Mary Ndung'u	VC & Council Secretary
3.	Eng. Joel Kiilu Musembi	Member
4.	Ms. Hannah Maina	Member
5.	Mr. Milton Njuki	Rep., PS State Department for University Education and Research, MoE
6.	Dr. Solomon Ngahu	Rep., CS National Treasury and Economic Planning
REVIEW TEAM		
7.	Wallace Kamau	Chairman, Strategic Planning Committee
8.	Peter Kagika	Member, Strategic Planning Committee
9.	Joyce Kiragu	Member, Strategic Planning Committee
10.	Dr. Grace Kiiru	Member, Strategic Planning Committee
11.	Mary Omwando	Secretary, Strategic Planning Committee
12.	Jackson Maina	Member, Strategic Planning Committee
13.	Jane Ndegwa	Member, Strategic Planning Committee
14.	Leonard Cheruiyot	Member, Strategic Planning Committee