JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

Strategic Plan
2013 - 2017

Realigning JKUAT Contribution to National, Sectoral and Development Goals
TABLE OF CONTENT

FOREWORD........................................................................................................................... viii
ACKNOWLEDGEMENT.......................................................................................................... x
ABBREVIATIONS AND ACRONYMS ................................................................................. xii
EXECUTIVE SUMMARY ...................................................................................................... xv

CHAPTER ONE: INTRODUCTION ....................................................................................... 1
  1.1 Organizational Perspective ....................................................................................... 1
  1.2 Justification for Review of the JKUAT Strategic Plan ............................................... 2
  1.3 The Strategic Plan Review Process ......................................................................... 3
  1.4 Organization of the Strategic Plan ............................................................................ 4

CHAPTER TWO: INSTITUTIONAL REVIEW .................................................................... 5
  2.1 University Education ............................................................................................... 6
  2.1.1 Purpose of University Education ........................................................................... 6
  2.1.2 Expansion of University Education in Kenya ......................................................... 6
  2.2 The Role of JKUAT in Promoting Higher Education .................................................. 8
  2.2.1 Fundamental Statements ....................................................................................... 9
  2.2.2 Mandate and Core Functions .................................................................................. 9
  2.2.3 Core Values ........................................................................................................... 10
  2.2.4 Statement of Principles .......................................................................................... 11
  2.2.5 Infusion of the Values and Principles into the Strategic Plan ................................ 12
  2.2.6 Value Proposition .................................................................................................. 13
  2.2.7 Motto ..................................................................................................................... 14
  2.2.8 Organizational Philosophy ..................................................................................... 14
  2.2.9 Organizational Structure and Staffing Levels ......................................................... 14

CHAPTER THREE: PESTEL AND SWOT ANALYSIS ...................................................... 15
  3.1 PESTEL Analysis ..................................................................................................... 15
  3.1.1 Political Factors ..................................................................................................... 16
  3.1.2 Economic Factors .................................................................................................. 17
  3.1.3 Social Factors ........................................................................................................ 17
  3.1.4 Technological Factors ............................................................................................ 19
  3.1.5 Environmental Factors .......................................................................................... 21
  3.1.6 Legal Factors ......................................................................................................... 22
  3.1.7 The Kenya Constitution ........................................................................................ 23
  3.2 SWOT and Stakeholder Analysis ............................................................................. 25
  3.2.1 SWOT Analysis ..................................................................................................... 25
  3.2.2 Remaining Competitive ......................................................................................... 26
  3.2.3 Stakeholder Analysis ............................................................................................. 28
  3.3 Emerging Strategic Issues ......................................................................................... 31
  3.3.1 Policy and Corporate Governance ......................................................................... 31
  3.3.2 Resource Mobilization ......................................................................................... 32
CHAPTER FOUR: SITUATION AND STRATEGIC ANALYSIS ................................................39

4.1 Introduction ............................................................................................................. 39
4.2 Policy ......................................................................................................................... 40
4.3 Corporate Governance ............................................................................................ 40
4.4 Human Resources Management ............................................................................. 42
4.5 Financial and Procurement Management ................................................................. 43
4.6 Infrastructure Development ..................................................................................... 44
4.6.1 Availability of Facilities ....................................................................................... 44
4.6.2 University Space Utilization ................................................................................ 44
4.7 Information and Communication Technology .......................................................... 45
4.7.1 Science Technology and Innovation .................................................................... 45
4.7.2 The University Website ....................................................................................... 46
4.8 Undergraduate and Graduate Education .................................................................. 46
4.8.1 Student Enrollment and Graduation ..................................................................... 46
4.8.2 University Satellite Campuses ........................................................................... 47
4.8.3 Academic Programs ............................................................................................. 48
4.9 Agriculture and Rural Development ...................................................................... 49
4.10 Research and Innovations ....................................................................................... 50
4.11 Partnerships and Linkages ...................................................................................... 52
4.12 Extension Services and Technology Transfer .......................................................... 53
4.13 Community Collaboration and Corporate Social Responsibility .......................... 54
4.14 Participation in Regional Integration ...................................................................... 55
4.15 Risk Mitigation ........................................................................................................ 55

CHAPTER FIVE: STRATEGIC OBJECTIVES, STRATEGIES,
PERFORMANCE INDICATORS AND OUTCOMES ..................................................58

5.1 Introduction ............................................................................................................. 58
5.2 National Goals ......................................................................................................... 60
5.3 Policy ......................................................................................................................... 63
5.3.1 Rationale ............................................................................................................. 63
5.3.2 Strategic Objective ............................................................................................. 64
5.3.3 Strategies ............................................................................................................. 64
5.3.4 Performance Indicators ....................................................................................... 64
5.3.5 Outcomes ............................................................................................................ 64
5.4 Resource Mobilization ................................................................................................... 64
  5.4.1 Rationale ..................................................................................................................... 64
  5.4.2 Strategic Objective .................................................................................................... 65
  5.4.3 Strategies ................................................................................................................... 65
  5.4.4 Performance Indicators ............................................................................................ 65
  5.4.5 Outcomes ................................................................................................................... 65
5.5 Undergraduate and Graduate Education ...................................................................... 65
  5.5.1 Rationale ................................................................................................................... 65
  5.5.2 Strategic Objective ................................................................................................... 67
  5.5.3 Strategies .................................................................................................................. 67
  5.5.4 Performance Indicators ........................................................................................... 67
  5.5.5 Outcomes .................................................................................................................. 67
  5.5.6 International students .............................................................................................. 68
  5.5.7 University Satellite Campuses Projections and Strategies for Plan Period .......... 68
5.6 Partnership and linkages ............................................................................................. 69
  5.6.1 Rationale .................................................................................................................. 69
  5.6.2 Strategic Objective ................................................................................................... 70
  5.6.3 Strategies .................................................................................................................. 70
  5.6.4 Performance Indicators ........................................................................................... 70
  5.6.5 Outcomes .................................................................................................................. 70
5.7 Management of Human Resource .............................................................................. 72
  5.7.1 Rationale ................................................................................................................... 72
  5.7.2 Strategic objective .................................................................................................... 72
  5.7.3 Strategies .................................................................................................................. 72
  5.7.4 Performance Indicators ........................................................................................... 72
  5.7.5 Outcomes .................................................................................................................. 73
5.8 Management of Financial Resources ......................................................................... 73
  5.8.1 Rationale ................................................................................................................... 73
  5.8.2 Strategic Objective ................................................................................................... 73
  5.8.3 Strategies .................................................................................................................. 74
  5.8.4 Performance Indicators ........................................................................................... 74
  5.8.5 Outcomes .................................................................................................................. 74
5.9 Infrastructure and Projects .......................................................................................... 74
  5.9.1 Rationale ................................................................................................................... 74
  5.9.2 Strategic Objective ................................................................................................... 75
  5.9.3 Strategies .................................................................................................................. 75
  5.9.4 Performance Indicators ........................................................................................... 75
  5.9.5 Outcomes .................................................................................................................. 76
5.10 Information Communication and Technology ............................................................ 76
  5.10.1 Rationale .................................................................................................................. 76
  5.10.2 Strategic Objective ................................................................................................... 76
5.10.3 Strategies .......................................................... 76
5.10.4 Performance Indicators ........................................... 77
5.10.5 Outcomes ............................................................ 77
5.11 University Website ..................................................... 77
5.11.1 Rationale ............................................................. 77
5.11.2 Strategic Objective .................................................. 77
5.11.3 Strategies ............................................................. 78
5.11.4 Performance Indicators .......................................... 78
5.11.5 Outcomes ............................................................. 78
5.12 Agriculture and Rural Development ................................ 78
5.12.1 Rationale ............................................................. 78
5.12.2 Strategic objective ................................................ 79
5.12.3 Strategies ............................................................. 79
5.12.4 Performance indicators ......................................... 79
5.12.5 Outcomes ............................................................. 79
5.13 Research and Innovation ............................................. 80
5.13.1 Rationale ............................................................. 80
5.13.2 Strategic Objective ................................................. 81
5.13.3 Strategies ............................................................. 81
5.13.4 Performance Indicators ......................................... 81
5.13.5 Outcomes ............................................................. 82
5.14 Extension and Technology Transfer ............................. 83
5.14.1 Rationale ............................................................. 83
5.14.2 Strategic Objective ................................................. 84
5.14.3 Strategies ............................................................. 84
5.14.4 Performance Indicators ......................................... 84
5.14.5 Outcomes ............................................................. 85
5.15 Community Collaboration and Corporate Social Responsibility ........................................ 85
5.15.1 Rationale ............................................................. 85
5.15.2 Strategic Objective ................................................. 85
5.15.3 Strategies ............................................................. 85
5.15.4 Performance Indicators ......................................... 86
5.15.5 Outcomes ............................................................. 86

CHAPTER SIX: REVENUE GENERATION ............................................................... 87
6.1 Introduction ........................................................... 87
6.2 Financial Trends ....................................................... 88
6.3 Funding the Strategic Plan .......................................... 88
6.3.1 Projected Resource Requirements ............................. 89
6.3.2 Financial levels ..................................................... 90
6.3.3 Funding Framework .............................................. 92
6.3.3.1 Funding sources ................................................ 92
CHAPTER SEVEN: IMPLEMENTATION, MONITORING AND EVALUATION ..........97

7.1 Decentralization of Implementation .................................................................98
7.2 Implementation Plan .........................................................................................98
7.3 Performance Contracts .................................................................................98
7.4 Monitoring ......................................................................................................99

7.4.1 Annual Monitoring Plan ...........................................................................99
7.4.2 Monitoring Resources ..............................................................................101
7.4.3 Monitoring Results ....................................................................................101
7.5 Evaluation ....................................................................................................101
7.6 Using Results-Based M&E Information .......................................................101

ANNEXES ..........................................................................................................103

ANNEX 1: IMPLEMENTATION MATRIX .................................................................103

THEME 1: Policy and Corporate Governance .....................................................103
THEME 2: Resource Mobilization ........................................................................105
THEME 3: Human Resource Management ............................................................108
THEME 4: Finance and Procurement Management .............................................114
THEME 5: Infrastructure Development .................................................................118
THEME 6: ICT .....................................................................................................123
THEME 7: Undergraduate and Graduate Programs .............................................127
THEME 8: Partnership and Linkages ....................................................................135
THEME 9: Agriculture and Rural Development ...................................................137
THEME 10: Research and Innovation .................................................................138
THEME 11: Extension and Technology Transfer ................................................142
THEME 12: Community Collaboration and Corporate Social Responsibility ......145

ANNEX 2: ORGANIZATIONAL STRUCTURE ........................................................147
FOREWORD

The implementation of Kenya Vision 2030 is based on five-tier planning horizons known as medium-term rolling plans, the first phase of which covered the period 2008-2012. The second phase covers the period 2013-2017. By the year 2030, the Government of Kenya aims to achieve inter alia, macro-economic stability, enhanced equity and wealth, opportunities for the poor, improved infrastructure, energy, security, science, technology and innovation (STI) and highly skilled human resource. The entrenchment of the need to develop education, science, technology and innovation in Vision 2030 emphasizes the importance placed on university education, science and technology to reach knowledge-based economic development of the country. The Constitution further recognizes indigenous inventions and technologies.

In order to assist in the achievement of the national goals as stipulated in the Constitution and Vision 2030, universities are required to progressively increase the gross student enrolment rate from the current 3.1% of eligible students to 10% by the year 2022. This should be done while appreciating diversity of students, improving quality and relevance of university education and research for social economic transformation of Kenya, aligning university education to national and regional development goals, and establishing efficient and transparent university admission system that will provide services to all applicants. Also critical are improvement of the retention and productivity of academic staff in universities, establishing an institutional government funding mechanism for universities, reforming the governance structure of public universities to align them to the Constitution, improving efficiency in decision making and separating governance and management. Strong university linkages and partnerships that enhance mutual learning, research and innovation, among others should be developed.

As outlined in this Strategic Plan (2013-2017), JKUAT will help in the achievement of the national goals as stipulated in the Constitution, Vision 2030 and the sector Plan for Science, Technology and Innovation (2013-2017) through:

1) Improved policy and corporate governance for enhancing accountability and
decision-making.
(2) Expanded resource base, partnership and linkages.
(3) Improved access, quality, relevance and equality in undergraduate and graduate education.
(4) Enhanced excellence in resource and infrastructure management.
(5) Increased visibility of JKUAT nationally and internationally as a premier research institution focusing on agriculture and technology.

This Strategic 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) analyses. Subsequently, it identifies key stakeholders and their roles, outlines the strategic objectives and identifies the strategies to achieve them. The Plan gives priority to activities to be implemented under the strategies, and provides an implementation procedure, a monitoring and evaluation framework, and a projection of resource requirements for implementation.

Successful implementation of this Strategic Plan will be realized through total commitment of the entire staff and other key stakeholders, who will be expected to embrace the University’s core values. It is, therefore, my hope that all staff, private sector, public sector, community based organizations, development partners and other stakeholders will individually and collectively join the University to passionately execute this Strategic Plan for the benefit of the people of Kenya. The consultative process, through which this plan has been developed, gives me the confidence that it is jointly owned by all stakeholders and will, therefore, get the necessary support in its implementation.

The University Strategic Plan will transform the institution, enhance its contributions to society and elevate its rank among world-class institutions of higher learning. JKUAT will be a magnet for the very best and an international center that will create a surrounding community that is vibrant and appealing. The expertise and talents of the students, faculty, and graduates will radiate throughout Kenya and the world. The University will sustain and strengthen Kenya’s competitive capacity and enhance the economic, social and cultural life of its citizens. JKUAT will be an institution with worldwide research and impact.

Dr. Ekuru Aukot
Chairman of Council
May 2013
ACKNOWLEDGEMENT


The review process adopted a bottom-up approach in collecting views from stakeholders to come up with a draft Strategic Plan. The draft was then subjected to a rigorous review by the Deans’ Committee, the Senate and University Council. This Strategic Plan is a revamped tool for executing the mandate and functions of the University to enable it to achieve its objectives.

The Strategic Plan is meant to focus the University’s activities and operations towards development of technologies and relevant human capital to meet dynamic national and global needs. This effort lays a strong foundation for building the country’s capital for research and innovation. It also aims at enhancing quality, competitiveness, creativity and innovation in higher education. The plan is a roadmap that provides for changes and transformation while emphasizing human resource development as the key to growth of the University and the nation at large.

My sincere appreciation goes to all parties who, in one way or another, played a role in the formulation of this Strategic Plan; namely the private sector, institutions of higher learning, corporate partners, staff, students, and other stakeholders.
I wish to specially thank the Strategic Plan Review Committee, Deans’ Committee, Senate, Council and the Chancellor for their active involvement and participation in the process.

Prof. Mabel O. Imbuga, Ph.D., EBS
Vice Chancellor
May 2013
ABBREVIATIONS AND ACRONYMS

AA  Academic Affairs
AIA  Appropriation in Aid
AAU  Association of African Universities
AICAD  African Institute for Capacity Development
ACU  Association of Commonwealth Universities
ARD  Agriculture and Rural Development
ASDS  Agriculture Sector Development Strategy
EALA  East Africa Legislative Assembly
APD  Administration, Planning and Development
ARCH  Architecture
ASK  Agricultural Society of Kenya
BEED  Biomechanical and Environmental Engineering Department
BIOCHEM  Biochemistry
BPS  Board of Postgraduate Studies
CBD  Central Business District
CEP  Continuing Education Programmes
CHE  Commission for Higher Education
CRF  Coffee Research Foundation
CSR  Corporate Social Responsibility
CRM  Customer Relationship Management
CMGT  Construction Management
CUE  Commission for University Education
CHRD  College for Human Resource Development
COMESA  Common Market for Eastern and Southern Africa
DAAD  Deutscher Akademischer Austausch Dienst (German Academic Exchange Service)
DAQA  Directorate of Academic Quality Assurance
DiPCA  Directorate of Performance Contracting and Appraisals
DFID  Department for International Development
DVC  Deputy Vice Chancellor
EAC  East African Community
ECOWAS  Economic Community of West African States
EPD  Entrepreneurship and Procurement Department
ERP  Enterprise Resource Planning
ERS  Economic Recovery Strategy
FARA  Forum for Agricultural Research in Africa
FST  Food Science and Technology
GDP  Gross Domestic Product
GEGIS  Geomatic Engineering and Geospatial Information Systems
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>GER</td>
<td>Gross Enrolment Ratio</td>
</tr>
<tr>
<td>HE</td>
<td>Higher Education</td>
</tr>
<tr>
<td>HELB</td>
<td>High Education Loans Board</td>
</tr>
<tr>
<td>HEPI</td>
<td>Higher Education Policy Institute</td>
</tr>
<tr>
<td>HEST</td>
<td>Higher Education, Science and Technology</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immuno-Deficiency Virus/Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>HRMIS</td>
<td>Human Resource Management Information System</td>
</tr>
<tr>
<td>IASTE</td>
<td>International Association for the Exchange of Students for Technical Experience</td>
</tr>
<tr>
<td>IBR</td>
<td>Institute of Biotechnology Research</td>
</tr>
<tr>
<td>ICIPE</td>
<td>International Centre for Insect Physiology and Ecology</td>
</tr>
<tr>
<td>ICSIT</td>
<td>Institute of Computer Science and Information Technology</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IEET</td>
<td>Institute of Energy and Environmental Technology</td>
</tr>
<tr>
<td>IGA</td>
<td>Income Generating Activities</td>
</tr>
<tr>
<td>IGU</td>
<td>Income Generating Units</td>
</tr>
<tr>
<td>IFS</td>
<td>International Foundation for Science</td>
</tr>
<tr>
<td>IPR</td>
<td>Intellectual Property Rights</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ITROMID</td>
<td>Institute of Tropical Medicine and Infectious Diseases</td>
</tr>
<tr>
<td>IUCEA</td>
<td>Inter-University Council of East Africa</td>
</tr>
<tr>
<td>JAB</td>
<td>Joint Admissions Board</td>
</tr>
<tr>
<td>JICA</td>
<td>Japan International Cooperation Agency</td>
</tr>
<tr>
<td>JKUAT</td>
<td>Jomo Kenyatta University of Agriculture and Technology</td>
</tr>
<tr>
<td>KARI</td>
<td>Kenya Agricultural Research Institute</td>
</tr>
<tr>
<td>KCA</td>
<td>Kenya College of Accountancy</td>
</tr>
<tr>
<td>KEBS</td>
<td>Kenya Bureau of Standards</td>
</tr>
<tr>
<td>KEFRI</td>
<td>Kenya Forestry Research Institute</td>
</tr>
<tr>
<td>KMFRI</td>
<td>Kenya Marine and Fisheries Research Institute</td>
</tr>
<tr>
<td>KEMRI</td>
<td>Kenya Medical Research Institute</td>
</tr>
<tr>
<td>KESREF</td>
<td>Kenya Sugar Research Foundation</td>
</tr>
<tr>
<td>KIM</td>
<td>Kenya Institute of Management</td>
</tr>
<tr>
<td>KNBS</td>
<td>Kenya National Bureau of Statistics</td>
</tr>
<tr>
<td>KV 2030</td>
<td>Kenya Vision 2030</td>
</tr>
<tr>
<td>MOHEST</td>
<td>Ministry of Higher Education Science and Technology</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>NACADA</td>
<td>National Campaign Against Drug Abuse</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>NCST</td>
<td>National Council for Science and Technology</td>
</tr>
<tr>
<td>PC</td>
<td>Personal Computers</td>
</tr>
<tr>
<td>P-PESTEL</td>
<td>Political, Economic, Social, Technological, Environmental and Legal</td>
</tr>
<tr>
<td>QMS</td>
<td>Quality Management System</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>RPE</td>
<td>Research, Production and Extension</td>
</tr>
<tr>
<td>RUFORUM</td>
<td>Regional Universities Forum for Capacity Building in Agriculture</td>
</tr>
<tr>
<td>SABS</td>
<td>School of Architecture and Building Sciences</td>
</tr>
<tr>
<td>SACCO</td>
<td>Savings and Credit Cooperative Society</td>
</tr>
<tr>
<td>SMS</td>
<td>Safety Management System</td>
</tr>
<tr>
<td>SODEL</td>
<td>School of Open Distance and e-Learning</td>
</tr>
<tr>
<td>SPRC</td>
<td>Strategic Planning Review Committee</td>
</tr>
<tr>
<td>SRA</td>
<td>Strategy for Revitalizing Agriculture</td>
</tr>
<tr>
<td>ST&amp;I</td>
<td>Science Technology and Innovation</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>TBA</td>
<td>Technology Based Assessment</td>
</tr>
<tr>
<td>TRFK</td>
<td>Tea Research Foundation of Kenya</td>
</tr>
<tr>
<td>SSP</td>
<td>Self-Sponsored Programs</td>
</tr>
<tr>
<td>UMB</td>
<td>University Management Board</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>VC</td>
<td>Vice Chancellor</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

1. Vision 2030 and the Kenya Constitution

As stipulated in Vision 2030, the Government of Kenya aims to achieve, interalia macro-economic stability, enhanced equity and wealth, opportunities for the poor, enhanced infrastructure, energy, security, science, technology and innovation (STI), and highly skilled human resource.

The Constitution, in the fourth schedule, has set out specific functions for the national and county governments in relation to university education, science and technology. In accordance with Kenya Vision 2030, development of science and technology is the foundation upon which the realization of the vision is hinged. The entrenchment of the need to develop this sector in the Constitution emphasizes the importance of university education, science and technology in the knowledge based economic development of Kenya. The Constitution further recognizes the importance of indigenous inventions and technologies in national development.

Vision 2030 proposes intensified application of science, technology and innovation to raise productivity and efficiency levels across the economic, social and political pillars. It recognizes the critical role played by research and development in accelerating economic development in all the newly industrializing countries of the world. The Vision envisions that the Government will create the ST&I policy framework to support Vision 2030. The vision therefore lays the basis for policy and strategies in ST&I development.

2. Vision 2030 Sector Plans

The implementation of Vision 2030 Medium Term Plan for 2013-2017 is supported by Sector Plan for Agriculture and Rural Development (2013-2017), Sector Plan for Science, Technology and Innovation (2013-2017) and Sector Plan for Education Development (2013-2017). The three sector plans provide a platform for leveraging ST&I to transform the economy through the national priority areas, create an effective and efficient Kenya National Innovation System, operationalize the triple helix and commercialize research outputs through the Innovation Agency (KENIA), mobilize at least the equivalent of 2% of GDP annually from the Government, private sector and other sources to fund the entire ST&I value chain. The main objective of the sector plans is to achieve the transformation to a knowledge based economy that integrates ST&I to create technology platforms essential to support the development of products, processes and services in a wide range of sectors. It provides for prioritization of ST&I programmes and projects considered pertinent based mainly on the potential impact and the existing gaps identified within the framework of Vision 2030 and the ST&I policy.
3. Justification for Review of the JKUAT Strategic Plan


4. National Goals of University Education


- Reform the governance structures of private universities to align them with the Constitution of Kenya 2010, and attract investments from the private sector.
- Reform the governance structures of public universities to align them with the constitution of Kenya 2010 and improve efficiency in decision-making and governance.
- Develop strong university linkages and partnerships that enhance mutual learning, research, innovation and experience.
- Attract, develop and retain a critical mass of world class human resource capacities, focusing on identified national priority areas in order to harness and effectively participate in the application of ST&I for value addition and creation of new products and services.

5. Fulfillment of the National Goals

As stipulated in this Strategic Plan (2013-2017), JKUAT will contribute towards achievements of the national goals as stipulated in the Constitution, Vision 2030 and the
Sector Plan for Science, Technology and Innovation (2013-2017) through:

- Improved policy and corporate governance for enhancing accountability and decision making.
- Expanded financial resource base, partnerships and linkages.
- Improved access, quality, relevance and equality in undergraduate and graduate education.
- Enhanced excellence in resource and infrastructure management.
- Increased recognition of JKUAT nationally and internationally as a premier teaching and research university in agriculture and technology.

6. Strategic Plan Scope

The Strategic Plan provides the vision and mission that will guide all those involved in its execution. It presents an analysis of the internal and external environment using PESTEL and SWOT analysis. Subsequently, it identifies key stakeholders and their roles, outlines the strategic issues and objectives and identifies the strategies to address them. The plan gives priority to activities to be implemented under the strategies, and provides an implementation plan, a monitoring and evaluation system and a projection of the resource requirements.

The strategic objectives to be pursued by JKUAT during the period 2013-2017 are in the following areas: policy, corporate governance, human resources management, financial and procurement management, infrastructure development, information and communication technology (ICT), undergraduate and graduate education, agriculture and rural development, research and innovations, partnerships and linkages, and extension services and technology transfer.

7. Financial Resources

Preliminary estimates indicate that the University will require a budget of Kshs. 43 billion to implement the planned programmes and activities in this Strategic Plan over the five years. Funds will in this regard be sought from the government, the development partners, private sector and beneficiaries. The University on the part will aggressively mobilize resources and apply prudent financial management to ensure successful implementation of the plan.

8. Implementation, Monitoring and Evaluation

In order to facilitate the implementation of the JKUAT Strategic Plan (2013-2017), an implementation plan (Annex 1) has been prepared in line with Government guidelines.
The emphasis of the M&E framework is to monitor results rather than outputs. The monitoring of results shall be based on indicators given in the annual implementation plan and annual monitoring plan. The indicators will represent the desired situation at a specific time. Data will be collected on these indicators on quarterly basis so that progress can be assessed by comparing an initial situation with the current situation.

9. Organization of the Strategic Plan

The Strategic Plan (2013-2017) is organized and presented in seven chapters. Chapter One covers the organization in perspective, justification for the review of the JKUAT Strategic Plan, strategic plan review process and the organization of the strategic plan. Chapter Two covers the institutional review while Chapter Three presents the PESTEL, SWOT and stakeholder analysis. Chapter Four covers situation and strategic analysis. Chapter Five covers the strategic objectives, strategies, performance indicators and expected outcomes. Chapter Six contains financial resource requirements for the implementation of the strategic plan and Chapter Seven provides a framework for the implementation, monitoring and evaluation of the Strategic Plan.
CHAPTER ONE: INTRODUCTION

1.1 Organizational Perspective

Jomo Kenyatta University of Agriculture and Technology (JKUAT) was founded in 1981 as a middle level college offering certificate and diploma courses in agriculture and engineering. It became a constituent college of Kenyatta University and admitted the first batch of students to the undergraduate degree programmes in 1989. JKUAT became a full-fledged university through the Jomo Kenyatta University of Agriculture and Technology Act, 1994 which has since been repealed under the Universities Act No. 42 of 2012 and replaced by the Jomo Kenyatta University of Agriculture and Technology Charter, 2013. The University formulated its first ten-year Strategic Plan (2004-2014) with the mission of “Producing leaders in training, research and innovation in the fields of Agriculture, Engineering, Technology, Health Sciences, other Applied Science and Enterprise Development to suit the needs of a dynamic world”. This first Strategic Plan guided JKUAT’s operations between 2004 and 2008. The Strategic Plan was reviewed in 2009 and culminated in the second Strategic Plan (2009-2012).

The review arose from the need to integrate and incorporate national development
priorities in the University agenda as articulated in the Kenya Vision 2030. The mission adopted for the second Strategic Plan (2009-2012) was to “Offer Accessible Quality Training, Research and Innovation in Order to Produce Leaders in the fields of Agriculture, Engineering, Technology, Enterprise Development, Built Environment, Health Sciences and other Applied Sciences to suit the needs of a dynamic world”. JKUAT developed a quality management system and was certified against ISO 9001:2008 in 2009 by the Kenya Bureau of Standards (KEBS). The motto of the University is” Setting Trends in Higher Education, Research and Innovation”.

1.2 Justification for Review of the JKUAT Strategic Plan


The Constitution, in the fourth schedule, has set out specific functions for the national and county governments in relation to the university education, science and technology. In addition, several other articles have obligated the government to develop higher education, science and technology sector. In accordance with Kenya Vision 2030, Sector Plan for Science, Technology and Innovation (2013-2017) and Sector Plan for Education (2013-2017), the development of science and technology is the foundation upon which the realization of the Vision is hinged. The entrenchment of the need to develop this sector in the Constitution emphasizes the importance of university education, science and technology in the knowledge based economic development of the country. The Constitution further recognizes the importance of indigenous inventions and technologies in national development.
1.3 The Strategic Plan Review Process

The preparation of the strategic plan was spearheaded by the Strategic Plan Review Committee (SPRC) consisting of officers drawn from the Office of the Vice Chancellor, the Academic Affairs (AA) Division, Administration, Planning and Development (APD) Division, Research, Production and Extension (RPE) Division and the Directorate of Performance Contracting and Appraisal (DiPCA).

The review was undertaken through a process involving the following stages:

1. Teaching colleges/schools/faculties/campuses and non-teaching departments reviewed the implementation status of the 2009–2012 Strategic Plan.

2. The Strategic Plan Review Committee (SPRC) reviewed the global trends for university education and their implications on JKUAT’s transformation to a research and entrepreneurial University of global excellence.

3. Review of the supply and demand studies by SPRC on university education from Europe, America, Asia, Africa, East Africa and Kenya.

4. Holding consultations with the key stakeholders.


6. Reviewing stakeholders’ satisfaction surveys.

7. Consultation workshop involving the staff from the three Divisions (AA, APD and RPE) and student representatives with a view to determining the envisaged future innovative strategies for making JKUAT a research and entrepreneurial University of global excellence.


9. Harmonizing the validated strategic plan with the Constitution and Vision 2030 Sector Plans for:

10. Harmonizing the strategy with relevant sections from the EAC Development Strategy.
The review process adopted a bottom-up approach in collecting views from stakeholders to come up with a draft strategic plan. The draft was then subjected to rigorous review by the Deans Committee, Senate and University Council, the result of which was this Strategic Plan. The Strategic Plan is a revamped tool for executing the mandate and functions of the University to achieving its objectives.

1.4 Organization of the Strategic Plan

The Strategic Plan (2013-2017) is organized and presented in seven chapters. Chapter one covers the organization in perspective, justification for the review of the JKUAT Strategic Plan, strategic plan review process and the organization of the strategic plan. Chapter two covers the institutional review with regard to JKUAT’s role in promoting higher education. Chapter three focuses on PESTEL, SWOT and stakeholders analysis including the emerging issues. Chapter four covers situation and strategic analysis for the 10 priority thematic areas. Chapter five covers the thematic goals, objectives, performance indicators and outcomes for each of the priority thematic areas. Chapter six contains resource mobilization in terms of financial trends, funding mechanisms and financial resource requirements for the plan period. Chapter seven provides a framework for the implementation, monitoring and evaluation of the strategic plan. The implementation matrix is presented as Annex 1.
CHAPTER TWO: INSTITUTIONAL REVIEW

JKUAT Trains and Graduates Critical, Creative and Innovative Leaders
2.1 University Education

2.1.1 Purpose of University Education

University education seeks not only to generate, transmit, store and retrieve knowledge but also mould persons of virtue and integrity. University education trains leaders who are expected to be critical, creative and innovative. Such leaders in training are offered the challenge of transforming the society in moral and social-economic terms. Research has shown that university education is critical for socio-economic development of a country. It has the potential to increase social equity and mobility, social cohesion, productivity and innovation. University education also encourages society to challenge unethical practices in governance.

2.1.2 Expansion of University Education in Kenya

2.1.2.1 Admission Trends to Public Universities

The student’s enrollment in public universities increased from 177,735 students in 2009 to 361,147 students in 2012 as compared to enrollment in private universities that increased from 33,554 students in 2009 to 90,004 students in 2012. This was as a result of the upgrading of twenty four institutions to university colleges as well as expansion of physical facilities in various public universities.

Enrolment and retention at university education was further enhanced through increased
provision of bursaries. In 2009/2010 a total of 8,386 students were awarded bursaries amounting to Kshs. 380 million and in 2011/2012, the number of beneficiaries increased to 17,000. The sector also extended bursaries to Kenyan students in East African Universities, those enrolled in module 2 programs in local universities and those awarded partial scholarships by friendly countries.

During the period under review, the Joint Admission Board de-linked admissions into universities from bed capacity, thereby enhancing the number of students admitted into universities. In as much as the enrolment in universities has been increasing since the seventies, transition from secondary to university has remained below the desired level of 40 percent, and there is need to continue expanding public and private universities to address the shortage. The table below details the number of students who qualified for university admission against the number admitted over the years.

Table 2.1: Admission Trends to Public Universities: 2007/2008-2011/2012

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Number Qualified (C+ and above)</th>
<th>Joint Admissions Board</th>
<th>Percent Admitted (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/2008</td>
<td>68,040</td>
<td>12,261</td>
<td>18.0</td>
</tr>
<tr>
<td>2009/2010</td>
<td>72,590</td>
<td>20,073</td>
<td>27.1</td>
</tr>
<tr>
<td>2010/2011</td>
<td>81,000</td>
<td>24,216</td>
<td>33.4</td>
</tr>
<tr>
<td>2011/2012</td>
<td>97,134</td>
<td>32,648</td>
<td>33.6</td>
</tr>
</tbody>
</table>

Source: Universities JAB

The number of universities, both public and private, increased from 28 in 2009/2010 to 58 in 2011/2012 comprising 7 public universities, 24 constituent university colleges and 27 private universities.

2.1.2.2 University Enrollment and Institutions

Kenya’s university enrollment by institutions has expanded dramatically over the past 6 years as indicated in table 2.2. The table shows the change in enrollment in the past six years. The enrollment does not include additional students admitted into the constituent university colleges. Apart from the universities and constituent university colleges shown in Table 2.1, there has also been a dramatic increase in satellite university campuses that have been established by the existing universities in different parts of the country that have expanded the enrollment. Almost all universities now have an e-learning strategy that aims to support the open and distance learning programmes and further increase enrolment. The increase in enrollment has happened without substantial increase in government funding levels as a percentage of the total expenditure of the public universities and university colleges. This expansion has, therefore, been mainly financed
by internally generated funds, especially tuition fees from self-sponsored students who now constitute about 50% of the total university enrollment in Kenya.

### Table 2.2: National University enrollment (2005/2006 and 2011/2012)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Enrollment</td>
<td>Number</td>
<td>Enrollment</td>
</tr>
<tr>
<td></td>
<td>of</td>
<td></td>
<td>of</td>
<td></td>
</tr>
<tr>
<td>Public Universities</td>
<td>6</td>
<td>81,677</td>
<td>7</td>
<td>157,916</td>
</tr>
<tr>
<td>Public University Constituent Colleges</td>
<td>1</td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chartered Private Universities</td>
<td>7</td>
<td>13,606</td>
<td>14</td>
<td>40,344</td>
</tr>
<tr>
<td>Private Universities with Letter of Interim Authority</td>
<td>4</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Universities</td>
<td>5</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Economic Surveys (2011 and 2012)

In order to assist in achievement of the national goals as stipulated in Vision 2030 and the Constitution, the universities are required to progressively increase gross enrollment rate of eligible students from the current 3.1% to 10% by 2022, while respecting diversity of students. Further, they are required to improve the quality and relevance of university education and research for social-economic transformation of Kenya by 2022, align all university education with national and regional development goals, establish an efficient and transparent university admission system that will provide admission services to all applicants/universities and colleges, improve the retention and productivity of all academic staff in universities, establish an institutional government funding mechanism for universities, reform the governance structure of public universities to align them with the Constitution, improve efficiency in decision making and separate governance and management and develop strong university linkages and partnerships that enhance mutual learning, research and innovation among others.

### 2.2 The Role of JKUAT in Promoting Higher Education

The mandate and functions of JKUAT are stipulated in the Jomo Kenyatta University of Agriculture and Technology Charter, 2013 and other Statutes. The University operates within the context of the Kenyan and global environment, which influences the realization of its strategic objectives. The University is shaped by its history, traditions, background and surroundings while it conceives and pursues its vision and mission.
2.2.1 Fundamental Statements

Vision Statement
The vision of JKUAT is to be “A University of global excellence in Training, Research and Innovation for Development.”

Mission Statement
The mission of JKUAT is “To offer accessible quality training, research and innovation in order to produce leaders in the fields of Agriculture, Engineering, Technology, Enterprise Development, Built Environment, Health Sciences, Social Sciences and other Applied Sciences to suit the needs of a dynamic world.”

2.2.2 Mandate and Core Functions

As provided for in the Jomo Kenyatta University of Agriculture and Technology Charter of 2013, JKUAT is mandated to:

(1) Provide directly or indirectly or in collaboration with other institutions of higher learning, facilities for quality training, research and innovation in agriculture, engineering, technology, enterprise development, health sciences, social sciences and other applied sciences, and integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of citizens of Kenya;

(2) Participate in technological innovation as well as in the discovery, preservation, transmission and enhancement of knowledge and to stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;

(3) Play an effective role in the development of agriculture and technology in conjunction with the industry and to provide extension services so as to contribute to the social and economic development of Kenya;

(4) Develop new programmes of study including those that culminate with degrees, diplomas and certificates.

Actualizing hands-on approach to training
Arising from the mandate, JKUAT has formulated the following strategic objectives for the period 2013-2017:

- To improve policy and corporate governance for enhancing accountability and decision making.
- To expand the University’s resource base through diversification of revenue streams.
- To improve access, quality, relevance and equality in undergraduate and graduate education.
- To enhance the level and effectiveness of national and international collaboration between JKUAT and industry, development partners, institutions of higher learning, governments and professional bodies.
- To attract, develop, motivate and retain efficient staff of the highest caliber and make JKUAT an employer of choice.
- To improve financial sustainability through effective and efficient financial and procurement systems.
- To provide adequate facilities and services and manage them effectively and responsibly for the benefit of stakeholders.
- To institutionalize appropriate internal and external ICT network and connectivity.
- Improving livelihoods of Kenyans through promotion of competitive agriculture and innovative, sustainable livestock and fisheries development.
- Undertaking value-adding research and innovation for supporting agriculture, science, energy, and technology development.
- To contribute to the commercialization of agriculture, industrialization and socio-economic development through extension services and transfer of appropriate technologies.
- To improve university community collaboration and contribute effectively to socio-economic development through active participation in CSR activities.

2.2.3 Core Values

Core values of the University constitute the fundamental beliefs that drive it. These beliefs shall be upheld because they define expected standards of behaviour and culture. The values guide the University to achieve the transformation of human conduct in governance and management practices. In this regard, JKUAT shall be guided by ten (10) core values as set out in box 1 below:
Box 1: JKUAT Core Values

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>Ensure adoption and adherence to systems and processes that guarantee provision of products and services that meet and exceed customers’ expectation.</td>
</tr>
<tr>
<td>Collegiality</td>
<td>Ensure commitment to community-driven research that provides tangible solutions to the country’s social and economic needs.</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Inculcate and practice a participatory approach in the conduct of all activities and operations of the University.</td>
</tr>
<tr>
<td>Professionalism</td>
<td>Ensure and maintain high standards in the discharge of responsibilities and delivery of services.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Adapt and utilize the latest appropriate technology and practice to achieve efficiency and effectiveness in service delivery.</td>
</tr>
<tr>
<td>Dynamism</td>
<td>Demonstrate initiative and responsiveness to changing trends in service provision.</td>
</tr>
<tr>
<td>Transparency</td>
<td>Uphold openness in all activities and provision of services.</td>
</tr>
<tr>
<td>Accountability</td>
<td>Demonstrate and take responsibility in all decisions and actions.</td>
</tr>
<tr>
<td>Integrity</td>
<td>Uphold honesty and strong moral principles in all decisions and actions.</td>
</tr>
<tr>
<td>Patriotism</td>
<td>Demonstrate a sense of devotion and personal identification with the University.</td>
</tr>
</tbody>
</table>

2.2.4 Statement of Principles

JKUAT’s achievement of the objectives articulated in its Strategic Plan (2013-2017) shall be governed by the principles in box 2 below:

Box 2: JKUAT Statement of Principles

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sublimity</td>
<td>This will enable harmonization of University programs and activities with national policies, strategies, standards and with other local and international universities.</td>
</tr>
<tr>
<td>Equity</td>
<td>Provide for a balance in distribution of resources and benefits accruing from the University’s programs and projects.</td>
</tr>
<tr>
<td>Affirmative action</td>
<td>Provide for equal opportunities for minority and marginalized groups, the youth and both gender in all University programs and activities.</td>
</tr>
<tr>
<td>Value</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Corporate entrepreneurship</td>
<td>Providing space for creating and innovativeness as well as encouraging relationship within and outside JKUAT and accepting and embracing change.</td>
</tr>
<tr>
<td>Internationalization</td>
<td>This provides for linkage of University programs to international trends in higher education.</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>This demands for sensitivity and informed engagement to address the needs and aspirations of stakeholders.</td>
</tr>
<tr>
<td>Shared responsibility</td>
<td>This provides for complementarity in effective delivery of University programs and projects.</td>
</tr>
<tr>
<td>Subsidiary</td>
<td>This provides for multi-level participation and the involvement of stakeholders in realization of the University’s mandate.</td>
</tr>
<tr>
<td>Asymmetry</td>
<td>This recognizes the need to address differentials and imbalances in the University’s programs and projects.</td>
</tr>
<tr>
<td>Delegated authority</td>
<td>This provides for devolution of responsibility for ease of execution.</td>
</tr>
<tr>
<td>Disciplinary diversity</td>
<td>This provides for commitment to both disciplinary and interdisciplinary research and teaching to provide integrated solutions to JKUAT and the country’s social and economic issues.</td>
</tr>
</tbody>
</table>

2.2.5 Infusion of the Values and Principles into the Strategic Plan

Dedicated to unconstrained inquiry and discovery, free and open debate, shared governance, and participatory democracy, the University is a community whose academic vitality and capacity to serve others flow from and are nourished by its core values. All elements of the strategic plan priorities, initiatives, and enablers are infused with these values: excellence; diversity and inclusiveness; innovation and creativity; ethical action; civility and collegiality; and openness and accountability which will be reflected in all university activities. The implementation of the plan will be guided by these principles. These principles are the mortar that will bind together the elements of the plan and make the whole much larger and stronger than the sum of the parts. Through them the University will:

- **Build an inclusive community** that celebrates differences, brings together people from wide array of backgrounds and perspectives, and recognizes that excellence cannot be achieved without diversity. JKUAT will integrate academics, the arts, athletics, learning
outside the classroom, and service to others into a complete university community that values and energizes all its members.

- **Embrace the power of technology** to ensure the highest quality instruction, research and scholarship, outreach to our alumni and the larger community, and indeed to change the way the world works. Whether in responding quickly to changing student demand for courses, pioneering the application of technology in the creation and study of agriculture development, extending wireless internet service to the surrounding community, inventing new biomedical devices to save lives, or exploiting the power of technology to alter the ways in which communities interact and function, JKUAT will be at the forefront of technological innovation.

- **Act with entrepreneurial spirit** in tackling big issues, seizing opportunities, and adapting quickly to changing circumstances. The University’s unmatched rise in academic stature has been fueled by ability to act quickly and decisively. As JKUAT competes increasingly at the global level, this spirit will be more important than ever. From developing online educational programs and services to translating laboratory research into the commercial domain, JKUAT will be known as the University that most successfully integrates an entrepreneurial spirit with academic excellence.

- **Partner with others, locally and globally**, to extend the quality, breadth, and impact of the University’s programs. The greatest academic institutions of the 21st century, will be those willing and able to partner with others to achieve what no single institution or organization can on its own.

- **Take responsibility for the future** with dedication to enhancing the quality of life of all people, sustaining the natural environment, and reinforcing the capacity of Kenyan citizens to thrive and prosper in a diverse, ever changing, globally competitive environment. World-class universities anticipate emerging concerns and opportunities and marshal all their intellectual resources to address big issues. JKUAT takes its responsibility to the future as a fundamental action principle with implications both near and far. JKUAT will stand out as an institution that is a model for the sustainability of its environment, and it will be a university that seeks solutions to the world’s most challenging problems.

### 2.2.6 Value Proposition

The University’s value proposition is:

“A dynamic University with a strong focus on excellence through generation and delivery of applicable knowledge for socio-economic development.”
2.2.7 Motto

The University’s motto is:
“Setting trends in higher education, research and innovation.”

2.2.8 Organizational Philosophy

JKUAT values the need for transformational leadership to steer the University towards achieving her vision and mission, and contribute towards the social and economic development of the country.

JKUAT shall endeavour to attract, develop, motivate and retain a multi-skilled work force while nurturing a consultative working environment. JKUAT shall adopt and utilize ethical standards and best practices in training, research and innovation in order to produce dynamic leaders.

2.2.9 Organizational Structure and Staffing Levels

As provided for in Jomo Kenyatta University of Agriculture and Technology Charter of 2013, the University is headed by a Chancellor. A University Council comprising distinguished leaders and professionals govern the University. The Vice Chancellor is the Chief Executive Officer of the University, and is assisted by the Deputy Vice Chancellor (Academic Affairs), the Deputy Vice Chancellor (Administration), the Deputy Vice Chancellor (Finance) and the Deputy Vice Chancellor (Research, Production and Extension). The organizational structure for facilitating the implementation of the strategy is provided in Annex 2. The overall functions of the University organs are clearly stipulated in the Constitution, the University Act 2012 and JKUAT Charter of 2013.

This organizational structure enables full utilization of resources for training, research and innovation as core functions. It enhances unity of purpose, speed in decision-making and performance-based management.
CHAPTER THREE: PESTEL AND SWOT ANALYSIS

If institutions are perceived as potentials rather than problems, as possessing strengths instead of weaknesses, as unlimited rather than dull and unresponsive, then they thrive and grow to their full capability.

3.1 PESTEL Analysis

Realization of the Strategic Plan objectives will, to a large extent, depend on the University strengths, the opportunities available to it, and how well it manages its weaknesses. There must also be awareness and effective response to the factors that present threats likely to hamper the successful implementation of the plan. Consequently, an analysis of the Political, Economic, Socio-cultural, Technological, Environmental and Legal (PESTEL)
environments and of Strengths, Weaknesses, Opportunities and Threats (SWOT) have been provided below. The PESTEL analysis explains the situation under which the Plan has been prepared. Subsequently, it is from this analysis and the internal review that the SWOT is derived.

3.1.1 Political Factors

The Government’s policy papers and strategies such as the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC, 2003-2007), Sessional Paper No. 1 of 2005 on Education Training and Research, and the Vision 2030 give high priority to the application of science, technology and innovation in the national development process for growth and international competitiveness. The Vision 2030’s First Medium Term Plan (2008-2012) succeeded the ERSWEC as the blueprint for national development in the medium term. A Science, Technology and Innovation sector plan was developed to guide the development of science, technology and innovation. Out of these policies, the universities were charged with the responsibility of creating a knowledge-based society that upholds justice, democracy and accountability. In this regard, JKUAT is under duty to promote a culture of compliance with laws, civility and human decency in behaviour among the University community and between the University community and the outside world. At the same time, the government, communities, development partners and other stakeholders continue to make substantial investment to support higher education programs and projects.

Kenya is a member of a number of regional organizations such as the African Union (AU). The country was the Chair of the African Ministers Conference on Science and Technology for the period 2008-2009. The country is also a signatory to the Lagos Plan of Action and the Lome Convention later replaced by the Cotonou Agreement of 2010 which is tailored to enhance economic sustainability among African States. The partnerships engaged membership in the EAC, IGAD, NEPAD and UN system have immensely helped SPU, STI, TE and higher education activities in the country. These are well demonstrated by the increasing number of STI and TE and higher education activities in the EAC, IGAD, NEPAD and the UN system. The organizations have provided opportunities for growth of university education sector in Kenya. The regional political leadership is supportive of regional expansion, through the supportive environment of the East African Community. The integration of the six partner states (including South Sudan) that form the EAC provides a wider catchment for students due to political will of the states. To capitalization this, JKUAT has already opened a campus in Arusha, Tanzania, and plans to open others in Rwanda and South Sudan.
3.1.2 Economic Factors

Kenya’s real GDP expanded by 4.6 per cent in 2012 compared to a growth of 4.4 percent in the previous year. Macroeconomic variables remained generally stable, although a surge in inflation during 2011 prompted tightening of monetary policy stance up to mid-2012. Most economic sectors recorded positive growth of varying magnitudes. The domestic economic growth was influenced by improved weather conditions, low inflationary pressure, low interest rates, stable macroeconomic environment, increased credit to the private sector and higher investment. The improved economic performance is based on significant growth across a wide range of sectors mainly as a result of improved efficiency. Generally, the structure of the economy has remained unchanged and agriculture continues to contribute the largest share in the economy. The recent discovery of oil in Turkana County may reduce Kenya’s dependency on agriculture, while also accelerating economic development due to availability of fuel at a lower cost. For sustained development with productivity growth, science, technology and innovation will play a critical role in ensuring that productivity growth occurs and that the economy is progressively transformed into a knowledge-based one.

The Kenya Vision 2030 has accorded science, technology and innovation high priority. The vision is based on the realization that in an increasingly knowledge-based and globalized world, Science, Technology and Innovation (ST&I) are essential, both for social and economic progress and for global competitiveness of our nation. JKUAT is a critical driver of innovation systems and the resultant development in science, energy, technology and innovation and application of knowledge, especially in biotechnology, space science, material science, nanotechnology, value-addition, manufacturing and ICT which will result in industrial and entrepreneurial development with new products and services, and new areas of economic growth. University education is essential for economic progress and for global competitiveness of our nation, and is also central in productivity and the socio-economic transformation of the country. The Sector Plan for Science, Technology and Innovation (2013-2017) provides for revitalization and harnessing of science, technology and innovation for Kenya’s prosperity and global competitiveness. In this regard, human resource development, research and knowledge generation will be strengthened at JKUAT to enhance their application in national production systems for sustainable development. At institutional level, the increase in the number of students enrolled in regular programmes has not been matched by the desired government expenditure on universities. JKUAT has increasingly been compelled to address its funding shortfall from alternative sources.

3.1.3 Social Factors

The total population in Kenya is projected to reach 60 million by year 2030, up from the current estimate of 41 million. Moreover, the urban population growth rate will transform
the country into a predominantly urban nation by year 2030, with the urban population growing from the current 26% to more than 60%. This necessitates investment and expansion of the wealth creation base through enhanced productivity to provide for the growing population in terms of health, education and infrastructure among others. The population expansion will also provide an opportunity to develop a human resource base that is able to harness science, technology, innovation and create knowledge based economy. In this regard, science, technology and innovation will be critical to socio-economic transformation of the country.

Over the years, lack of employment, limited skills, lack of resources and opportunities have led to the Kenyan youth being highly dependent on household and limited state support. Consequently, criminal tendencies, drug abuse and other social ills have been attractive. For the same reasons, vulnerability among youths has increased. JKUAT is committed to develop and execute intervention mechanisms such as counseling, mentorship and provision of pastoral care. In the year 2011, for example, the University developed a number of policies meant to address the social challenges among both students and staff. One of these was the Drug and Substance Abuse Policy, which was launched in March 2012.

The Social pillar in Vision 2030 aims to “achieve a just and cohesive society enjoying equitable social development in a clean and secure environment”. In addition, the Government of Kenya has legislated on occupational safety and health through the Occupational Safety and Health Act of 2007. This and other regulations governing work
places have given direction on improving work places by making them safe. JKUAT has experienced a high growth in the student population as well as the staff establishment. Inevitably, there also has been a growth in the number of campuses/centres and a corresponding growth in the number and sophistication of equipment and facilities in use. This phenomenal growth has made it imperative to develop an occupational safety and health policy to secure the safety, health and welfare of all workers, students, contractors, suppliers and other stakeholders of JKUAT.

3.1.4 Technological Factors

The Sector Plan for Science, Technology and Innovation (2013-2017) envisages a strong higher education, science, technology and innovation capacity as an absolute necessity for the nation to participate as a full partner in the world’s fast forming, knowledge-based economy. The use of higher education, science, technology and innovation as a tool for national development and international competitiveness requires an effective system for innovation, technology adoption, diffusion and transfer. Higher education science technology and innovation supported to a large extent by ICT, has become a major driving force of economic change in many nations. ICT has also improved the rate of communication and information exchange. The ICT sector is rapidly developing in Kenya. The Government is committed to expanding communication network through the fiber optic pathway which will facilitate telecommunication, open distance (OD) and e-learning. Under the Kenya Vision 2030, JKUAT was identified to collaborate in the Madaraka Personal Computer Project, under which the Government intends to assemble low cost personal computers for the national and regional market. The project is intended to provide an incubation environment for students in local universities. To support this project, the Government has committed to develop 5,000 digital villages across the country, with a major share of e-computers being supplied by JKUAT.

The University, therefore, has a rare opportunity to develop the requisite capacity to take advantage of such opportunities, in collaboration with the ICT Board and willing private partners. The University has realized tremendous growth in adoption and utilization of advanced technology. Towards furthering these gains, JKUAT has formulated an ICT Policy, An Electronic Payment Policy and Information Security Policy, all which seeks to take advantage of the installation of the fibre optic network for enhancing services to university customers. The University acknowledges the advancement in relevant technologies to support research, teaching and innovative efforts. Through the School of Open and Distance Learning (SoDEL), the University embraces and seeks to institutionalize modern teaching approaches such as e-learning and video conferencing towards attaining its goals under this plan.
JKUAT walking tractor and tricycle developed in Engineering Workshop

Renewable energy research at JKUAT
3.1.5 Environmental Factors

Kenya recognizes the value of its environmental resources. It also recognizes that the degradation of these resources can adversely affect productivity and increase levels of poverty in the country. The Environmental Management and Coordination Act of 1999 provides that all people in Kenya are entitled to a healthy environment that they are required to safeguard and enhance the conservation and sustainable use of land, water, forests, biological resources and mineral resources which are key to the country’s objectives of economic development and wealth and employment creation. Kenya’s economic growth is dependent upon exploitation of its environmental and natural resources. Over the years, this has been marked by heightened activities in the sectors of agriculture, tourism, manufacturing and geo-exploration. These same areas are bound to realize further growth as anticipated in Kenya Vision 2030.

A number of human related activities have led to environmental harm. The rate of exploitation of the country’s land and biological resources is considered unsustainable. Natural ecosystems, important for a number of natural services and products are being converted to other uses or face the threat of degradation due to pollution. Enhanced emission of greenhouse gases into the atmosphere has led to global warming and climatic change. The changes to the earth surface through various human activities, including waste disposal, has contributed to global environmental change, the local magnitude and potential impact of which is yet to be established. To Kenya, these changes pose both potential risks and opportunities for food production, human health and energy availability, among others. High electricity tariffs are conduits for Kenyans to seek alternative energy supply thereby destroying the environment.

In mitigating possible adverse effects, better ways of disposal will be desirable. The anticipated population growth is likely to impact adversely on the environment besides raising demands for further exploitation of natural resources. Given its areas of discipline, JKUAT will have to rise up to the challenge and contribute towards better environmental governance through relevant programmes and projects. within its own management, the university will endeavor to attain a clean, secure and sustainable environment appropriate for pursuit of its goals. This effort will be accompanied with tapping into its existing potential and utilization of expansive land resource. The dynamic environment under which the University is serving is under the adverse effects of climate change. The University will, therefore, embrace green technologies, contribute to increasing forest cover and also play a central role in research into ways of mitigating the general and specific effects of climate change.
3.1.6 Legal Factors

Kenya’s ST&I interventions for 2008-2012 were to be implemented through an enabling legal and policy framework. To this end, the national strategy and bill for science and technology was developed in 2009 in alignment with the Kenya Vision 2030. When the Constitution of Kenya 2010 came into effect in 2010, the strategy and bill were realigned to conform to the provisions of the new constitution. This led to the development of the ST&I Policy and ST&I Bill 2012.

Vision 2030 proposes intensified application of science, technology and innovation to raise productivity and efficiency levels across economic, social and political. It recognizes the critical role played by research and development in accelerating economic development in all the newly industrializing countries of the world. The vision envisages that the Government will create the ST&I policy framework to support Vision 2030. The Vision therefore lays the basis for policy and strategy in ST&I.

The ST&I Bill is guided by the ST&I Policy of 2012. The policy provides a platform to leverage ST&I to transform the economy through the national priority areas, create an effective and efficient Kenya National Innovation System, operationalize the triple helix and commercialize research outputs through the Innovation Agency (KENIA), mobilize at least the equivalent of 2% of GDP annually from the government, private sector and other sources to fund the entire ST&I value chain.
The National Agricultural Research System Policy lays the policy for the National Agricultural Research System (NARS). This is in response to the need to reform the agricultural sector as articulated in various government policies and strategies, more specifically the Economic Recovery Strategy (ERS), the Strategy for Revitalizing Agriculture (SRA) and Vision 2030. The policy calls for the creation of an agricultural innovation system made up of research institutes, universities, research foundations, private sector and non-governmental organizations (NGOs) as a means of establishing an efficient agricultural research system that consistently provides appropriate technologies, knowledge and information to the agricultural sector.


3.1.7 The Kenya Constitution

The Kenya Constitution, in the fourth schedule, has set out specific functions for the national and county governments in relation to the university education, science and technology sector. In addition, several other articles have obligated the state to develop higher education, science and technology sector. These are as follows:

i) Article 11, 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, libraries 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.

In accordance with the Kenya Vision 2030, development of science and technology is the foundation upon which the realization of the vision is hinged. The entrenchment of the need to develop this sector in the Constitution emphasizes the importance of university education, science and technology in the knowledge-based economic development of the country. The Constitution further emphasizes the recognition of the indigenous inventions and technologies.

ii) Article 40 (5) requires the state to support, promote and protect the intellectual property rights of the people of Kenya. The state is hence obligated to promote innovations, production and technology transfer.
iii) **Article 69** sets out the state’s obligations in respect of the environment. Paragraph (c) mandates the government to protect and enhance intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities.

While this appears to be intended to promote technology, knowledge and skill geared towards protection of the environment, its indirect implication is that measures must be put in place by the government to enhance intellectual property and indigenous knowledge in protection of the environment. This will be an impetus towards further development of science and technology inventions.

iv) **Article 53** of the Constitution provides that every child has a right to free and compulsory basic education. Although this may appear to be a right that does not have a direct implication on the area of university education, science and technology, one must appreciate that the provision of free compulsory basic education has a flow down effect on the capacity of the university education infrastructure.

The policies and strategies must then address the preparedness of the existing JKUAT education facilities and systems to accommodate the growing number of secondary school leavers. Further, the right to relevant education and training and access to employment guaranteed to the youth under Article 55 connotes an unbroken chain of interrelation between all the levels of learning that lead to employment. Therefore, in developing education policies, standards, curricula and examinations, JKUAT will need to consider the education system as a whole and its relation to the labour market. It will also provide a continuous link from basic to the highest level of education.

---

His Excellency President Mwai Kibaki hands over the Instruments of authority to Prof. Francis Gichaga (Chancellor) on 1st March, 2013. Looking on are Prof. Kamar (MoHEST), Dr. Ekuru Aukot (Council Chair) and Prof. Mabel Imbuga (Vice Chancellor)
3.2 SWOT and Stakeholder Analysis

3.2.1 SWOT Analysis

The SWOT analysis provides insights into the University’s operational environment. Analysis of the internal environment focuses on issues relating to the management of the University in terms of its organization structure and human resource establishment as well as other support services. This reveals the strengths and weaknesses. On the other hand, the analysis of the external environment focuses on issues that impact on the University’s operations relating to current priority policies of the government. This identifies the opportunities and threats. Generally, the internal environment issues are within the control of an organization, while the external ones are not. An elaborate strength, weaknesses, opportunities and threats (SWOT) analysis is provided in Table 3.1.

Table 3.1: Strength, Weaknesses, Opportunities and Threats

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Diversified market driven programs</td>
<td>1. Inadequate teaching and learning facilities</td>
</tr>
<tr>
<td>2. Improved student welfare services</td>
<td>2. Irregular maintenance of buildings and facilities</td>
</tr>
<tr>
<td>3. Strategic campuses across the country</td>
<td>3. Inadequate funds</td>
</tr>
<tr>
<td>4. Strategic location of JKUAT along the Thika Superhighway</td>
<td>4. Inconsistent career paths for staff</td>
</tr>
<tr>
<td>5. Disciplined culture and ethics among students and staff</td>
<td>5. Inadequate library facilities</td>
</tr>
<tr>
<td>6. Adherence to the academic calendar</td>
<td>6. Inadequate social and recreational facilities for staff and students</td>
</tr>
<tr>
<td>7. Good national and international image</td>
<td>7. Inadequate transport facilities</td>
</tr>
<tr>
<td>8. Competent and supportive Council</td>
<td>8. Gaps in documentation of job description for staff</td>
</tr>
<tr>
<td>9. Participative decision-making and policy formulation</td>
<td>9. Inadequate ICT infrastructure and networking</td>
</tr>
<tr>
<td>10. Robust CSR program</td>
<td>10. Reliance on limited revenue streams</td>
</tr>
<tr>
<td>11. National and international partnership and linkages with leading institutions of higher learning and research</td>
<td></td>
</tr>
<tr>
<td>12. Competent and motivated human resource</td>
<td></td>
</tr>
<tr>
<td>13. Cross-cultural diversity within the JKUAT community</td>
<td></td>
</tr>
<tr>
<td>14. Participative and supportive alumni</td>
<td></td>
</tr>
<tr>
<td>15. Strong academic quality assurance policy and system</td>
<td></td>
</tr>
<tr>
<td>16. Empressive growth and reputation</td>
<td></td>
</tr>
</tbody>
</table>
### Opportunities

1. Integration of the East African Community and emerging economic blocks
2. New Constitution and county governance
3. Transition towards an industrialized nation
4. High demand for university education as a result of free primary and secondary education
5. ICT growth and its application in teaching and research
6. National and international job opportunities for Kenyan graduates
7. Strategic partnership with local and international organizations
8. Innovative technological advancements
9. Increased investment in research and innovation by the Government, university and collaborating agencies
10. Growth of service industry
11. Growing provision of students’ loans and bursaries
12. Growing alumni involvement
13. Training, research and consultancy services within EAC and COMESA region
14. Staff and student exchange programs locally and internationally
15. High demand for business-oriented short courses
16. Upcoming Tatu City and other urban centres
17. Discovery of oil in Turkana
18. Expansion of Thika road into a superhighway
19. Hosting of Pan African University Institute of Basic Science and Innovation
20. Planned establishment of botanical garden, college of engineering and technology and industrial park

### Threats

1. Competition from new local and international universities/university colleges
2. Lower costs of academic programs in other universities
3. Prevalence of HIV/AIDS and other epidemics and drug/substance abuse
4. Impact of high poverty levels on university education
5. Declining Government financial support
6. Rapid changes in technology
7. Rising unemployment for graduates
8. High staff turnover leading to brain drain

### 3.2.2 Remaining Competitive

Through experience of success and failures encountered in the past, it is now clear that there are certain strengths unique to JKUAT that could be exploited to maximize returns in the sector. The University will continue to make concerted efforts to assist stakeholders take advantage of existing strengths to be able to exploit the existing potential. The University will also commit itself to address all the weaknesses that may be hindering growth of the University education sector. The necessary precautionary measures will be taken to address threats to the performance.
As the strategic plan is put fully into place and its goals achieved during the next five years, JKUAT will accomplish the following four competitive outcomes.

1. **Attract more of Kenya’s and the world’s most exceptional students**

   JKUAT’s new general education programme, enhancement of the undergraduate experience, and increasing diversity and international outlook will attract an increasing number of outstanding high school graduates, and will also be a magnet for bright students from all over the world. The University will maintain high regard for its stimulating intellectual environment, inclusive community, lively social activity, and engagement with local, national, and international issues. The broad changes and major investments in our graduate education program will bring more of the very best college graduates for advanced study, research, and scholarship. JKUAT location and array of strong academic programs already attract talented students. With proper levels of financial support and a dramatically improved educational program, JKUAT will quickly become favored by truly exceptional graduate students. Upon earning their degrees, JKUAT’s alumni will be prepared to be innovators and change agents and to take on leadership roles in a wide variety of fields. They will have a major impact on the intellectual and cultural life of the community, and will be a mainstay of the leadership and highly trained workforce that drives the state’s economy. JKUAT will provide extraordinary talent to serve society.

2. **Be an international center and a catalyst for educational, research, and scholarly partnerships around the globe**

   Nairobi is a world-renown city. Within its orbit, JKUAT will be a world-class university. JKUAT will attract the most brilliant minds from all corners, send students abroad for exceptional learning experiences, and expand connections and partnerships with public and private organizations. The faculty will extend the boundaries of knowledge and understanding in a wide range of fields. They will address issues of critical importance and worldwide impact. The University community will reflect the world and be a positive and powerful force in it. By producing graduates who are comfortable in the wider world, the University will support Kenya as it engages more strongly in the global marketplace.

3. **Transform its surrounding area into an economically, socially, and culturally vibrant community that is welcoming and attractive to students, faculty, staff, neighbors, and visitors**

   JKUAT will work with its neighbors to create a new city with appealing retail outlets and office space as well as housing. With the development of the Industrial, Technology and Innovation Park, the varsity will develop the largest and most successful research park in Kenya. More than 6,000 new jobs will be created and the added value to economic development will exceed Kshs. 2 billion. The University’s national impact will grow
as well. With the wide range of civic engagement, outreach, and cooperative extension programs, the University will enhance the quality of life of area and state residents through involvement with local schools, community and economic development projects, and health, wellness, environmental, and government service programs.

4. **Spread the light of its intellectual talent, its advances in knowledge, new ways of understanding the world, and the benefits of its scientific and technological innovations throughout Kenya, the region and world**

The University will achieve international distinction for its ability to address the issues and problems affecting society. The University’s capacity to look over the horizon and bring together expertise from across the disciplines and across the world to address issues of profound importance is powered by a host of advantages and assets. Our land-grant heritage; uniquely advantageous location; global connections and reach; culture of innovative, collaboration and inclusiveness; and ability to cross disciplinary boundaries and partner with organizations all over the world will propel JKUAT to a leadership position in enhancing the economic, cultural, and social life of the citizens of the country, region, nation, and world. JKUAT will be a force in fostering greater understanding of human relations and the natural environment, stimulating scientific and technological advances, and supporting economic development and creative activity. In addition, through its broadly educated graduates, the University will provide many of the leaders of tomorrow. The University will be an institution where new ideas and ways of thinking make a difference. The University will be among Kenya’s most valuable asset, sustaining and enhancing the nation’s ability to compete in a rapidly changing global economic environment.

3.2.3 Stakeholder Analysis

For the purpose of identifying the interests, roles/responsibilities, comparative advantage and contribution of the stakeholders in the development and implementation of this strategic plan, it was necessary to carry out an analysis of their involvement. This involved an inventory of all parties that have a stake in the development of JKUAT as envisaged in this strategic plan. The major stakeholders identified include students, staff, alumni, the Government, the community, industry, development partners, research and development institutions, and institutions of higher learning, all with stakes in the performance of the University. JKUAT strongly believes that the identified stakeholders are critical to the success of its activities. It is the commitment of the University to carry out a continuous stakeholder analysis to identify changing needs to ensure cooperation and support in the achievement of her mission.
Table 3.2: Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation</th>
<th>JKUAT Expectation</th>
</tr>
</thead>
</table>
| **Students** | • Quality and affordable programs  
• Conformance of programs to relevant professional regulatory bodies  
• Variety of academic programs  
• Health and recreation facilities  
• Safe accommodation  
• Affordable and good quality catering services  
• Healthy, safe and secure environment  
• Defined program schedules | • Discipline  
• Compliance with the University rules and regulations  
• Academic excellence |
| **Staff** | • Sustainability of the University  
• Defined career progression  
• Healthy, safe and secure environment  
• Security of tenure  
• Training and development opportunities  
• Welfare services  
• Equity  
• Adequate remuneration | • Quality service  
• Meritocracy  
• Loyalty and sustainable service |
| **Government** | • Quality human resource capacity for national development  
• Programs based on national development needs  
• Innovations for agriculture innovation and industrialization  
• Needs-based community extension and technology transfer  
• Proper utilization and accounting of Government contributions | • Regular and adequate funding  
• Development of policies that govern university education |
| **University Council** | • Good governance and leadership at all levels  
• Implementation of quality, affordable, demand-driven and competitive programs  
• Compliance to financial and procurement policies and procedures | • Support in timely policy formulation and approval  
• Transformative governance and leadership  
• Enhanced local and international lobbying and networking |
| **Community** | • Social responsibility programs  
• Improved roads  
• Clean environment  
• Disciplined students  
• Needs-based extension  
• Creation of jobs  
• Appropriate technologies | • Cooperation  
• Responsibility  
• Information  
• Support |
| **Development partners** | • Efficient use of donations and grants  
• Funded project outputs | • Donor support  
• Stewardship  
• Mutual benefits |
JKUAT Strategic Plan 2013-2017

JKUAT is ISO 9001:2008 Certified
Setting Trends in Higher Education, Research and Innovation
TECHNOLOGY FOR DEVELOPMENT

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation</th>
<th>JKUAT Expectation</th>
</tr>
</thead>
</table>
| Industry    | • Research outputs and innovations of commercial value  
               • Quality graduates  
               • Joint research and development  
               • Sustainable projects  
               • Solutions to industrial and operational challenges | • Sustainable partnership  
               • Utilization of products and opportunity for graduates collaboration |
| Research and development institutions and institutions of higher learning | • Joint projects  
               • Exchange programs  
               • Sharing the use of critical equipment and other resources | • Knowledge exchange  
               • Mutual projects support  
               • Peer guidance |
| Parents     | • Quality programs, safety, health and security of the students | • Fee payment  
               • Provision of guidance and counseling  
               • Mentorship  
               • Ambassadorial role |
| Alumni      | • Involvement in University activities and programs | • Fundraising  
               • Mentorship  
               • Participate in programs development and review  
               • Industrial linkages  
               • Ambassadorial roles |

JKUAT will enhance stakeholders’ participation and collaboration through the following strategies:
• Creation of new international networks and consortia
• Growing numbers of students, professors, and researchers participating in academic mobility schemes
• Increase in the number of courses, programs, and qualifications that focus on comparative and international themes
• Emphasis on developing international/intercultural and global competencies
• Stronger interest in international themes and collaborative research
• Steep rise in the number of cross-border delivery of academic programs
• Greater interest international and regional rankings of universities
• Increase in campus-based extracurricular activities with international or multicultural component
• Investment in recruiting foreign students and dependence on their income
• Rise in the number of joint or double degrees
• Growth in the numbers and types of for-profit cross border education providers
• Expansion in partnerships, franchises and branch campuses
• Establishment of new national, regional, and international organizations focused on international education.
3.3 Emerging Strategic Issues

The review of Sector Plans for Agriculture and Rural Development (2013-2017), Science, Technology and Innovation (2013-2017) and Education Development (2013-2017) indicated that the development of university education and training was greatly hampered by issues pertaining to policy and corporate governance, quality assurance and standards, resource mobilization and management, financing and financial management, partnership and linkages and commercialization of research and innovations. Based on the PESTEL and SWOT analysis in section 3.1 and 3.2, the following strategic issues were identified as pertinent to JKUAT.

3.3.1 Policy and Corporate Governance

The current policy framework providing for establishment, governance and management of public universities are inconsistent with the needs of modern management and good governance practices and do not provide for a mechanism for external quality assurance. There is general ineffectiveness in the coordination of the national higher education and ST&I system, leading to inefficient resource utilization. Furthermore, there is lack of adequate information to facilitate regional and international benchmarking and track the implementation of higher education and ST&I activities. A framework to collate and
disseminate information on the resources employed by the sectors and their effectiveness is lacking. Timely tracking of the implementation of various programs/initiatives under this plan aimed at realizing its overall objectives are urgently required.

The performance of the sector will be based on a common set of fundamental values that include proactive leadership, protection of national interests, high standards, maintenance of public trust, optimal use of limited resources, and the ability to adapt to changes both within the country, region and globe. Enforcing meritocracy in the sector should ensure that the best individual access opportunities in the sector regardless of race, ethnicity, religion, gender, disability or socio-economic background and are able to develop to their fullest potential.

### 3.3.2 Resource Mobilization

Funding for higher education and ST&I and related activities in Kenya has been inadequate and without effective coordination mechanisms in the face of competing demands for the national budget. Innovative resource mobilization mechanisms are critical to successful implementation of the policy objectives. Science, technology and innovations are an expensive venture. Technology developments require highly skilled personnel, expensive equipment and in some cases, they may take a long time before the outcome is realized. To develop premium technologies, innovations and services, the University must incur high initial investment costs. The challenge is to secure adequate funding streams for the various science, technology and innovation components to facilitate implementation of the policy objectives and achievement of the intended outcomes.

Although expenditure on education has been on the increase (to an average of about 35% of the national budget), the allocation to the University sector has consistently been low. This low budgetary allocation for the University contradicts the prioritization of university education in Vision 2030. Other than the Government budgetary allocation, there has been very little technical assistance or donor support from development partners towards university and technical education at all levels in recent years. While some institutions have put in place income generating activities, these are still weak and require strengthening. The effects of these activities on the core mandates of the institutions have also been debatable. Development financing which is crucial for capacity development and expansion has been minimal.

### 3.3.3 Resource Management

Kenya’s overall higher education and ST&I capacity and capability is currently weak in comparison with competitor and inspirational countries. Recognising the critical role of higher education and ST&I in national development, Kenya has over the years established many universities and S&T institutions and has made significant strides in Research and
Development (R&D). However, most of the institutions are not effectively coordinated and often lack critical resources and infrastructure to enable them effectively deliver higher education, develop and integrate ST&I. The institutions are also unable to acquire, maintain and retain modern equipment as well as human resources. They have weak linkages with the productive sector, and regional and international counterparts. Lack of an integrative policy framework to facilitate effective delivery of higher education and integrative policy framework to facilitate effective delivery of higher education and integration of ST&I into the economy is an issue needing urgent action. Skills acquired from Kenyan training institutions do not often match the requirements of the productive sector. This imposes high costs on investors who have to retrain new staff. Further, the products of human resource development institutions are often not imbued enough with entrepreneurship skills. Thus, they are geared to looking for jobs instead of creating them. This acts as a barrier in creation of ST&I technology-based enterprises within the economy. Of equally great concern is the apparent lack of alignment of skills with national priority areas.

3.3.4 Financing and Financial Management

The current average spending per student at University level is 31 times, 6 times, and twice as expensive in relation to primary, secondary and TVET education, respectively. This indicates that university education through public universities is particularly expensive to the Government and is not sustainable within the current resources. During the fiscal year 2011/2012, for public universities, the government budget support was only used to pay 80% of staff emoluments. Public universities, therefore, have had to reduce their dependence on Government financing by diversifying their sources of income as well as ensuring more efficient and cost effective use of institutional resources. Funding for HEST and related activities in Kenya has been inadequate and without effective coordination mechanisms in the face of competing demands for the national budget. Innovative resource mobilization mechanisms will therefore be crucial to the successful implementation of the objectives of national development.

Universities have neglected the more difficult sources of revenue like private sector sources, establishing foundations or attracting research grants. Consequently, public universities have not achieved the necessary diversification of revenue with decreasing government funding. There is a need for new approaches to financing. Prudent financial management is essential to achieving the goals outlined in Sector Plans for Agriculture and Rural Development (2013-2017), Sector Plan for Education Development (2013-2017) and the Sector Plan for Science, Technology and Innovation (2013-2017). Financing of the sector should be shared by Government, the private sector, development partners as well as students themselves to ensure increased access, equity and maintenance of quality.
3.3.5 Access

A large number of young people graduate annually from the secondary school system. According to the 2009 Kenya National Housing and Population Census, there are over 8 million Kenyans aged between 17 and 24 years seeking training in University and tertiary institutions. In the fiscal year 2011/2012, there were over 181,000 students enrolled in local universities (Economic Survey, 2011). This translated to a University Gross Enrolment Ratio (GER) of 3.1%. The target set in the Kenya Vision 2030 was 10% by the year 2022 or about 800,000 university students.

Thus, there is a need to dramatically increase university enrollment over the next 10 years. About 50 percent of the students enrolled in Kenyan universities are self-sponsored which means that there is a very high demand for university education. It is estimated that only 30% of qualified students get admitted to local universities every year. Consequently, many students go to foreign universities.

The cost of university education is high and requires high investments, which are sometimes out of reach for average Kenyans. This calls for well thought out interventions that ensure access and affordability to meet the growing human resource need. The University should promote the establishment of open universities and the expansion of distance education in existing campuses and leverage on ICT for research and curriculum delivery.

3.3.6 Equity

There exists a social and geographic inequity in access to university education. This is worsened by the high poverty levels. All Kenyans, regardless of their personal characteristics, gender, backgrounds or physical challenges, must have equal opportunities to obtain a university education. Poverty makes it difficult for most Kenyans to pay for university education. The result is that most trainees in university end up in cheap irrelevant programs whose graduates do not acquire the requisite skills necessary for the work place. Admission of undergraduate students is coordinated by the Joint Admissions Board (JAB), a body created by public universities and university colleges. The main role of JAB is to establish the cut-off points for KCSE graduates and then present the candidates to individual public universities for admission. Additional students are admitted into both public and private universities directly by individual universities. The Government through HELB offers financial support through loans, bursaries and scholarships to students admitted to universities. However, due to limited funds only a few students get the support with the majority being the JAB-admitted ones. Greater emphasis is placed on academic performance, with less consideration of other factors like financial need or other disadvantages as defined in the Constitution of Kenya 2010. Some limited affirmative action measures are, however, enforced to ensure increased
participation by women and students from Arid and Semi-Arid Lands (ASAL). This affirmative action is only applied to university admissions and not to specific degree programs. This means that students from marginalized groups are not able to gain admission into competitive professional degree programs like Medicine or Law.

3.3.7 Quality, Relevance and Standards

The philosophy of university education is that it should contribute to socio-economic development. The provision of quality education to Kenyan learners is a central theme in the Kenya Vision 2030 and a pillar in NESSP. The Constitution of Kenya 2010 also requires that universities inculcate community values and high standards of morality and ethical behaviour. This requires a complete review of curricula to align them with industry needs.

There is a limited link between the current university curricula and Kenya’s Vision 2030 needs as most programs were developed well before the conception of the Vision. This renders most programs irrelevant for immediate national development needs. Quality and relevant research programs and university education must meet the demands for innovative and relevant market skills to enhance productivity and employment. There is also a weak link among universities, research institutions and industry. Quality human resource is an important determinant of sustainable growth and development. There is, therefore, need to progressively increase the rate of generation of a high quality skilled human resource with a special focus on developing and upgrading innovation competencies in employment.

3.3.8 Research and Innovation


Rewarding student innovation: Prof. Kahangi (right) DVC, RPE presents a cheque to winning students during the 2012 Tech Expo
research, particularly in medical and agricultural research. However, the achievements have been based on isolated efforts leading to limited socio-economic impact. The challenge is transforming these individual achievements into a dynamic system to enhance national benefits. The innovation system fails in establishing and sustaining Kenya’s distinction in the generation and management of science, technology and innovation. In order for Kenya to realise maximum benefits arising from research, there is need to adopt a system approach to address innovation dynamism in all sectors of the economy by examining their interdependency, interconnections, and interrelations. The system does not encourage access, use, generation and diffusion of knowledge within business systems.

![Sweet sorghum research at JKUAT](image)

Incentives for business R&D in small firms and educational training partnerships to stimulate business demand for S&T graduates and enhance their capacity to innovate, as well as provide young graduates with the right skills to work as researchers in industry are weak. An emerging challenge is that of appropriated and responsive intellectual property rights regimes. These are important in facilitating innovation. However, in the Kenyan context there are challenges that constrain local innovators from benefiting from their work. Some of the key issues include the accessibility of the regime as well as the extent to which it enables harnessing of indigenous knowledge and resources. The existing Intellectual Property Rights (IPR) regime need a review and be judiciously enforced to provide impetus and maximize incentives for the generation, protection and utilization of intellectual property by all categories of inventors in the business system of KNIS in order to foster achievement of Kenya’s national development objectives.
3.3.9 Partnership and Linkages

University-industry linkages provide the University with opportunities to gain practical skills, particularly in science, engineering and medical degree programs. At a higher level, the University could serve as the research and development arm of the industry. That would mean the industry does not have to invest in a research infrastructure but should instead would use university research teams. Industry-university linkages also support commercialisation of student and research groups’ innovations in universities. Close and productive interaction between academia, private sector and public institutions in all fields is vital in harnessing the existing potential in a coordinated manner. However, research institutions, academia and industry in Kenya have for long been operating in separate domains. The intersecting needs and mutually interdependent relationships call for a well-conceived integration between the public sector, academia and industry. In this regard, the national and county governments will be key players in the integration process through the enactment of various enabling policy instruments and availing the necessary incentives to support the integration process.

![Image of two people shaking hands]

Mr. Mauricio Sucasas, Director, IBM China, and Prof. Mabel Imbuga, VC, JKUAT exchange documents after signing a Memorandum of Understanding on behalf of the two institutions.

3.3.10 Commercialization and Extension

A large portion of the economy is dominated by micro, small and medium enterprises (MSMEs). They also dominate innovations in Kenya, as evidenced by the number of patents by this sector. MSMEs are similar to cottage industries worldwide. If supported
and linked to the education and research system, this will result in more local product development capacity and capability. In addition, existing initiatives by academic institutions to research and development of products should be encouraged by creating links with private sector for improved commercialization. Finally, the weak intellectual property regime and associated processes in Kenya is a hindrance to commercialization, and hence to economic competitiveness.

Development and Transfer of Banana Tissue Culture Technology
CHAPTER FOUR: SITUATION AND STRATEGIC ANALYSIS

4.1 Introduction

Based on the PESTEL and SWOT analysis, the following emerge as the priority strategic themes that will be addressed by the University during the strategic plan period.

i) Policy and Corporate Governance
ii) Resource Mobilization
iii) Human Resources Management
iv) Financial and Procurement Management
v) Infrastructure Development
vi) Information and Communication Technology (ICT)
vii) Undergraduate and Graduate Education
viii) Research and Innovations
ix) Agriculture and Rural Development
x) Partnerships and Linkages
xi) Extension Services and Technology Transfer

The situational analysis for each of the themes is undertaken in sections 4.2 - 4.13 below:
4.2 Policy

The University considers policies as important reference documents that help in guiding decisions and future actions by management. Policies also facilitate implementation of strategy and also provide direction that the University intends to take in achieving its vision. During the implementation of the Strategic Plan (2009-2012) a number of policies have been developed that include, but are not limited to: IGU Policy; Staff Training Policy; Fees Collection Policy; Alcohol, Drug and Substance Abuse Policy; Communication Policy; Debt Management Policy; Sexual Harassment Policy; E-Waste Management Policy; Occupation Safety and Health Policy; Transport Policy; HIV and AIDS Policy; Academic Quality Assurance Policy; Education for Sustainable Development (ESD) Policy; Intellectual Property Policy; Information Security Policy; Automation Policy and Staff Code of Conduct and Ethics. On a need basis, the University commits to develop two (2) policies per year over the Strategic Plan period (2013-2017).

4.3 Corporate Governance

The Universities Act No. 42 of 2012 and the JKUAT Charter 2013, guide the University to achieve its mandate and functions, taking cognizance of existing policies relevant to higher education. The Statutes define the roles of the various officers, the committees, Senate, University Council, and other organs that form JKUAT. The Statutes also provide for the main sources of funds for the University and how the funds are applied. However, global dynamism and existing market trends necessitate backups to ensure that the University maintains quality standards of its programs and products. This necessitated the development and use of other policy documents and other references alongside the University Statutes. These include strategic plans, University Calendar, University Prospectus, University policies, national policies and University Quality Management Systems (QMS).
The University Council is the topmost organ of JUAT. Its functions are as provided for in the Jomo Kenyatta University of Agriculture and Technology Charter, 2013 and Statutes. The Council is responsible for management of University resources including human, material, finance and information resources. The Council controls human resourcing, plans and regulates tangible and intangible assets of the University and enters into contracts on behalf of the University. The Council enters into performance contracts in which it commits to: the development of annual work-plans; identification of performance targets; assignment of weights to performance indicators; negotiating performance targets/signing the performance contracts; ensuring achievement of performance targets and preparing employees in JUAT for the desired changes in working styles, attitudes and work ethics.

The Senate is the topmost academic unit of JUAT and has the responsibility over all academic issues as provided for in JUAT Charter and Statutes. The responsibilities of Senate include responding appropriate to promote teaching, learning, research and innovation at JUAT, and regulating all academic programs of the University. The Senate is responsible to the University Council and exercises such powers as may be conferred by the JUAT Charter and by the Statutes or by such other Acts as the Council may authorize. The University Senate is responsible for approval of University program; examination; academic college; faculties, schools, institutes, centres and department; syllabi, rules and regulations governing teaching, learning, research, innovations, student and staff welfare.
4.4 Human Resources Management

Effective service delivery by competent workforce

Human resource remains the major driver to achieving the University’s vision and mission. In view of this strategic thrust, there is need to achieve optimal staffing levels to effectively provide the required support structures. The University has expanded through increased number of students and campuses without a commensurate increase in human resources. The total number of staff stands at 2,045 consisting of 669 teaching staff and 1,376 non-teaching staff, as indicated in Table 4.1 below.

Table 4.1: Staff Establishment and In-Post for 2007-2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Approved</th>
<th>Establishment</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>2,351</td>
<td></td>
<td>1,117</td>
<td>365</td>
<td>1,482</td>
<td>869</td>
</tr>
<tr>
<td>2008</td>
<td>3,298</td>
<td></td>
<td>1,133</td>
<td>622</td>
<td>1,755</td>
<td>1,543</td>
</tr>
<tr>
<td>2009</td>
<td>2,298</td>
<td></td>
<td>1,085</td>
<td>698</td>
<td>1,783</td>
<td>515</td>
</tr>
<tr>
<td>2010</td>
<td>2,664</td>
<td></td>
<td>1,141</td>
<td>725</td>
<td>1,866</td>
<td>798</td>
</tr>
<tr>
<td>2011</td>
<td>3,049</td>
<td></td>
<td>1,192</td>
<td>742</td>
<td>1,934</td>
<td>1,115</td>
</tr>
<tr>
<td>2012</td>
<td>3,049</td>
<td></td>
<td>1,260</td>
<td>785</td>
<td>2,045</td>
<td>1,004</td>
</tr>
</tbody>
</table>
Given the current student population of 28,800, the ratio of teaching staff to students is far much lower than the CUE and internationally approved ratio. (See Table 4.2)

**Table 4.2 Lecturer Student ratios in various cluster Programs**

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Cluster of Programs</th>
<th>Lecturer/Student ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Applied Sciences</td>
<td>1:10</td>
</tr>
<tr>
<td>2</td>
<td>Arts and Humanities</td>
<td>1:15</td>
</tr>
<tr>
<td>3</td>
<td>Medical and Allied Sciences</td>
<td>1:7</td>
</tr>
<tr>
<td>4</td>
<td>Pure and Natural Sciences</td>
<td>1:10</td>
</tr>
<tr>
<td>5</td>
<td>Social Sciences</td>
<td>1:18</td>
</tr>
</tbody>
</table>

4.5 Financial and Procurement Management

According to Vision 2030 Sector Plans for Agriculture and Rural Development (2013-2017), Education Development (2013-2017) and Science, Technology and Innovation (2013-2017), the Government’s expenditure on education is 7% of the country’s GDP. This is the highest expenditure level per student based on the average education GDP in Africa. Much of this expenditure however goes to primary and secondary education, with only a small allocation to universities. Further, the Government’s policy for allocating funds to universities is based on the number of students joining the University and not the cost of mounting specific programs. This is done without the consideration of inflation rates and the high cost of living. In addition, fees levied on students do not match the actual cost of running the programs hence the financial instability at universities. The University programs are funded by the Government through fees and other income generating activities and projects.

As a reputable institution of higher learning in the region, JKUAT is guided by its mandate whose achievement requires adequate planning in order to match the increased demand for university education with existing resources. The Government, as the chief financier of public university education in Kenya, is only able to finance 35% of required resources at JKUAT. Therefore, there is need for stringent controls in utilization of resources to meet the University needs.

Over the years, the financial allocations from government and the fees have not been sufficient to cover the growing needs of the University. The effect of these financial limitations has been the hindrance in the delivery of the University’s mandate. In view of the foregoing, the University will lobby for increased Government funding from the current average of Kshs. 1.75 billion to a minimum of Kshs. 3 billion per year. In addition, the University will also strengthen other IGAs, fees income, research and innovation funds and consultancy in order to broaden its revenue base.
4.6 Infrastructure Development

4.6.1 Availability of Facilities

The growth in demand for university education has not been matched with availability of facilities. Within the main campus, the growth in infrastructure has not been congruent with the corresponding increase in student population. The University has inadequate lecture halls, library, offices, laboratories, hostels, and other facilities. In addition, the University plans to renovate, expand, construct and acquire new infrastructure to meet the growing needs.

Prof. Imbuga presides over the ground-breaking ceremony for the new administration block

4.6.2 University Space Utilization

The University has experienced a period of rapid expansion of its building stock, supported by substantial injections of capital from the government, development partners and income generation activities. The University will deliver outstanding facilities and services and manage them effectively and responsively for the benefit of
staff and students. This requires JKUAT to make the best use of space and physical resources across the University, ensuring that infrastructure is maintained and developed in a sustainable way. Substantial continuing investment will be required, building on the major initiatives of the last five years.

The University will renew her physical infrastructure by building new facilities and substantially renovating existing ones and by renewing roads, utilities, fields, students housing, and information technology resources needed to support the University’s mission. The University will aggressively pursue funding for construction of new facilities that will reduce substantial space deficit and adequately support mission of outstanding teaching and world class research.

4.7 Information and Communication Technology

4.7.1 Science Technology and Innovation

Information and Communication Technology (ICT) has become indispensable to overall economic development in terms of service delivery, effective communication, access to market, tapping of global knowledge among others. Kenya, through the Vision 2030 and the Sector Plan for Science, Technology and Innovation, considers ICT as a key to strengthening the foundation for a knowledge economy. In this regard, the Madaraka PC project in the Vision 2030 has a direct linkage to JKUAT. The project is intended to provide an incubation environment for students in local universities. In addition, it will give Kenyans access to affordable/robust PCs’ and create a market for hardware and software products and an environment where these products can be developed and manufactured.

JKUAT therefore plays a key role in the development of ICT in the country through the major initiatives by University management. The University can boast of her highly recognized ICT initiatives among other universities in the region. Through improved ICT capacity, the University will achieve most of its functions and mandate as provided for in the Statutes, and provide a clear linkage to the integrated vision of the University. ICT optimization will also increase customer satisfaction as well as access to higher education as a contribution geared towards achieving enhanced application of Science Technology and Innovation (ST&I) in the national priority sectors to ensure optimal benefits for Kenya’s socio-economic development. ICT has also been involved in customization of a number of financial and non-financial systems, including the SAGE ACCPAC, ERP, the library management system and the research management information system. There is also collaboration with industry players such as Google Africa in the area of web-based application for communication and service delivery. To drive ICT to the next level in this strategic plan, an ICT master plan will be developed.
4.7.2 The University Website

One of the ICT initiatives in the University at the moment is the move towards paperless offices. To achieve this, the University has been involved in various activities aimed at enhancing ICT at various levels, including the development of policies, which includes the Electronic Payment Policy, ICT Policy, E-waste Policy and the Information Security Policy. These policies are available in the University website (www.jkuat.ac.ke). In addition, announcements, academic programs, examination results, annual university events and research results are also availed to staff, students and other stakeholders through the website. The JKUAT website has also been used as a source of information and marketing tool. However, students, faculty, researchers, administrators and stakeholders across the University do not take full advantage of these services simply because they are unaware of them hence there is need to extend marketing reach internally and externally so that the stakeholders fully understand the complete scope of services and tools.

The adoption of applications and infrastructure based on digital technologies is very relevant to higher education, and underpin many of the traditional functions and operations associated with a modern university, as well as providing new opportunities. The successful deployment of Web based IT strategies is critical to achieving many of JKUAT’s goals, including blended learning, teaching and research. The University Website will assist in providing high standards of service for students and staff by improving internal processes to reduce costs through automating processes and employing electronic forms.

4.8 Undergraduate and Graduate Education

4.8.1 Student Enrollment and Graduation

The increasing population growth in the country coupled with the recently introduced government policy on free day secondary education has led to exponential growth in demand for higher education in Kenya. The social demand approach holds that society will continuously seek increased education opportunities out of the perception that education can guarantee socio-economic advancement.

In the 2008/2009 Academic Year, JKUAT had a student population of 14,561. In 2009/2010, the population grew to 15,655 an increase of 7.5%. In 2010/2011 Academic Year, the student population...
was 19,500, representing a growth of 19.7% from the previous year. The number rose to 22,800 in the 2011/2012 academic year, representing a growth of 15.3% from the 2010/2011 academic year. However, in the year 2012/2013 the student population rose to 33,850 representing an increase of 48.5%.

The population of the international students was 480 in 2011/2012 rising to 700 in 2012/13, an increase of 45.8%. The annual growth over the three years has surpassed the targeted growth of 10% per year for the 2009-2012 Strategic Plan. It is anticipated that the current population of 33,850 will realize a growth rate of a minimum of 12% annually for the next 5 years.

During the same plan period the number of graduates grew from 2,912 in 2008 to 3,559 in 2009 representing an increase of 22.2%. In 2010, the number was 4,228 rising to 4,467 in 2011 which is an increase of 5.6%. JKUAT intends to grow this number by 6% annually up to the end of the Strategic Plan’s period. JKUAT has an opportunity to increase its intake and at the same time appeal to a large market for its programs. It is envisaged that JKUAT will expand opportunities for qualified Kenyans, East Africans and Africans to access quality university education. In this regard, JKUAT will implement the relevant national, regional, continental, international policies, objectives and legal framework that guide access and quality of higher education.

In response to the free primary education programme, JKUAT shall seek to increase admission of students to accommodate the expected increase in the number of KCSE candidates. The University targets to increase admission by at least 12% annually during the plan period. In addition JKUAT shall seek to assist needy students who have challenges in raising fees for their studies. Currently, the University has provision for academic leave to enable students to take a break and raise funds for the fees.

4.8.2 University Satellite Campuses

As a result of the high demand for JKUAT programs, the University has established countrywide and regional campuses as indicated in the table below. The students enrolled in these campuses increased from 2,607 students in 2010 to 9,136 students in 2012.
The East African Community Development Strategy (2012-2016) emphasizes the need for promotion of education, science and technology for a creative and productive human resource within the community. In this regard, the University has established a campus in Arusha. The University will establish regional campuses in Rwanda, Burundi, South Sudan and Somaliland.

4.8.3 Academic Programs

The total number of programs in 2009/2010 academic year was 152. Currently, JKUAT has 414 academic programs cutting across various disciplines including Engineering, Science, Agriculture, Information Technology, Applied Science, Health Sciences, Social Sciences, and Business. The University aims to increase this number by 240 in the next five years. The new programs will include Biotechnology, Space Science, Mining and Petroleum, Material Science, Nanotechnology, Value-addition, Manufacturing and ICT among others.

One of the strategic goals of Sector Plan for Education Development

Ms.Fatma Shakur, a 2nd year JKUAT Marine Engineering student receives a trophy from top NYS officials for her exemplary cadet performance.
(2013-2017) is to enhance access, equity and quality of education and training at all levels based on demand and supply. The interest of the University to develop/review programs/courses is necessitated by the market forces of demand and supply. The courses are developed with contributions from industries, alumni and other stakeholders. The courses are reviewed regularly to reflect changes in the market. They are done after a completion of a full cycle which is four, five or six years depending on the program. The trends in the market are analyzed and alumni, graduates and other stakeholders’ views sought through survey so that a program is updated to match the changing market needs. The course content is then updated accordingly. Other steps have included review of all programmes to ensure incorporation of internship programmes. The development/review of programs at JKUAT is done according to CUE, IUCEA, AAU, ACU, and University regulations, Faculty/Institute/School regulations and academic quality policy. This is important to ensure that the quality of the programs is leveraged on national, regional, continental and international standards.

4.9 Agriculture and Rural Development

The Agricultural and Rural Development (ARD) sector comprises of the following eight subsectors: Agriculture; Livestock Development; Cooperative Development and Marketing; Lands; Fisheries Development; Forestry and Wildlife; National Land Commission and Agricultural Research & Development (ARD). In its contribution to GDP, ARD sector directly contributes 24.5 percent of the GDP valued at Kshs. 741 billion. The sector also contributes approximately 27 percent to GDP through linkages with manufacturing, distribution and other service related sectors. It further accounts for about 65 percent of Kenya’s total exports, 18 percent and 60 percent of the formal and total employment respectively. ARD sector has been identified as one of the six sectors aimed at delivering the 10 percent economic growth rate under the Vision 2030.

The ARD sector goal in line with the Vision 2030 is “an innovative, commercially oriented and modern agriculture and rural development sector”. The policy and institutional framework guiding the sector is the Agriculture Sector Development Strategy (ASDS, 2010-2020) which emanated from a revision of the Strategy for Revitalizing Agriculture (SRA, 2004-2014) to reflect the aspirations of the Vision 2030. The key policy goals of the sector include: raising agricultural productivity through generation and promotion of technologies and increased resource allocations; exploiting irrigation potential; increased commercialization of agriculture; undertaking a comprehensive review of the legal and policy framework for the sector; improving governance of sector institutions; land development; and promotion of sustainable management of fisheries, forestry and wildlife resources. However, the development of the sector is affected by inadequate legal and policy framework; high poverty levels and drought; agricultural land subdivision and increased urbanization; inadequate market and infrastructure; limited value addition and product diversification; limited use of appropriate technology; inadequate
capacity to manage pests and diseases; limited financial services and credit; low youth participation; and high cost of production.

JKUAT will facilitate in overcoming some of these challenges through development of value addition programmes, development and promotion of appropriate technologies, enhanced extension and technology transfer and undertaking applied research.

4.10 Research and Innovations

The Sector Plan for Science, Technology and Innovation (2013-2017) proposes intensified application of science, technology and innovation to raise productivity and efficiency and recognizes the critical role played by research and development (R&D) in accelerating economic development. In addition the Sector Plan for Education Development (2013-2017) puts emphasis on the need to spearhead and enhance the integration of science, technology and innovation into national production systems and processes for sustainable development. Specifically, the Sector Plan for Agriculture and Rural Development (2013-2017) stresses the need for developing technologies and innovations for increased productivity and value addition in agriculture. As Kenya advances into a knowledge-based economy, in which the generation of knowledge and innovations are key ingredients of economic propulsion, JKUAT focuses to become a key element of the national technology and innovation system (STI) for both human capital provision and a seedbed for new businesses.
The potential for research and innovation has been evidenced by the many proposals JKUAT scholars have submitted to solicit both internal and external funding. Between 2007 and 2011, a total of 89 research proposals were submitted for internal funding. Of these, only 52 were able to secure internal funding due to scarcity of funds. In that period, the internal fund had steadily increased to about Kshs. 37.5 million for research projects and Kshs. 15 million for innovation projects per year. Currently, there are about 35 on-going research and 17 innovation projects supported by internal funds. JKUAT anticipates raising its annual internal funding capacity from Kshs. 52 Million to Kshs. 100 Million in the 2013-2017 period. The number of externally funded projects has also continued to rise. In the year 2011, more than 70 research proposals were submitted for external funding out of which 51 were successful in drawing a total of Kshs. 787 million funding as detailed in the Table (4.3). This figure is expected to continue rising over the Strategic Plan’s period to Kshs. 1 Billion annually.

Table 4.3: List of recently funded research projects

<table>
<thead>
<tr>
<th>Externally funded Projects</th>
<th>Amount ($ m)</th>
<th>(Kshs. millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UniBRAIN Project (DANIDA)</td>
<td>2</td>
<td>170</td>
</tr>
<tr>
<td>Renewable Energy Project (JICA)</td>
<td>4</td>
<td>340</td>
</tr>
<tr>
<td>Bio-innovate Project (EU)</td>
<td>0.27</td>
<td>23</td>
</tr>
<tr>
<td>Amaranthus Project (Aus-Aid)</td>
<td>0.50</td>
<td>42.5</td>
</tr>
<tr>
<td>Bean Project (EU)</td>
<td>0.035</td>
<td>3</td>
</tr>
<tr>
<td>Aflotoxin Control Project</td>
<td>0.100</td>
<td>8.5</td>
</tr>
<tr>
<td>NCST Project</td>
<td>2.35</td>
<td>200</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9.25</strong></td>
<td><strong>787</strong></td>
</tr>
</tbody>
</table>

To sustain its capacity for research, the University expects major infrastructural capacity development to support its thematic research centres of excellence. These will involve the acquisition of thematic research laboratories, facilities and equipment. Significantly, the fundraising will require the support of development partners and collaborators in raising the Kshs. 1 billion annually over the Strategic Plan’s period.

As part of its commitment to contribute to national industrialization, JKUAT anticipates to promote at least ten (10) of its current innovation project outputs into prototypes and then commercialize the same through incubation in collaboration with industry in a new Industrial Park and Botanical garden to be developed. Further, the University desires to increase the use of its research outputs and innovations by industry and other stakeholders in order to create socio-economic benefits, while generating income to support research and education. In this regard, the research centres and IGUs will be expected to actively engage with stakeholders to ensure technology transfer and extension.
4.11 Partnerships and Linkages

The Sector Plan for Education and Development (2013-2017) calls for the need to strengthen linkages between higher education, training institutions and research institutions with communities and industry. University-industry linkages are beneficial in many ways because they support commercialization of innovations, provide universities with opportunities to gain practical skills, and support universities in achieving desired learning outcomes. The industry benefits from near free university student labour especially with senior students and also gives them opportunities to identify future talent. Currently, universities engage industry mainly in providing internship and attachment opportunities to students. Another area that is critical for quality of university education is in the development or review of university curricula to ensure that they are relevant and have the desired learning outcomes in line with industry needs. JKUAT is engaged in linkages and partnerships with a number of national and international research and development institutions, industry, community organizations, and institutions of higher learning, middle level colleges and centres.

Currently, the University has 130 national and international partnerships and linkages with industry. The functional local linkages and partnerships include that with Safaricom Ltd, Tana and Athi River Development Authority (TARDA), Kenya Bureau of Statistics among others. As part of internationalization, JKUAT is collaborating with the Chinese
Academy of Sciences (CAS), Chinese Ministry of Science and Technology (MOST), Comprehensive Africa Agricultural Development Program (CAADP), Safaricom ltd., International Business Machine (IBM) - USA, Nissin Foods Holding - Japan, Huawei Ltd - China, Siemens Cooperation – Germany and Flora life Ltd – USA. The University plans to grow the number of collaborations at a rate of 10% annually over the next five years. In this respect, the University has an Operational Linkages Policy, which guides the management of the collaborations.

With regards to partnerships and linkages with the County governments, JKUAT recognizes that the Kenya Constitution, in the fourth schedule, has set out specific functions for the national and County governments in relation to the University education, science and technology sector. One of the national goals for university education is to encourage and strengthen linkages that are aligned with national priority areas among the County governments. JKUAT is currently facilitating the government initiatives of promoting devolved governments through collaboration with Association of Local Governments Authorities of Kenya (ALGAK). JKUAT is also working closely with the Comprehensive African Agricultural Development Program (CAADP) to improve agricultural research and systems in order to disseminate appropriate new technologies. In order to enhance this collaboration at the County government level, JKUAT will endeavor to improve agricultural productivity, integrate value chain management, implement appropriate technologies and establish environmentally sound agricultural production.

4.12 Extension Services and Technology Transfer

The Sector Plan for Science and Technology (2013-2017) calls for the need for technology transfer, diffusion and commercialization of new technologies through appropriate extension services. In an effort to play an active role in socio-economic development in the country, the University provides a need-based community extension services and transfer of appropriate technologies for industrialization. The extension services provided by the University are derived from community surveys conducted from time to time and enquiries from individuals and community groups. JKUAT as a university of agriculture and technology has a rich and growing technological, skills and information base that if properly harnessed can transform subsistence agriculture and cottage industries into competitive sectors both locally and globally. There is, therefore, an urgent need for innovative, diversified and pluralistic technological transfer and innovation systems involving all stakeholders. This will enhance the capacity of JKUAT to provide extension and technology services to the agricultural and industrial sectors and fast track the transformation of agriculture and industrialization in Kenya.
JKUAT has been collaborating with JICA in community development programmes for enhancing technology transfer and innovation. The innovations which have been transferred to the community range from food processing equipment such as a juice extractor to horticultural and biotechnological products namely fruit seedlings and tissue culture banana seedlings, agro-processing equipment which includes walking tractors, chaff cutters, honey extractors, chemistry products such as herbal beauty products (lotions, creams, shampoo, air conditioners and soap) and disinfectants among others. The University operates two demonstration farms at its Juja Main Campus and Kabiruini Extension Centre in Nyeri. Community groups and students learn and practice modern farming techniques in these demonstration farms. In order to make the University’s technologies and innovations accessible to the community and industry, the University targets training of women and youth groups with unique needs. To enhance dissemination of technologies use of radio and TV has recently been intensified with impressive results.

4.13 Community Collaboration and Corporate Social Responsibility

Community Collaboration and Corporate Social Responsibility is a process of improving low-and moderate-income neighborhoods for the benefit of, and under the direction of, the residents of that neighborhood. This process strives to be sustainable, socially just, and comprehensive, encompassing a variety of activities such as neighborhood planning, affordable housing, commercial and real estate development, physical revitalization, industrial development, employment and training, job creation, education, leadership development, and community building. JKUAT is located within vibrant urban and rural communities. JKUAT seeks to build networks of neighborhood stakeholders and to develop partnerships to affect positive change.
JKUAT vision and mission is generally grounded in a knowledge-based economy, especially where the JKUAT invests significantly in community-based research in science and technology, agriculture, husbandry and industry. Such growth is further bolstered by JKUAT’s devoting itself to quality education, and aligning its curricula with the needs of the community. The University will offer its expertise, where appropriate, in helping to address social or other community issues. In particular, it will work with the community to advance environmental stewardship, sustainability, and smart growth in the surrounding community. An essential part of JKUAT’s community collaboration and corporate social responsibility is to provide resources to build the capacity and strengthen existing community organizations and in working with these organizations to develop community leadership and solidarity.

4.14 Participation in Regional Integration

JKUAT is a member of the Inter University Council of East Africa (IUCEA). The mission of IUCEA is to encourage and develop mutually beneficial collaboration between member universities and governments and other public and private organizations. This is being achieved through strengthened regional communications through networks which link regional member universities to relevant sites in East Africa and the world; initiate, assist and encourage the development of East African higher institutions of learning and encourage collaboration in regional research and thereby assist universities to develop centers of advanced study and research on a rationalized basis. The operations of IUCEA are supported by conducive higher education Partner State policies and EA Protocol. The IUCEA has continued collaborating with local and international partners to support researchers, teaching staff and students to undertake research and deliberate on pertinent academic and governance issues in East African Universities. It has also facilitated the implementation of sector-based national and regional development projects. Rwanda and Burundi were officially admitted to IUCEA in March 2008. IUCEA is implementing its Five-year Rolling Strategic Plan for 2013-2017 which was designed to enhance the Council’s capacity in carrying out its core mission activities. JKUAT will participate in IUCEA’s activities through promotion of education, science and technology for a creative and productive human resource including harmonizing E.A Education systems and training curricula.

4.15 Risk Mitigation

Based on the PESTEL, SWOT and situation analysis the key risks have been identified as indicated below including the required mitigation.
<table>
<thead>
<tr>
<th>NO.</th>
<th>THEME</th>
<th>RISKS</th>
<th>MITIGATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Policy</td>
<td>Inadequate policies to facilitate decision making and accountability</td>
<td>Improve policy and corporate governance for enhancing accountability and decision making</td>
</tr>
<tr>
<td>2.</td>
<td>Corporate Governance</td>
<td>Inappropriate system of governance for enhancing decision making and accountability consistent with the mandate and values of the University</td>
<td>Improve corporate governance for enhancing accountability and decision making</td>
</tr>
<tr>
<td>3.</td>
<td>Resource Mobilization</td>
<td>Insufficient funding diversification for supporting University development</td>
<td>Strengthen University funding through diversification of revenue streams</td>
</tr>
<tr>
<td>4.</td>
<td>Management of Human Resource</td>
<td>Inadequate mechanism for attracting, developing and retaining staff of the highest international caliber</td>
<td>Attract, develop, motivate and retain efficient staff of the highest integrity and make JKUAT an employer of choice</td>
</tr>
<tr>
<td>5.</td>
<td>Finance and Procurement</td>
<td>Inefficient and ineffective financial and procurement systems</td>
<td>Improve financial sustainability through effective and efficient financial and procurement systems</td>
</tr>
<tr>
<td>6.</td>
<td>Infrastructure Development</td>
<td>Insufficient infrastructure development and services responsive to all stakeholders’ needs</td>
<td>Provide adequate facilities and services and manage them effectively and responsively for the benefit of stakeholders</td>
</tr>
<tr>
<td>7.</td>
<td>Undergraduate Education</td>
<td>In appropriate system for recruiting the very best students nationally, regionally and internationally through an equitable process based on achievements and potential</td>
<td>Enhance access, equity, quality, relevance and equality in undergraduate education</td>
</tr>
<tr>
<td>8.</td>
<td>Graduate Education</td>
<td>Inadequate quality graduate and professional programmes characterized by high completion rate</td>
<td>Enhance access, equity, quality, relevance and equality in graduate education</td>
</tr>
<tr>
<td>9.</td>
<td>Agriculture and Rural</td>
<td>Inappropriate agricultural, livestock and fisheries development and management for improving livelihoods of Kenyans</td>
<td>Improve livelihoods of Kenyans through promotions of competitive agriculture and innovative, sustainable livestock and fisheries development</td>
</tr>
<tr>
<td>NO.</td>
<td>THEME</td>
<td>RISKS</td>
<td>MITIGATION</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Partnership and Linkages</td>
<td>Underdeveloped level and effectiveness of national and international collaboration between JKUAT and the industry, development partners, institutions of higher learning, governments and professional bodies</td>
<td>Enhance the level and effectiveness of national and international collaboration between JKUAT and industry, development partners, institutions of higher learning, governments and professional bodies</td>
</tr>
<tr>
<td>11</td>
<td>Research and Innovation</td>
<td>Absence of appropriate culture in which every university program engages in research and innovation for supporting agriculture, science and technology development</td>
<td>Undertake value-added research and innovation for supporting agriculture, science, energy and technology development</td>
</tr>
<tr>
<td>12</td>
<td>Corporate Social Responsibility and Technology Transfer</td>
<td>Ineffective transfer and commercialization of research and innovations for competitive agriculture, science and technology development</td>
<td>Improve university community collaboration and effectively contribution to socio-economic development through active participation in CSR activities</td>
</tr>
<tr>
<td>13</td>
<td>Community Collaboration and Corporate Social Responsibility</td>
<td>Ineffective university community collaboration and poor contribution to socio-economic development</td>
<td>Improve university community collaboration and for effective contribution to socio-economic development through active participation in CSR activities</td>
</tr>
</tbody>
</table>
5.1 Introduction

JKUAT enjoys a pre-eminent position nationally and internationally as a hub of outstanding learning, teaching, and research. Whether measured by peer review, student satisfaction, knowledge transfer, research income or student quality, JKUAT ranks amongst the very best universities in Africa. Nonetheless, competition with the top international universities remains strong, and JKUAT should also anticipate the emergence of world-class competitors from China, India, and Singapore, as well as from other parts of the European Union.

JKUAT offers a highly distinctive form of environment for academic endeavor. The collegiate system enables undergraduates, graduates and academics to belong to small scholarly communities, whilst at the same time benefiting from the international research strengths of the departments and faculties. The most important challenge JKUAT faces in competing successfully in a dynamic environment is the maintenance of a distinctive,
high quality educational experience for JKUAT students and the provision of a distinctive, high quality professional experience for JKUAT academics and support staff, against a difficult financial background. All the strategies described in this strategic plan are designed to meet the challenge of sustaining and enhancing JKUAT’s distinctiveness and excellence.

One of the most critical issues to be addressed is that of funding. JKUAT plans to attract and retain top-flight academics, offer competitive scholarship and bursary schemes to students, and also invest in improving facilities and services. All these are conditional on very substantial improvement in the financial position of the University. The success of the development campaign for JKUAT will be crucial in making a significant contribution to her financial sustainability. However, it will not be sufficient in itself. The University must ensure that it uses her resources efficiently and that further progress is made on increasing recovery rates on research costs, and returns from investments.

Sustaining excellence in every area of teaching and research requires JKUAT to be able to attract and retain academics of the highest quality across the full range of disciplines. The challenges which faces JKUAT in this domain include the need to: build flexibility into the terms and conditions of academic employment; enhance system of career progression; find ways of addressing the high costs of housing; and keep bureaucratic burdens on academic staff to a minimum.

JKUAT’s aim to attract the very best students requires the University to address both cultural and financial barriers to entry to the University. In order to ensure that highly able students from all social, economic and ethnic groups in Kenya apply for undergraduate courses, the University needs to make sure that it designs outreach measures targeted at groups who have not traditionally applied to JKUAT, and to develop bursary scheme effectively. On the graduate side, numbers of high quality graduate applicants accept offers from our competitors rather than from JKUAT because JKUAT is unable to match the funding they offer. There is also a need to review application processes to ensure that the University is well positioned against the competitors.

Future changes in the educational landscape will require the University to be able to adjust and update its courses in a timely way. The changing academic needs of the incoming students, the increasing significance of doctoral training, the growing emphasis placed by students and employers alike on the acquisition of transferable skills, the demand for high quality professional and executive education programs, and the shifts in disciplinary boundaries occurring across many subject areas, all highlight the need to keep the academic courses under regular review.

JKUAT is a large and complex institution, with responsibility for many activities devolved to departments or resting with colleges, in line with the principle of subsidiarity.
This devolution enables the University to provide flexible and responsive services to students and academic staff at local levels. However, it can also make the achievement of consistent standards of service across the Collegiate University more difficult, and makes planning and internal communication more complex.

The complexity of JKUAT can also work against the quality, contestability and transparency of decision-making. There is a need to keep under review the systems for ensuring the accountability of the University’s administration, consistent with the values of the self-governing Collegiate University.

The University is among the best-known and most admired institutions of higher learning in Africa. As a result, there is a need to ensure that there is broad public understanding of the distinctive character of the University and the benefits this yields. In an increasingly competitive global arena, the University needs to be seeking out new ways of communicating, as effectively and persuasively as possible, the dynamism and quality of what JKUAT is and aspires to be.

5.2 National Goals

The national goals on university education, science, technology and innovation as envisioned in Vision 2030 and the Report of the Task Force on Alignment of the Higher Education Science and Technology Sector with the Constitution (TAHEST) of 2012 and the Sector Plan for Science, Technology and Innovation (2013-2017) are depicted on Table 5.1 below.

Table 5.1: National Goals for University Education

<table>
<thead>
<tr>
<th>Themes</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>University Education</strong></td>
<td></td>
</tr>
<tr>
<td>1. Access and Equity</td>
<td>A progressive increase in the Gross Enrollment Rates (GER) from 3.1% to 10% (i.e. from about 181,000 in 2012 to 800,000 students) by 2022, while respecting diversity of students.</td>
</tr>
<tr>
<td>2. Relevance and Quality</td>
<td>“Improve quality and relevance of university education and research for socio-economic transformation of Kenya by 2022.” Align all university education to national and regional development goals.</td>
</tr>
<tr>
<td>3. University Admissions</td>
<td>Establish an efficient and transparent University and College admission system that would provide admission services to all applicants, Universities and Colleges.</td>
</tr>
<tr>
<td>Themes</td>
<td>Goals</td>
</tr>
<tr>
<td>--------</td>
<td>-------</td>
</tr>
<tr>
<td>4. Capacity Building and Staff Retention</td>
<td>Improve the retention and productivity of academic staff in universities.</td>
</tr>
<tr>
<td>5. Funding of University Education</td>
<td>Establish an institutional government funding mechanism for achieving university education policy objectives and alignment with the constitution of Kenya 2010.</td>
</tr>
<tr>
<td>6. Governance and Management of Universities</td>
<td>Reform the governance structures of private universities to align them with the Constitution of Kenya 2010 and attract investments from the private sector. Reform the governance structures of public universities to align them with the constitution of Kenya 2010, improve efficiency in decision-making and separate governance.</td>
</tr>
<tr>
<td>7. Student Leadership and Community outreach</td>
<td>Develop ethical leadership and community outreach and awareness potential of university students.</td>
</tr>
<tr>
<td>8. Linkages and Partnership of Industries with Universities</td>
<td>Develop strong university linkages and partnerships that enhance mutual learning, research and innovation.</td>
</tr>
<tr>
<td>9. Establishment and distribution of University education institutions</td>
<td>New public universities shall be established in 12 Counties without a university education institution with special funding and specialized degree programmes.</td>
</tr>
</tbody>
</table>

**Science, Technology and Innovation (ST & I)**

<table>
<thead>
<tr>
<th>Themes</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prioritized National Intervention areas</td>
<td>Leverage ST&amp;I to transform the economy through the identified national priority areas</td>
</tr>
<tr>
<td>2. Human Resources</td>
<td>Attract, develop and retain a critical mass of world class human resource capacities, focusing on identified national priority areas in order to harness and effectively participate and application of ST&amp;I for value addition and creation of new products and services.</td>
</tr>
<tr>
<td>3. Intellectual Property Rights</td>
<td>Support the search, acquisition, development and application of modern, emerging and indigenous knowledge and the utilization of the ensuing technologies in the priority formal and informal sectors of the economy for enhanced livelihood of Kenya communities and national development.</td>
</tr>
<tr>
<td>Themes</td>
<td>Goals</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4. ST&amp;I Infrastructure</td>
<td>Support the development, renewal and maintenance of supportive physical infrastructure and technologies required by the key centres of excellence in ST&amp;I.</td>
</tr>
<tr>
<td>5. Funding</td>
<td>At least the equivalent of 1% of GDP to be mobilized every year for the entire ST&amp;I value chain (from pre-R&amp;D to commercialization from the government and other sources).</td>
</tr>
<tr>
<td>6. Linkages, Partnerships and Collaborations</td>
<td>Encourage, strengthen and streamline viable linkages that are aligned with the national priority areas among national and County government academia and industry for improved multi-disciplinary knowledge generation and commercialization of innovations.</td>
</tr>
<tr>
<td>7. Reward and Recognition</td>
<td>Establish a comprehensive and inclusive ST&amp;I reward and recognition framework founded in law.</td>
</tr>
<tr>
<td>8. Agriculture Development</td>
<td>Develop technologies and innovations for increased agriculture productivity and value addition.</td>
</tr>
<tr>
<td>9. Energy Development</td>
<td>Develop technologies and innovations for enhancing energy access and utilization.</td>
</tr>
</tbody>
</table>

JKUAT will facilitate the implementation of the above national goals by pursuing the following strategic objectives:

- Improving policy and corporate governance for enhancing accountability and decision making.
- Expanding the University’s resource base through diversification of revenue streams.
- Enhancing access, equity, quality, relevance and equality in undergraduate and graduate education.
- Enhancing the level and effectiveness of national and international collaboration between JKUAT and industry, development partners, institutions of higher learning, governments and professional bodies.
- Attracting, developing, motivating and retaining efficient staff of the highest integrity and making JKUAT an employer of choice.
- Improving financial sustainability through effective and efficient financial and procurement systems.
- Providing adequate facilities and services and manage them effectively and responsively for the benefit of stakeholders.
- Institutionalizing appropriate internal and external ICT network and connectivity.
- Improving livelihoods of Kenyans through promotions of competitive agriculture and innovative, sustainable livestock and fisheries development.
- Undertaking value-added research and innovation for supporting agriculture, science, energy and technology development.
• Contributing to the commercialization of agriculture, industrialization and socio-economic development through extension services and transfer of appropriate technologies.
• Improving university community collaboration and contribute effectively to socio-economic development through active participation in CSR activities.

5.3 Policy

5.3.1 Rationale

A coherent and focused policy, legal, institutional and regulatory framework needs to be developed in order to support the growth, development and utilization of university education, technology and innovation. The policy and governance within the University will be passed on a common set of fundamental values that include proactive leadership, protection of national interest, high standards, maintenance of public trust, optimal use of limited resources, and the ability to adapt to changes both within the country, regionally and globally. Enforcing meritocracy within the University should ensure that the best people access opportunities in the sector regardless of race, ethnicity, religion, gender, disability or socio-economic background and are able to develop to their fullest potential. The strategic objectives, strategies, performance indicators and outcomes are as follows:

Journalism students during a practical session
5.3.2 Strategic Objective

To improve policy and corporate governance for enhancing accountability and decision making.

5.3.3 Strategies

a) Re-align JKUAT policies with the Constitution.
b) Reform the governance structures of JKUAT to improve efficiency in decision-making.
c) Develop policies to support the implementation of the strategic plan.
d) Foster and develop awareness and understanding of equality and diversity issues.

5.3.4 Performance Indicators

a) University Act and Charter and supporting sectoral policies aligned with the Constitution.
b) Governance policy developed and implemented.
c) Cooperate governance and leadership institutionalized.
d) Eight (8) priority policies identified and developed.
e) Entrenched understanding of University’s commitment to equality and diversity.
f) 30% gender representation at all levels.
g) 2% disability representation at all levels.

5.3.5 Outcomes

a) Improved corporate governance across the University.
b) Improved structures for enhanced efficiency and decision making.
c) Policies implemented by all divisions and departments.
d) Improved equality and diversity at all levels within the University.

5.4 Resource Mobilization

5.4.1 Rationale

The University will commit itself to the highest standards for efficient and effective use of its resources in everything that it undertakes. The realization of our vision will require a long-term, carefully crafted and executed plan to maximize the use of available resources and increase the administrative efficiency of all University operations. The strategic objectives, strategies, performance indicators and outcomes are as follows:
5.4.2 Strategic Objective
To expand the University’s resource base through diversification of revenue streams.

5.4.3 Strategies

a) Increasing annual recurrent and development grant by 30% per year.
b) Increasing funding from existing government education funds by 30% per year.
c) Attracting at least 2 donor funded projects per department per year.
d) Increasing student enrolment by 12% per year.
e) Increasing income from IGAs by 20% per year.
f) Scaling up seven (7) new production activities by 2017.
g) Streamlining the procurement system through decentralization to support IGAs.

5.4.4 Performance Indicators

a) Four development projects per year.
b) 30 departments aligned with at least 3 Constituencies each per year.
c) Increase in number of donor funded projects.
d) Number of new international linkages.
e) 12 % increase in tuition fees per year.
f) Two linkages established with industry per year.
g) Two linkages established with the community per year.
h) Two (2) products commercialized per year.

5.4.5 Outcomes

a) Improved productivity.
b) Motivated and productive work-force.
c) Improved staff morale.
d) Funds from non-traditional funding agencies used for development.
e) Increased skills for labour market.
f) Meeting budgetary requirements timely and growth projections.
g) Enhanced participation in sector development.
h) Improved business opportunity and employment.

5.5 Undergraduate and Graduate Education

5.5.1 Rationale
The University will attract and enroll highly talented students from within and outside Kenya. JKUAT will be a place where the most talented Kenyan students can fully
achieve their educational goals. The University will provide high quality graduate and professional education that will place it among the very finest research universities in the nation and the world. The University will adjust her enrolment as necessary to ensure that available resources are sufficient to provide an outstanding educational experience to the students and to become a magnet for attracting the brightest students.

The University will maintain excellent professional undergraduate and graduate programs that are nationally recognized for their contributions to the practice of the professions, for their forward-looking curricula, and for their spirit of innovation and creativity.

The PhD programs will be known for their commitment to excellence and for their comprehensive approach to graduate study including recruitment, mentoring, career preparation, and placement. The students will normally be full-time and fully-funded for their term of study, complete their course in 4-6 years. PhD students will normally have completed substantial published scholarly work or other creative activities as appropriate at the time they graduate. The strategic objectives, strategies, performance indicators and outcomes are as follows:

Producing quality workforce to drive the country’s development agenda
5.5.2 Strategic Objective

To enhance access, equity, quality, relevance and equality in undergraduate and graduate education.

5.5.3 Strategies

a) Increasing student enrolment by 12% per year from 28,800 in 2012 to 50,500 in 2017.
b) Increasing student retention from the current 70% to 85% retention rate.
c) Developing three (3) new programs per year and reviewing the existing programs at the end of the academic cycle.
d) Managing and maintain academic quality system as per ISO 9001:2008 standards and national academic quality regulatory bodies requirements.

5.5.4 Performance Indicators

a) Policy guidelines for credit transfer and mid-stream admission institutionalized.
b) 280 students admitted into various programs at mid-stream per year.
c) Three (3) new local campuses/centres and 4 international centres established in Rwanda, Southern Sudan, Burundi and Somaliland.
d) Branding institutionalized.
e) Students enrolment increased by 12% per year from 28,800 in 2012 to 50,500 in 2017.
f) Digitized programs increased from the current 1 to 15 new programs by the year 2017.
g) Enrolled students in e-/distance/open learning increased from zero to 1000 by 2017.
h) Five new centres of excellence opened.
i) 60 teaching and technical staff (10%) acquire industrial experience.
j) One tracer study undertaken between 2013 and 2017.
k) One (1) adjunct professor hired per school per year.
l) Exams benchmarked with 5 world-class universities.

5.5.5 Outcomes

a) Students’ population increased from the current 28,800 to 50,000 by 2017.
b) International visibility of the University improved.
c) Reduced cases of student dropouts.
d) Improved performance of individual students.
e) Improved assessment and evaluation procedures.
f) Enhanced quality of moderation and marking of examination of the University.
5.5.6 International Students

The population of the international students was 480 in 2011/2012 arising to 700 in 2012/2013 with an increase of 45.8%. The growth rate for international students is expected to be 12% per annum. To achieve this growth, the following measure will be put in place:

a) Developing high quality specialized undergraduate and graduate programs and solicit for scholarships.
b) Institutionalizing credit transfers and harmonized curricula.
c) Establishing regional campuses.
d) Improving and marketing programs offered in current international campuses.
e) Improving the current student exchange programs.
f) Establishing linkages with other international universities.
g) Increasing open, distance and e-learning (ODEL) programs.

5.5.7 University Satellite Campuses Projections and Strategies for Plan Period

During the next five years, the enrollment within the University satellite campuses is expected to increase from 10,428 students in 2013 to 18,894 students in 2017 at a rate of 12% growth rate per year.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Campus</th>
<th>% Growth Rate</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Growth % Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Karen Campus</td>
<td>10.05</td>
<td>2,239</td>
<td>2,508</td>
<td>2,808</td>
<td>3,145</td>
<td>3,523</td>
<td>12%</td>
</tr>
<tr>
<td>2</td>
<td>Nairobi Camps</td>
<td>9.55</td>
<td>950</td>
<td>1,064</td>
<td>1,191</td>
<td>1,334</td>
<td>1,494</td>
<td>12%</td>
</tr>
<tr>
<td>3</td>
<td>Nairobi CBD Campus</td>
<td>131.7</td>
<td>879</td>
<td>985</td>
<td>1,103</td>
<td>1,235</td>
<td>1,383</td>
<td>12%</td>
</tr>
<tr>
<td>4</td>
<td>Mombasa Campus</td>
<td>41</td>
<td>2,211</td>
<td>2,476</td>
<td>2,773</td>
<td>3,106</td>
<td>3,479</td>
<td>12%</td>
</tr>
<tr>
<td>5</td>
<td>Kitale CBD Campus</td>
<td>42.05</td>
<td>630</td>
<td>744</td>
<td>877</td>
<td>1,035</td>
<td>1,222</td>
<td>18%</td>
</tr>
<tr>
<td>6</td>
<td>Kakamega CBD Campus</td>
<td>302.65</td>
<td>362</td>
<td>488</td>
<td>659</td>
<td>890</td>
<td>1,202</td>
<td>32%</td>
</tr>
<tr>
<td>7</td>
<td>Nakuru CBD Campus</td>
<td>134.65</td>
<td>1,712</td>
<td>1,918</td>
<td>2,148</td>
<td>2,406</td>
<td>2,695</td>
<td>12%</td>
</tr>
<tr>
<td>8</td>
<td>Kisii CBD Campus</td>
<td>91.3</td>
<td>1,510</td>
<td>1,691</td>
<td>1,894</td>
<td>2,121</td>
<td>2,376</td>
<td>12%</td>
</tr>
<tr>
<td>9</td>
<td>Arusha Centre</td>
<td>0</td>
<td>597</td>
<td>728</td>
<td>888</td>
<td>1,083</td>
<td>1,322</td>
<td>12%</td>
</tr>
<tr>
<td>10</td>
<td>CBD Kisumu Campus</td>
<td>0</td>
<td>139</td>
<td>250</td>
<td>450</td>
<td>810</td>
<td>1,458</td>
<td>80%</td>
</tr>
<tr>
<td>11</td>
<td>GRAND TOTALS</td>
<td>40.6</td>
<td>10,428</td>
<td>11,955</td>
<td>13,787</td>
<td>16,040</td>
<td>18,894</td>
<td></td>
</tr>
</tbody>
</table>

Some of the challenges experienced in assuring quality within satellite campuses include: depersonalization of the relations between academic staff and students; greater distance between management and academic staff; increasing bureaucratization of activities; and worsening of support services. To address these issues, it is vital that the University management takes cognizance of the need to deal with issues relating to creating a sense of unitary purpose between different campuses. In designing a satellite campus...
management model JKUAT acknowledges the need to:

a) Design an integrated multi-campus management model with a matrix organizational structure which clearly indicates lines of authority, reporting and communication. Campus-specific committees must operate within university-wide policies, procedures and processes to consistency.

b) Emphasize that all academic programs and support services are based upon common institutional standards and a commitment to service excellence to staff and students.

c) Ensure that guidelines for the operation of satellite campuses are well-defined with specific reference to assign responsibility for the ownership, evaluation, standards and quality of academic programs and support services offered on these campuses.

d) Ensure that plans developed by the constituent campuses are integrated within the overarching strategic framework of the institution and that quality management systems are cascaded down to the level of the campuses.

e) Each year add dynamic, technology-enabled classrooms, inviting co-curricular spaces, and improved facilities for the interaction of students and staff.

f) Determine the optimal distribution of academic programs, co-curricular activities, and administrative functions across all campuses.

g) Examine the classroom and facility utilization of all campuses, and consider how best to maximize use throughout the day, evening, and weekend.

5.6 Partnership and Linkages

5.6.1 Rationale

University-industry linkages are beneficial because they support commercialization of innovations, provide universities with opportunities to gain practical skills, and support universities in achieving desired learning outcomes. Another critical area for quality of university education is in the development or review of university curricula to ensure that they are relevant and have the desired learning outcomes in line with industry needs. During the next five years, JKUAT will engage with large manufacturing industries, small and medium sized companies, other learning institutions, government bodies, and development partners, among others. The aim is to become as “networked” as any university in the world, achieving distinction for the quality and breadth of its partnerships with other organizations. The University will aspire to be recognized regionally, nationally, and internationally for the impact and value of its service. The strategic objectives, strategies, performance indicators and outcomes are as follows:
5.6.2 Strategic Objective

To enhance the level and effectiveness of national and international collaboration between JKUAT and industry, development partners, institutions of higher learning, governments and professional bodies.

5.6.3 Strategies

a) 30 active linkages with local and international industries established per year.
b) 30 active integrated community programs established per year.
c) Developing clear policy on incubation, production and marketing of Madaraka computers.
d) Assisting at least 20% of graduates to enter into self-employment.
e) Increasing professorial impact through linkages with relevant local and international professional bodies.
f) Each department to initiate new active and productive linkage with one institution of higher learning.
g) Facilitating international experience for staff and students.
h) Facilitating linkages for establishment of regional campuses in Tanzania, Rwanda, Southern Sudan and Burundi.

5.6.4 Performance Indicators

a) 30 local and international active linkages with industry by 2017.
b) At least one (1) active integrated community program per department by 2017.
c) Computers distributed to 50 digital villages.
d) 1,500 computers supplied per year.
e) 1,000 students linked to the Biashara Kenya Fund.

5.6.5 Outcomes

a) Improved business linkages with industry and professional bodies.
b) Improved community benefits such as access to technologies and enterprise development.
c) Improved access to ICT in rural areas.
d) Improved access to graduate training opportunities.
e) Improved internationalization.
f) Improved benchmarked standards of learning.
JKUAT Strategic Plan 2013-2017

JKUAT is ISO 9001:2008 Certified
Setting Trends in Higher Education, Research and Innovation
TECHNOLOGY FOR DEVELOPMENT

5.6.6 JKUAT and County Government

JKUAT is currently facilitating the government initiatives of promoting devolved governments through collaboration with Association of Local Governments Authorities of Kenya (ALGAK). The University is also working closely with the African Agricultural Development Program (CAADP) to improve agricultural research and systems in order to disseminate appropriate new technologies. The University is collaborating with several African Initiatives. These initiatives will further be strengthened through the following strategies;

a) Facilitating the institutionalization of Comprehensive Africa Agricultural Development Program (CAADP) at the County level with the aim of eliminating hunger and reduce poverty.

b) Developing needs based short courses for operationalization and management of devolved County government in collaboration with ALGAK.

c) Developing and implementing integrated value chains in agricultural productivity for specific products in line with County economic focus.

d) Developing and implementing appropriate technologies for enhancing product value addition in Agriculture.

e) Assisting SMEs in adopting appropriate innovative technologies for enhanced agricultural productivity and value addition.

f) Assisting in establishment of environmentaly sound agricultural production and a culture of sustainable management of natural resources as a result of better knowledge, more information and the application of technology.
5.7 Management of Human Resource

5.7.1 Rationale

Faculty is the single most important factor determining the reputation, impact, and visibility of the University. The University will work to attract and retain outstanding and diverse administrative and support staff and faculty that will be required for success in achieving the mission.

To advance its world-class stature, the University will provide the resources and offer the living and working environment needed to recruit and retain the outstanding faculty and staff. Faculty and staff will receive competitive compensation and personal and family benefits; will be supported by robust programs of mentoring and professional and career development; will experience a rigorous but fair and transparent system of review, reward, and promotion; and will be engaged in an attractive, stimulating, and challenging workplace and community environment. The University will encourage and enable the full participation and success of individuals from under-represented groups in its faculty and staff ranks. The University’s reward systems, its systems for resource allocation, and the shared vision and values of the University and the community will encourage balanced creative efforts toward the realization of the following strategic objective, strategies, performance indicators and outcomes:

5.7.2 Strategic Objective
To attract, develop, motivate and retain efficient staff of the highest integrity and make JKUAT an employer of choice.

5.7.3 Strategies
a) Raise staffing level from the current 67% of the approved establishment to 77% by 2017.

b) Increase staff productivity and effectiveness at all levels.

c) Improve leadership and management skills.

d) Refine system of governance to enhance decision making and accountability.

e) Instil integrity in the workforce.

f) Provision of high quality medical care.

g) Ensuring compliance to the national, safety and security standards.

h) Ensure adherence to national policy on service delivery.


5.7.4 Performance Indicators
a) Staff retention rate pegged at 95% per year.

b) Work environment index increased to 89% over the plan period.

c) Annual recognition/reward of best performing staff.
d) 100% level of proper job placement by 2016.
e) 2% increase in staffing level per year from 67% to 77%.
f) Staffing level at 77% of the staff establishment.
g) JKUAT Hospital raised to Level Four (4).
h) 100% compliance to the service charter at all levels.
i) 2% improvement on the customer index.

5.7.5 Outcomes
a) Highly motivated and productive work-force.
b) Consistent career progressions.
c) Enhanced service delivery.
d) Reduced crime and theft incidences.
e) Improved staff competency.
f) Enhanced teaching skills.
g) Improved leadership and management.
h) Improved institutional governance.
i) Reduced number of disciplinary cases.
j) Improved health care service delivery.
k) Safe and secure work environment.
l) Improved level of compliance to QMS requirements.

5.8 Management of Financial Resources

5.8.1 Rationale
In order to achieve improved management of resources, teaching and research income, and recruitment and retention of staff, the setting of budgets for recurrent activities will move to longer-term three-year planning cycles rather than the current single year. Departments or faculties with recurrent deficits will benefit from longer-term financial planning for recovery. A further task is to improve planning and analysis of the full, long-term costs of all activities including service and maintenance costs, and sustainable replacement of assets through realistic allowance for depreciation. Work will also continue to further improve the University’s financial systems and strengthen the internal control environment. As core financial systems become more reliable and effective the emphasis will change towards better use of the systems to improve efficiency for users, further enhance internal financial controls and to provide better data and management information for users. The strategic objectives, strategies, performance indicators and outcomes are as follows:

5.8.2 Strategic Objective
To improve financial sustainability through effective and efficient financial and procurement systems.
5.8.3 Strategies

a) Devolve financial management to the colleges/campuses/schools/institutes.
b) Increase current funding from the current Kshs. 4.6 billion to Kshs. 8 billion per year.
c) Devolve the procurement process to the colleges/campuses/schools/institutes.
d) Realign procurement plans with the tendering process.
e) Maintain only serviceable and up to date items.

5.8.4 Performance Indicators

a) Full implementation of all the SAGE, ACCPAC and ERP modules.
b) Full implementations of debt management policy within first year of the plan.
c) 10% savings from total outsourcing.
d) 20% increase of IGU revenue.
e) Full implementation of cost centre and IGU policy autonomy of the 35%.
f) 5% of funds ploughed back to colleges/campuses/school/ institutes.
g) 100% adherence to annual procurement plans.

5.8.5 Outcomes

a) Improved financial management.
b) Efficient financial and procurement management.
c) Improved cash flow.
d) Increased income generation.
e) Reduced corruption incidences.
f) Improved revenue base.
g) Improved service delivery.

5.9 Infrastructure and Projects

5.9.1 Rationale

University Library
The University’s infrastructure will enable and enhance the work of its faculty, staff, and students. Its people and processes will be responsive and customer-oriented. Its library, facilities, and information resources and technologies will fully support the missions of teaching, scholarship, and community outreach and engagement. The quality and attractiveness of the overall work environment will assist in the recruitment and retention of outstanding faculty, students and staff. The strategic objectives, strategies, performance indicators and outcomes are as follows:

5.9.2 Strategic Objective

To provide adequate space, facilities and services and managing them effectively and responsively for the benefit of stakeholders.

5.9.3 Strategies

a) Upgrade and expand the existing facilities to provide secure working environment.
b) Develop new infrastructure facilities to accommodate expansion of the University.
c) Expand campuses.
d) Enhance efficiency of transport services in the University.
e) Upgrade the printing section to a printing press of choice.
f) Ensure consistent supply of water and electricity.
g) Become a model for environmental stewardship and sustainability including the use of energy, water, materials, and natural resources.
h) Reviewing the quality and current usage of teaching facilities across the University and make recommendations on the best use of the available space.

5.9.4 Performance Indicators

a) 20% upgrade and expansion of existing facilities per year.
b) 20% additional space created.
c) Development of botanical Garden.
d) Establishment of Industrial park.
e) Drilling of a borehole.
f) 77% of the staff establishment employed.
g) Operational printing press.
h) Refurbished and increased pumping stations and water treatment capacity.
i) Operational power substation.
j) 10% increase in available academic space.
5.9.5 Outcomes

a) Improved working environment.
b) Improved service delivery.
c) Improved security & enhanced aesthetics.
d) Improved learning and work environment.
e) Enhanced research, innovation and incubation.
f) Improved water provision.
g) Improved transport services.
h) Adequate staffing level.
i) Provision of adequate printing/photocopying services.
j) Provision of adequate water supply.
k) Quality and current usage of space improved.

5.10 Information Communication and Technology

5.10.1 Rationale

JKUAT has formulated an ICT Policy, which broadly draws from the e-government strategy and specifically, seeks to take advantage of the installation of the optic fibre network. The University acknowledges the advancement in relevant technologies to support research, teaching approaches such as e-learning and video conferencing towards attaining its goals under this plan. The successful deployment of Web-based IT strategies is critical to achieving many of JKUAT’s goals, including blended learning, teaching and research and improving internal processes to reduce costs by automating processes and employing electronic forms. The scenario envisaged ultimately is that of a paperless university in all programmes, and projects and this will be achieved through the following strategic objective, strategies, performance indicators and outcomes:

5.10.2 Strategic Objective

To institutionalize appropriate internal and external ICT network and connectivity.

5.10.3 Strategies

a) Institutionalizing ICT based management at all levels.
b) Maintaining a fit for purpose, resilient and secure network infrastructure.
c) Maintain fit for purpose hardware and server infrastructure.
d) Ensuring secure University data, information, software, hardware and networked infrastructure.
e) Restoring the Madaraka computers flagship project.
f) Maintaining fit for purpose and secure applications.
g) Ensure that the University website is used as a tool for outreach, information dissemination and marketing.
5.10.4 Performance Indicators

a) Institutionalize ICT systems by 20% per year.
b) Improved web ranking.
c) Increased automation from the current level of 51% to 75% over the plan period.
d) Increased internet connectivity to 80% over the plan period.
e) Increased bandwidth from the current 100 Mbps to 300 Mbps.
f) Improved intelligence surveillance.
g) 100% compliance for Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Human Resource Management Information System (HRMIS), Hospital, Transport, Antivirus and Microsoft products.
h) 100% training and awareness of users.
i) 75% technical and user capacity for ERP, CRM, HRMIS, Hospital, Transport and Office productivity.

5.10.5 Outcomes

a) Automation of core processes.
b) Improved web ranking.
c) Improved network performance.
d) Assurance to University management.
e) Efficacy of decision-making reduced manual report preparation.
f) Efficient use of ICT resources for optimal operations.

5.11 University Website

5.11.1 Rationale

From an IT systems perspective the operations of JKUAT can be classified into five functions. These include sourcing management, information management, student and staff relationship management, communications management and delivery management. Delivery management refers to the way in which the above services are delivered and accessed. The JKUAT website and the portal are key entry points for an expanding range of services such as online enrolment and fees payment and easy access to JKUAT information. The University website will be used as a tool for facilitating outreach and marketing through developing highly functional university web and portal systems within a web strategy which present consistent, integrated and cost-effective services that reflect the needs of students. This will be achieved through the following strategic objective, strategies, performance indicators and outcomes.

5.11.2 Strategic Objective

Enhancing university website as a tool for learning and teaching, research, information dissemination and marketing.
5.11.3 Strategies

a) Providing easily accessible web based research management system.
b) Developing functional University web and portal systems within a web strategy.
c) Providing easy web based access to administrative functions such as enrolment, exam results, class schedules, etc.
d) Continuously updating the website system based on the emerging communications technologies.
e) Utilise the University website system for publicity, information dissemination and marketing.

5.11.4 Performance Indicators

a) 60% of teaching and learning undertaken through website by 2017.
b) 80% of research results disseminated through the website.
c) 60% of JKUAT’s information at all levels disseminated through the website.
d) 80% of the marketing undertaken using IT related infrastructure.

5.11.5 Outcomes

a) University-wide research management, system supervisors and research management staff institutionalized.
b) Integrated and cost effective functional university web and portal systems utilized.
c) Easy web based access to administrative functions such as enrolment, exam results, class schedules, e.t.c. established.
d) Communications technologies keep students, faculty, staff, alumni, visitors, and the general public better informed and thereby build a strong sense of community and identity established.
e) Strategic communications plan that includes a distinctive, focused set of messages to clarify and project JKUAT’s brand and successes prepared.

5.12 Agriculture and Rural Development

5.12.1 Rationale

The Kenyan Agricultural sector is faced by various challenges and constraints that limit the country’s agricultural potential and the available and emerging opportunities. The main critical strategic issues that need to be addressed include empowerment of farmers by strengthening producer organizations; improvement of regulatory framework; improvement of the agricultural extension system; establishment of an efficient agricultural research system; increasing competition in the supply of agricultural inputs; encouragement of growth of agribusiness; improvement of environmental management; strengthening the framework for coordinating development in northern Kenya and
other arid lands; and improvement on food security and nutrition and eradication of malnutrition.

JKUAT will collaborate with ARD institutions with the endeavor to improving livelihoods of Kenyans through promotion of competitive agriculture and innovative research, sustainable livestock and fisheries development, growth of a viable cooperatives sub sector, equitable distribution and sustainable management of land resources and sustainable management of forestry and wildlife resources.

The University will develop technologies and innovations in collaboration with partners that are suitable to specific agricultural needs of each County in Kenya. JKUAT has the human capacity and sound technologies to ensure that the government targeted growth in agriculture are achieved through the following strategic objective, strategies, performance indicators and outcomes.

5.12.2 Strategic Objective

Providing appropriate research and technology for supporting agriculture, livestock and fisheries development.

5.12.3 Strategies

a) Increasing productivity and management by promoting competitive agriculture through improved extension advisory support services, appropriate technology transfer, management of pests & diseases.

b) Strengthening development, management and commercialization of livestock.

c) Strengthening development, management and commercialization of fisheries.

5.12.4 Performance Indicators

a) Technologies and innovations of 10 demand driven crops developed and promoted per year.

b) Technologies and innovations of 5 demand driven livestock products developed and promoted per year.

c) Technologies and innovations of 5 demand driven fisheries developed and promoted per year.

5.12.5 Outcomes

a) Improved livelihoods through promotion of competitive agriculture through innovative research.

b) Improved livelihoods through promotion of competitive livestock through innovative research.
c) Improved livelihoods through promotion of competitive fisheries through innovative research.

d) Sustainable agriculture, livestock and fisheries management.

5.13 Research and Innovation

5.13.1 Rationale

Research and innovation are essential ingredients in the industrialization and sustainable development. In a knowledge-based economy, the capacity to compete in the global market is highly dependent on the ability to undertake research that is translated into innovation relevant to industry and productive sector. In prioritizing the sector priorities for research and innovation, strategic thrusts will focus on strengthening technical capacities and capabilities of individuals and institutions involved in research and innovation, in order to develop a highly skilled human resource base that can trigger intensification of technologies and innovations for economic development. JKUAT must make a deliberate effort to institute basic science research at the highest level. The research areas will include biotechnology, space science, mining and petroleum, material science, nanotechnology, value-addition, manufacturing and ICT among others. Several basic and technological research laboratories exist in departments and research centres.
The research equipment and financial support to these laboratories will be provided to meet and sustain the needs of rapidly changing technology.

The University’s commitment to innovation and entrepreneurship will support and enhance Kenya’s leadership in the knowledge and high-tech economy. The strategic objectives, strategies, performance indicators and outcomes listed below will serve to facilitate the attainment of the research and innovation aims.

5.13.2 Strategic Objective

Undertaking value-adding research and innovation for supporting agriculture and technology development.

5.13.3 Strategies

a) Undertaking research in ten (10) strategic demand driven thematic areas based on the Vision 2030 over the plan period.

b) Transforming the current and future research institutes into centers of excellence in line with the ten (10) thematic areas.

c) Disseminating research and innovations results to target users during the annual conferences and exhibitions and biannual publications.

d) Reviewing the current policy framework to facilitate research and innovation.

e) Developing and commercializing ten (10) innovations.
f) Facilitating acquisition of 5 patents and 15 utility models.

h) Increasing the internal research and innovation fund and expand its utility to cover proposal writing and bidding.

i) Undertaking vigorous drives to raise funds for research infrastructural development.

5.13.4 Performance Indicators

a) Ten (10) thematic research studies identified in line with national goals.

b) Five (5) new centres of excellence established over the plan period.

c) Operational research laboratories covering the ten (10) thematic areas established.

d) One prototype product per centre developed annually.

e) 30% of research programmes to be headed by women researchers.

f) Five (5) forums held per year to showcase research results.

g) At least two (2) research results produced per thematic area per year.

h) Four Merit Awards for researchers and two (2) for departments per year.

i) 10% of researchers participating in national and international research forums.

j) Four policies revised and one new policy developed.

k) Ten (10) prototypes developed and incubated within the plan period.

l) One (1) patent and three (3) utility models applications made per year.

m) Kshs. 1 billion raised for research and infrastructural development.

n) 1,000 business incubated and graduated during the plan period.

5.13.5 Outcomes

a) Current IGUs (FOTEC, CPC, Farm Crop & Animal Production, Engineering Workshop, Laundry and Cafeteria turn to surplus production centres.

b) Coordinated, focused applicable and output based research operations in 10 thematic areas.

c) Efficient and effective research activities and outputs.

d) Better gender representation and participation in line with affirmative action.

e) Highly motivated research teams.

f) Increased availability and visibility of research outputs at national and international levels.

g) 500 jobs created, and income of 10 million generated through commercialization of innovations.

h) Better protection of property rights and faster acquisition of patents.

i) High quality research proposals.
5.14 Extension and Technology Transfer

5.14.1 Rationale

Structured provision of systematic and effective technology transfer and extension services to farmers, SMEs and industry are inadequate and in most cases lacking in Kenya. Universities on the other hand have the academic culture of seeking knowledge and technology and objectively sharing it openly and freely with the technology users and extension service providers. JKUAT as a university of agriculture and technology has a rich and growing technological skills and information base that if properly harnessed can transform subsistence agriculture and cottage industries into competitive sectors both locally and globally. There is, therefore, an urgent need for innovative, diversified and pluralistic technology transfer and innovation systems involving all stakeholders. This will enhance the capacity of JKUAT to provide extension and technology services to the agricultural and industrial sectors and fast track the transformation of agriculture and industrialization in Kenya. The strategic objective, strategies, performance indicators and outcomes are as follows:
5.14.2 Strategic Objective

To enhance the transfer and commercialization of research and innovations for competitive agriculture, science and technology development.

5.14.3 Strategies

a) Facilitating technology transfer of University R&D products, services & processes.
b) Bridging the gap between discovery and commercial growth through selling patents, manufacturing under license, spin-off companies etc.
c) Harmonizing the implementation of extension and technology transfer by rolling out policies that relate to technology transfer and commercialization.
d) Conducting socio-economic studies and impact assessment of the benefits of technologies disseminated by the University.
e) Training end users on adoption and utilisation of new technologies for national development.
f) Disseminating knowledge of the universities technologies through mass media, ICT, exhibitions, information, education materials and other modern technologies.
g) Improving marketing by availing market information to farmers and SMEs.
h) Enhancing capacity of researchers, innovators and extension staff to effectively carry out extension, technology transfer and outreach activities.

5.14.4 Performance Indicators

a) Two national shows and 3 exhibitions facilitated per year.
b) One open day and technology expos per year.
c) 10 technologies disseminated per year.
d) 100 visits to the University annually by potential end users.
e) One market survey conducted jointly with the investors per year.
f) One product or services transferred/commercialized per year.
g) Five technologies adopted by end users by 2014.
h) Extension and technology transfer policy document in place.
i) At least 2 social economic and impact studies undertaken annually.
j) Training of at least 1200 women leaders, 1000 youths, 100 SMEs and 50 disabled annually.
k) Three educational materials developed annually.
l) One radio and TV program developed and aired each quarter.
m) One extension resource centre established.
n) One sensitization seminar held per year, 3 new employees recruited and trained in extension and outreach.
5.14.5 Outcomes
a) Improved and efficient productivity among farmers and SMEs.
b) Enterprises and jobs created.
c) New and better products and services.
d) Efficient and coordinated relevant and need based extension activities.
e) Enhanced availability of education materials and systematic supply of information.
f) Better market prices.
g) Market surveys, social economic and impact surveys undertaken.

5.15 Community Collaboration and Corporate Social Responsibility

5.15.1 Rationale

JKUAT is located within vibrant urban and rural communities. Community collaboration and corporate social responsibility encompass a variety of activities such as neighborhood planning, affordable housing, commercial and real estate development, physical revitalization, industrial development employment and training, job creation, education, leadership development, and community building. The University will offer its expertise, where appropriate, in helping to address social or other community issues. In particular, it will work with the community to advance environmental stewardship, sustainability, and smart growth in the surrounding community. The strategic objective, strategies, performance indicators and outcomes are as follows:

5.15.2 Strategic Objective

To improve university community collaboration and contributing effectively to socio-economic development through active participation in CSR activities.

5.15.3 Strategies

a) Promoting creation of Juja University City by 2017.
b) Facilitating technology transfer of University R&D products and services to the neighboring community.
c) Engaging the community in ensuring external student accommodation is safe and conducive.
d) Providing equipment to selected schools and community/county groups.
e) Establishing CSR services in all JKUAT campuses by 2017.
f) Establishing student attachments with the community.
g) Establishing business linkages with the county/community.
5.15.4 Performance Indicators

a) Juja University City established by end of plan period.
b) Three trainings conducted per year.
c) One cottage industry established during the period.
d) Land use physical plan map approved
e) Three (3) stakeholders meetings and capacity building activities held per year.
f) Three (3) needy community/county groups supplied with equipment.
g) 15 schools supplied with equipment.
h) Specialized services to the community/county per year.
i) Nine linkages per year with the community established.

5.15.5 Outcomes

a) Employment creation income generation and improved living standards.
b) Better transport system.
c) Designated market stalls, public utility and bodaboda sheds.
d) Safer and conducive hostels accommodating for JKUAT students.
e) Improved running of the institutions and groups.
f) All JKUAT campuses coexisting peacefully with immediate neighborhoods.
g) JKUAT students experience in community development.
h) Faculties/ Schools participation in CSR.

Vice Chancellor Prof. Mabel Imbuga and Safaricom CEO, Bob Collymore sign an MoU on University-Industry collaboration
6.1 Introduction

As part of its Public Financial Management Reforms, the Government is adopting program-Based Budgeting (PBB) in the allocation of its resources. In light of this, this Strategic Plan proposes to align funds with programmes that will be accomplished through activities that will deliver specific, measurable, achievable, relevant and time-bound targets within the JKUAT’s mandate. The University is expected to play a crucial
role in training and research for the Vision 2030 human resource, the National Innovation System’s Education and Research pillar and the ST&I Sector Plan (2013-2017). For quality university education and research to be offered, the University requires a higher allocation of funds than the current level. Up scaling of funding is also important for integrating technology and innovation in the productive sectors of the economy and developing a core mass of highly skilled human resource.

6.2 Financial Trends

The Government policy for allocating funds to the University is based on the number of students joining the University and not the cost of running specific programs. The fees levied on students do not match the actual cost of running the programs leading to financial instability. The Government capitation for JKUAT for the period 2009–2012 has remained at an average of Kshs. 1.75 billion per annum as shown in Table 6.1. However, significant variations are observed between the capitation and budget submission over the three year period. As such, the University has continued to receive low capitation despite the key role it plays in economic development.

### Table 6.1: Government Capitation and AIA for the period 2009 to 2012

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitation</td>
<td>881,070</td>
<td>1,460,133</td>
<td>1,589,127</td>
<td>1,524,458</td>
<td>2,989,944</td>
</tr>
<tr>
<td>A-I-A</td>
<td>1,494,537</td>
<td>1,818,969</td>
<td>2,555,079</td>
<td>3,135,647</td>
<td>3,201,616</td>
</tr>
<tr>
<td>Total</td>
<td>2,375,607</td>
<td>3,279,102</td>
<td>4,144,206</td>
<td>4,660,105</td>
<td>6,191,560</td>
</tr>
</tbody>
</table>

Apart from Government funding, the University generates revenue from alternative sources such as fees from students and other income generating activities as provided in Table 6.1. In 2009/2010, the University raised Kshs. 1.8 billion and in 2010/2011 Kshs. 2.5 billion, which was an increase of 40%. In 2011/2012 Kshs. 3.1 billion was raised thereby reflecting an increase of 23% as compared to Kshs. 3.2 billion for the year 2012/2013.

6.3 Funding the Strategic Plan

The current budget allocation for the University is almost the same for the last three years with an average of Kshs. 1.75 billion per year. The University has, over the years, received government grants which are far below the budget submissions. This has negatively affected the University’s operations hence the need to lobby for more funding. The allocation is insufficient to run all the programs envisaged by the University. The University therefore needs to continuously collaborate with external partners for additional funding despite the current financial meltdown experienced globally. Internally, the University has put in place mechanisms to generate more income through
the IGA’s and SSP Programs and also to control the expenditures in order to provide the core functions of the institution adequately. The University intends to generate more income to complement government grants in order to be able to run its programs.

6.3.1 Projected Resource Requirements

Preliminary estimates indicate that the University will require a total budget of about Kshs. 43 billion over the five years to implement the planned programs and activities in this Strategic Plan. The University will seek funds from the government, development partners, private sector and other beneficiaries. A detailed costing of planned activities under the eleven (11) strategic goals and accompanying strategies is presented in Annex 1. Table 6.2 below provides a summary of resource requirements for the period 2013-2017 for each of the corresponding strategic objective.

Table 6.2: Summary of Resource Requirements for the Period 2013-2017

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategic Objective</th>
<th>Budget Estimate Kshs. 000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Policy and corporate governance</td>
<td>Improving policy and corporate governance for enhancing accountability and decision making.</td>
<td>78,145</td>
</tr>
<tr>
<td>2. Resource mobilization</td>
<td>Strengthening University funding through diversification of revenue streams.</td>
<td>2,040,935</td>
</tr>
<tr>
<td>3. Human resource management</td>
<td>Attracting, developing, motivating and retaining efficient staff of the highest integrity.</td>
<td>18,319,452</td>
</tr>
<tr>
<td>4. Finance and procurement management</td>
<td>Improving financial sustainability through effective and efficient financial and procurement systems.</td>
<td>123,323</td>
</tr>
<tr>
<td>5. Infrastructure development</td>
<td>Providing adequate infrastructure facilities and services and managing them effectively for the benefit of stakeholders.</td>
<td>12,825,594</td>
</tr>
<tr>
<td>6. Information Communication and Technology</td>
<td>Institutionalizing appropriate internal and external ICT network and connectivity.</td>
<td>1,954,804</td>
</tr>
<tr>
<td>7. Undergraduate and graduate programs</td>
<td>Expanding student population by reviewing and developing new programs to attract and retain quality students nationally, regionally and internationally.</td>
<td>1,954,243</td>
</tr>
<tr>
<td>8. Partnership and linkages</td>
<td>Enhancing the level and effectiveness of national and international collaboration between JKUAT and the industry, development partners, institutions of higher learning, governments and professional bodies.</td>
<td>5,006</td>
</tr>
<tr>
<td>Theme</td>
<td>Strategic Objective</td>
<td>Budget Estimate (Kshs. 000)</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>9. Research and innovation</td>
<td>Fostering a culture in which staff engages in value-added research and innovation and, scholarly activities in all disciplines.</td>
<td>4,274,181</td>
</tr>
<tr>
<td>10. Extension and technology transfer</td>
<td>Contributing to the commercialization of agriculture, industrialization and social economic development through extension services and transfer of appropriate technology.</td>
<td>1,405,394</td>
</tr>
<tr>
<td>11. Community collaboration and Corporate Social Responsibility (CSR)</td>
<td>Improving university community collaboration and contributing effectively to socio-economic development through active participation in CSR activities.</td>
<td>18,926</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>43,000,002</strong></td>
</tr>
</tbody>
</table>

As indicated in Table 6.2 above, the highest expenditure is allocated to human resources (Kshs. 18.3 billion) followed by infrastructure development (Kshs. 12.8 billion) and research and innovation (Kshs. 4.2 billion) and resource mobilization (Kshs. 2.04 billion).

### 6.3.2 Financial levels

Table 6.3 provides the annual projected budget for the period 2012/2013-2016/2017. In line with the expenditure trends for the period 2009-2012 (Table 6.1) above, the financial trends will range from Kshs. 7.04 billion for FY 2012/2013 to Kshs. 8.5 billion for FY 2014/2015 and Kshs. 10.3 billion for FY 2016/2017. These trends are determined by the student intake and the level of human and capital expenditure per financial year. This amounts to an average of Kshs. 8.6 billion per year.
### Table 6.3: Annual Projected Budget for the period 2012/2013-2016/2017

<table>
<thead>
<tr>
<th>Theme</th>
<th>2012/013 Kshs. 000’</th>
<th>2013/014 Kshs. 000’</th>
<th>2014/015 Kshs. 000’</th>
<th>2015/016 Kshs. 000’</th>
<th>2016/017 Kshs. 000’</th>
<th>Total Kshs. 000’</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Policy and corporate governance</td>
<td>12,800</td>
<td>14,080</td>
<td>15,488</td>
<td>17,037</td>
<td>18,740</td>
<td>78,145</td>
</tr>
<tr>
<td>2) Resource mobilization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Human resource management</td>
<td>3,000,680</td>
<td>3,300,748</td>
<td>3,630,823</td>
<td>3,993,905</td>
<td>4,393,296</td>
<td>18,319,451</td>
</tr>
<tr>
<td>4) Finance and procurement management</td>
<td>20,200</td>
<td>22,220</td>
<td>24,442</td>
<td>26,886</td>
<td>29,575</td>
<td>123,324</td>
</tr>
<tr>
<td>5) Infrastructure development</td>
<td>2,100,800</td>
<td>2,310,880</td>
<td>2,541,968</td>
<td>2,796,165</td>
<td>3,075,781</td>
<td>12,825,594</td>
</tr>
<tr>
<td>6) ICT</td>
<td>320,192</td>
<td>352,211</td>
<td>387,432</td>
<td>426,176</td>
<td>468,793</td>
<td>1,954,804</td>
</tr>
<tr>
<td>7) Undergraduate and graduate programs</td>
<td>320,100</td>
<td>352,110</td>
<td>387,321</td>
<td>426,053</td>
<td>468,658</td>
<td>1,954,242</td>
</tr>
<tr>
<td>8) Partnership and linkages</td>
<td>820,000</td>
<td>902,000</td>
<td>847,121</td>
<td>1,092</td>
<td>1,201</td>
<td>5,006</td>
</tr>
<tr>
<td>9) Research and innovation</td>
<td>700,100</td>
<td>770,110</td>
<td>278,542</td>
<td>931,833</td>
<td>1,025,016</td>
<td>4,274,181</td>
</tr>
<tr>
<td>10) Extension and technology transfer</td>
<td>230,200</td>
<td>253,220</td>
<td>992,200</td>
<td>306,396</td>
<td>337,036</td>
<td>1,405,394</td>
</tr>
<tr>
<td>11) Community collaboration and corporate social responsibility</td>
<td>3,100</td>
<td>3,410</td>
<td>3,751</td>
<td>4,126</td>
<td>4,539</td>
<td>18,926</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7,043,292</strong></td>
<td><strong>7,747,621</strong></td>
<td><strong>8,522,383</strong></td>
<td><strong>9,374,622</strong></td>
<td><strong>10,312,083</strong></td>
<td><strong>43,000,002</strong></td>
</tr>
</tbody>
</table>
6.3.3 Funding Framework

Over the years, the University has had very limited resources to support its core functions. Given these resource constraints, the University will vigorously pursue additional funding and technical support from the government, development partners, public sector and private sector. At the University level, activity-based costing method will be adopted both as a tool for activity planning and financial control. This will ensure that the University will allocate costs of inputs based on each planned and prioritized activity as depicted in the implementation plan (Annex 1). This means costs of activities will be traced to the product or service for which the University activities over plan period are performed. The approach will be relevant to performance budgeting in that it will lead to much improved program costing, hence provide a systematic way of determining how to apply limited resources to the right activities to produce the right results and as a means of developing a tighter linkage between planned outputs and funding. In this regard, the University will lobby and mobilize financial resources for higher education, technology and innovation from the following sources.

6.3.3.1 Funding Sources

6.3.3.1.1 Review of Internal Resource Use

Resource allocation will achieve three objectives. It will: (1) set aside resources to programs and activities that are most closely aligned with the priorities of the Strategic Plan or that exhibit the potential to become excellent; (2) gradually allocate the University’s resources to a reduced set of programs and activities so as to improve quality and effectiveness; and (3) maximize operational efficiency at all levels.

Through successful resource allocation and increased administrative efficiency, the University will become a responsive organization. The administration will establish review processes to evaluate the performance of individual departments in all divisions in meeting standards for improvement in their quality and effectiveness. The University will use state-of-the-art information technology to ensure that institutional data is accurate and available for effective decision-making. The University will also review all academic and administrative approval processes and change them as necessary to ensure that decisions can be made expeditiously and responsibly. Institutional units will provide responsive, customer-oriented services to all constituencies. Annual surveys will monitor the progress made in improving academic and administrative operations.

In reviewing its internal resource use, the University will first rationalize the budgetary preparation process to make it more participatory through stakeholder meetings and sector hearings and channel resources to agree upon university priorities/core-functions as reflected in the plan to avoid misallocation. This will be in addition to undertaking
expenditure tracking regularly to remove chances of wastage, misuse and leakages of resources. Similarly, risk management studies will be undertaken regularly with a view to tightening controls in internal systems of the University in general and expenditure management in particular.

The second approach will involve developing the capacity of the University to utilize/absorb funds from development partners. This will be done by addressing internal problems related to project formulation for presentation to development partners, in addition to overall management of the programs, procurement, audit and disbursements.

6.3.3.1.2 Resource Mobilization from the Government

Currently the Government capitalization is an average of Kshs. 1.75 billion per annum. The University will continue lobbying with the government to increase her capitation level. In addition, the University will endeavor to attract more funds from the government by preparing, presenting and justifying proposals as a basis for resource bidding within the government’s MTEF budgetary processes. All the University technical departments will be expected to work in collaboration with the relevant ministries with a view to facilitating the implementation of their core strategies pertinent to the University mandate on a consultancy basis.

6.3.3.1.3 Mobilizing External Funding

At least Kshs. 7.1 billion per annum will have to be raised from the development partners and the private sector who are already supporting and are involved in JKUAT programs including the development of ST&I. The University as part of its national and international collaborations and linkages will continue soliciting for their support to fill in the resource gap between the resource allocated by the government and the University’s Strategic Plan. Specifically the private sector will be targeted to provide capital to bridge the gaps in ST&I programs financing. The program will also focus on public – private ST&I funding.

6.3.3.2 Overall Goal and Outcomes

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

a) Increasing annual recurrent and development grant by 30% per year.

b) Increasing funding from existing government education funds by 30% per annum.

c) Attracting at least 2 donor-funded projects per department per year.
d) Increasing student enrolment by 12% per year.
e) Increase income from IGAs by 20% per year.
f) Scale up seven (7) new production activities.
g) Establishing 30 active linkages with industry per year.
h) Integrating 30 active community programs per year.

The projected annual average budget of Kshs. 8.6 billion will be raised as follows:

a) Lobbying with the Government to retain a minimum of Kshs. 1.75 billion capitalization per annum.
b) Raising current school fee collection from the current Kshs. 2.5 billion to Kshs. 3 billion per annum.
c) Income generating activities and departmental consultancies to raise Kshs. 1.6 billion per year.
d) Commercialization of technology and innovation to raise Kshs. 1.5 billion per annum.
e) Linkages with development partners corporations, government ministries and alumni to raise Kshs. 1 billion per annum.

6.3.3.3 Funding Strategies

In order to build and maintain a firm foundation for growth in excellence of the academic programs, it is important that the following overall financial objectives are achieved:

a) Maintenance and growth of positive cash flow from operations.
b) Continuous growth in unrestricted net assets.
c) Conversion at the appropriate time of variable rate debt to fixed-rate debt.
d) Reduction in short and long-term debts.
e) Steady improvement in the financial ratios embedded in the University’s debt instruments and the ratios monitored by the rating agencies in assessing the financial health of colleges and universities.

The steps necessary to achieve these objectives are continued modest growth in the number of new students, improvement in student retention rates, the growth of alternative revenue streams, and cost control. The essence of cost control is constantly ensuring that University resources are being deployed in the most effective ways to achieve the goals of this Strategic Plan – that support is being given to programs that will boost revenues
and/or raise the quality of academic programs that are either current strengths of the University or are necessary to fulfill JKUAT mission.

6.3.3.3.1 Laying the Foundation for Growth

The process of laying the foundation for growth will be achieved through the following measures:

a) Modest growth in undergraduate and graduate enrollment to ensure increasing net revenue to fund JKUAT’s strategic initiatives and in a manner that is consistent with the University’s academic goal of becoming more selective as enrollment strengthens.

b) Continuous improvement in JKUAT’s ability to meet its enrollment targets by focusing recruitment efforts on those students most desired by JKUAT who are also likely to enroll and graduate.

c) Reducing student attrition due to financial, social, academic, and other causes, and improve student retention by modifying policies such as financial aid to facilitate retention, emphasizing rigorous academic programs, and providing focused academic counseling to help students succeed.

d) Expanding net revenue from adult education.

e) Developing specific targets for the rental of University facilities to outside groups.

f) Completing the present comprehensive resource mobilization campaign through vigorous fundraising for specific strategic objectives.

6.3.3.3.2 Strengthen the University’s Financial Foundation

The strengthening of the University financial foundation will be undertaken through the following strategies:

a) Restructuring JKUAT’s balance sheet and continuously improving JKUAT’s annual financial results through revenue growth, competitive tuition pricing, and focused cost containment so that the University generates increasingly significant operating surpluses in each of the five years of this Strategic Plan and is thereby able to strengthen academic offerings, rebuild her infrastructure, reduce indebtedness and undertake other key strategic investments.

b) Establishing a rolling three-year financial plan that strengthens JKUAT’s capacity to build a strong financial base, and developing a new responsibility-centered budget model that reflects the goals of the Strategic Plan by distributes budget responsibility to the faculties, colleges and the schools.

c) Developing the staff skills and management culture required to make all University business processes – from human resources to student records, class
scheduling to student registration, collections to disbursements – efficient, reliable and user-friendly.

d) Rewarding and promoting staff members who effectively implement the service ethic and who integrate the objectives of this Strategic Plan in their work.

e) Requiring each administrative unit to develop a five-year strategic plan as well as an annual action/implementation plan that identifies priorities and key initiatives for that fiscal year. The administrative plans will be guided by the objectives of this Plan and will be major building blocks of the University’s annual implementation plan.

f) Leveraging JKUAT’s current technology and use new technologies to streamline administrative processes and improve service delivery to students, faculty, and staff, alumni, development partners, the community and friends.
CHAPTER SEVEN: IMPLEMENTATION, MONITORING AND EVALUATION

The Cabinet Secretary signs JKUAT Performance Contract

The VC and Director, DiPCA after Performance Contract signing
7.1 Decentralization of Implementation

The implementation of the JKUAT Strategic Plan (2013-2017) will be done by ensuring that each of the following organs of the University will prepare its Strategic Plan (2013-2017) in line with this overall strategic plan:

a) Office of the Vice Chancellor
b) Divisions
c) Colleges/schools/institutes/faculties
d) Campuses
e) Departments

7.2 Implementation Plan

To facilitate implementation of the JKUAT Strategic Plan (2013-2017), an implementation plan (Annex 1) has been prepared in line with the Government requirements and format covering the following areas:

a) Theme
b) Thematic issue
c) Programmes
d) Strategies
e) Activities
f) Baseline
g) Performance indicators
h) Means of verification
i) Responsibilities
j) Time frame
k) Outcome
l) Budget

7.3 Performance Contracts

The public universities in Kenya are considered as state corporations, making them fall under the purview of the State Corporations Act Cap 466 of the Laws of Kenya. Legal Notice No. 93 of 2004 introduced performance contracting into the management of all state corporations. The Government through the Performance Contracting Department has identified the performance contracts as the means for implementing the strategic plans. The JKUAT Strategic Plan 2013-2017 will also be implemented through the same approach.
JKUAT shall comply with the Government policy on utilization of performance contracts as a medium for implementation of public agencies’ strategic plans. In this regard, the annual performance contracts for JKUAT will draw targets from this plan over the next five years. The Directorate of Performance Contracting and Appraisal (DiPCA) will draw indicators and targets from this strategic plan for preparing the University performance contracts during the period 2013-2017. Cascaded performance contracts at all levels including individual staff shall also be based on this Strategic Plan. DiPCA will, therefore, be adequately facilitated to enable it play the role of monitoring the implementation of the Strategic Plan through performance contracting.

7.4 Monitoring

The successful implementation of the Strategic Plan will depend on how effectively the planned activities and outputs are monitored and evaluated with a view to ensuring that the plan implementation remains on course. Monitoring is an important management tool that will help management teams to make decisions aimed at improving performance, achievement of intended objectives, ensuring accountability to all parties involved in the implementation, to assess the use and delivery of the resources in accordance with the implementation plan and to monitor the timely achievement of the intended deliverables.

7.4.1 Annual Monitoring Plan

To facilitate effective monitoring the VC’s office, divisions, colleges/schools/institutes/campuses and departments and individual members of staff will be required to prepare annual implementation plans drawn from their respective implementation plans for the period 2013-2017. These annual implementation plans will be translated into annual performance contracts. The annual implementation plans will further be translated into an annual monitoring plan covering the following information (Table 7.1).

a) Objectives
b) Expected Results
c) Indicators
d) Baseline Data
e) Targets (time line)
f) Data Sources to validate indicators
g) Data collection Methods
h) Frequency of data collection
i) Responsibility/actors
j) Assumptions
Table 7.1: Monitoring and Reporting Plan

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Expected Results</th>
<th>Indicators</th>
<th>Baseline Data</th>
<th>Targets (timeline)</th>
<th>Data Sources to validate indicators</th>
<th>Data collection Methods</th>
<th>Frequency of data collection</th>
<th>Responsibility</th>
<th>Assumptions</th>
</tr>
</thead>
</table>

The monitoring work plan will provide a framework that will guide the tracking of the interventions right from goals, to objectives, strategies, performance indicators and finances. The plan will specify responsibility levels as well as the timelines for respective monitoring activities as indicated below.

<table>
<thead>
<tr>
<th>Level of Monitoring</th>
<th>Type of Monitoring</th>
<th>Expected Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Council</td>
<td>Annual monitoring of progress made based on the overall annual implementation plan and progress report from Senate</td>
<td>Annual monitoring progress report</td>
</tr>
<tr>
<td>2. Senate</td>
<td>Half yearly monitoring of progress made based on the overall annual implementation plan and progress report from VC</td>
<td>Half yearly monitoring progress report</td>
</tr>
<tr>
<td>3. Office of Vice Chancellor</td>
<td>Quarterly monitoring of the progress made by the divisions as per the annual divisional implementation plan and progress report from the DVCs</td>
<td>Harmonized quarterly monitoring report</td>
</tr>
<tr>
<td>4. DVCs Offices</td>
<td>Quarterly based monitoring of the progress made by the colleges/schools/institutes/faculties as per their respective annual implementation plans and progress report from Principals/Deans/Directors</td>
<td>Harmonized divisional semester monitoring report</td>
</tr>
<tr>
<td>5. Principals/Deans /Directors</td>
<td>Quarterly based monitoring of the progress made by the departments and campuses as per their respective annual implementation plans and progress report from Heads of Departments</td>
<td>Harmonized colleges/schools/institutes/directorates semester monitoring report</td>
</tr>
<tr>
<td>6. Heads of Departments</td>
<td>Monthly based monitoring of the progress made by the members of staff within the department/campuses as per their respective annual implementation plans and progress reports from staff</td>
<td>Harmonized monthly departmental monitoring report</td>
</tr>
</tbody>
</table>
7.4.2 Monitoring Resources

As indicated in Chapter Six above the budget has been allocated within the priority themes and goals for the period 2013-2017. Monitoring the human resource and physical resources available for implementation of all activities is as important as monitoring the activities themselves. Sufficient resources need to be available at the time required. To ensure the financial stability, availability of funds for the future will be monitored, including the status of the budgets, and other important financial parameters.

7.4.3 Monitoring Results

The emphasis of the M&E system is to monitor results rather than outputs. The monitoring of results shall be based on the result indicators given in the annual implementation plan and annual monitoring plan. The indicators will represent the desired situation at a specific time. Data will be collected on these indicators on monthly and semester basis so that progress can be assessed by comparing an initial situation with the current situation. Baseline data will be collected for each of the results indicators to act as benchmarks for monitoring results. Effective, expeditious and transparent performance management mechanisms are necessary in securing the success of JKUAT initiatives. To this end, the University will ensure the development of a comprehensive performance management framework linking program outcomes to long-term impacts of this Strategic Plan.

7.5 Evaluation

The University needs to regularly conduct evaluations by way of systematic and objective assessment of ongoing or completed interventions or policies and the resulting impacts. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. This assessment will provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of all stakeholders. In order to conduct credible evaluation, the University will define appropriate standards, against which the examination of performance shall be conducted. The evaluation of the strategic plan shall be undertaken at the end of the month of June in each financial year. This is congruent with budget allocation to public universities, auditing of operational results, budgets and preparation of financial statements.

7.6 Using Results-Based M&E Information

It is important to acknowledge that generation of credible M&E information is one issue and its proper utilization is another. The use of M&E information places it at the centre of sound governance arrangements as a necessary condition for the effective management especially in public expenditures. Thus, results-based M&E information is necessary
to inform evidence-based policy making, evidence–based management and evidence–
based accountability. Hence, the value of the result-based M&E in the University should
not concentrate on the aspects of conducting results-based M&E activities to generate
information but also go ahead and effectively use the information to improve performance
of the University. The M&E information will be useful in the following ways:
   a) To enhance transparency and support accountability.
   b) To support internal management learning and decision-making.
   c) To support policy-making and planning at all levels.
   d) To help faculties/colleges/schools/institutes/departments/campuses to manage
      university activities at the sector, program and project levels.
## ANNEXES

### ANNEX 1: IMPLEMENTATION MATRIX

#### THEME 1: Policy and Corporate Governance

**Thematic Issue:** Inappropriate improved policies and corporate governance for enhanced equality, accountability, and transparency in decision-making

**Strategic Objective 1:** Improved policy and corporate governance for enhancing accountability and decision making

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget Kshs. M</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Policy and Constitution</td>
<td>Re-align JKUAT policies with the Constitution</td>
<td>Review of the University Act and Charter and supporting sectoral policies</td>
<td>2009-2012 University Policies</td>
<td>100% reviewed University Act and Charter and supporting sectoral policies aligned to the Constitution</td>
<td>The constitution and University policies &amp; Statutes</td>
<td>VC</td>
<td>2013/2014</td>
<td>Full alignment of University policies with the constitution</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Train staff on the Constitution and its alignment to University policy documents</td>
<td>Top University management and Council trained</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>All staff sensitized on the Constitution</td>
<td>Constitution and University policies and Statutes</td>
<td></td>
<td></td>
<td>DVC APD</td>
<td>2013/2014</td>
<td>Improved awareness and implementation of the Constitution and University policies</td>
<td>2</td>
</tr>
<tr>
<td>Governance</td>
<td>Reform governance structures of JKUAT to improve efficiency in decision-making</td>
<td>Develop a comprehensive governance policy</td>
<td>Current structures inadequate</td>
<td>Governance policy developed</td>
<td></td>
<td>VC</td>
<td>2013/2014</td>
<td>Improved University governance</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Institutionalize corporate governance and leadership programmes for staff and students</td>
<td>Current structures inadequate</td>
<td>Corporate governance and leadership programmes institutionalized for staff and students</td>
<td></td>
<td>VC</td>
<td>Annually</td>
<td>Improved University corporate governance</td>
<td>12</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget Kshs. M</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>---------------------------------------------</td>
<td>------------------</td>
<td>------------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>New Policies</td>
<td>Develope new policies to support the implementation of the Strategic Plan</td>
<td>Identify and develop new policies to support the implementation of the Strategic Plan</td>
<td>Currently 15 policies in place</td>
<td>8 priority policies identified and developed</td>
<td>Current policies reviewed</td>
<td>DVC APD/DVC RPE/ DVC AA</td>
<td>Annually</td>
<td>Improved implementation of Strategic Plan</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Train staff on the implementation of the priority policies</td>
<td>All staff trained on the implementation of the priority policies</td>
<td>Training reports</td>
<td>DVC AA/ SHRD</td>
<td></td>
<td>Annually</td>
<td>Departments implement revised and reviewed policies</td>
<td>12</td>
</tr>
<tr>
<td>Equality and Diversity</td>
<td>Foster and develop awareness and understanding of equality and diversity issues</td>
<td>Promote and communicate the University’s commitment to equality and diversity internally and externally</td>
<td>Medium level communication</td>
<td>Entrenched understanding of University’s commitment to equality and diversity</td>
<td>University policies</td>
<td>VC/ Gender Office</td>
<td>Annually</td>
<td>Increased equal opportunity for all</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote gender equity and diversity in University at all levels</td>
<td>30 % gender representation at all levels</td>
<td>University policies</td>
<td>VC/Gender Office</td>
<td></td>
<td>Annually</td>
<td>Enhancing affirmative action</td>
<td>2</td>
</tr>
</tbody>
</table>

**SUB TOTAL** 74
### THEME 2: Resource Mobilization

**Thematic Issue:** Insufficient funding diversification for supporting University development

**Strategic Objective 2:** To strengthen University funding through diversification of revenue streams

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Funds</strong></td>
<td>Increasing annual recurrent and development grant by 30% per year</td>
<td>At least 30 departments to establish linkages with relevant ministries to enhance funding</td>
<td>Kshs. 4.6 billion</td>
<td>30% increase of departmental income per year</td>
<td>Operational budget reports</td>
<td>DVCAPD/Head of budgetary</td>
<td>Annually</td>
<td>Improved productivity</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td></td>
<td>At least 30 departments to establish 5% of own sources of their development funding from ministries/ government agencies</td>
<td>One Botanical garden One Nissin facility</td>
<td>Number of new equipment and facilities per year</td>
<td>Procurement records/asset register</td>
<td>DVC APD/CPO</td>
<td>Annually</td>
<td>Motivated and productive work-force</td>
<td>5</td>
</tr>
<tr>
<td><strong>Subsidized Loans</strong></td>
<td>Increasing funding from existing government education funds by 30% per annum</td>
<td>Generate Kshs. 50 million alternative incomes from CDF, HELB and MoE per year</td>
<td>Kshs. 120 million</td>
<td>Increased funding by Kshs. 50 million per year</td>
<td>Students records/accounts records</td>
<td>DVC APD/FO</td>
<td>Annually</td>
<td>Increased staff motivation</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop modalities for working with CDFs/devolved governments</td>
<td>Five departments aligned with local authorities</td>
<td>30 departments align with at least 3 Counties per year</td>
<td>MOU signed and sealed</td>
<td>DVC APD/FO</td>
<td>Annually</td>
<td>Consistent career progressions</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop appropriate programs and negotiate with at least 10 local authorities</td>
<td>3 certificate programs developed and negotiated</td>
<td>10 certificate courses per year</td>
<td>MOU signed and sealed</td>
<td>DVC AA/COD/ Campus Directors</td>
<td>Annually</td>
<td>Improved staff morale</td>
<td>10</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Funding Agencies</td>
<td>Attracting at least 2 donor funded projects per year</td>
<td>Departments to establish committees for attracting donor funds</td>
<td>Currently 50 donor funded project in various departments</td>
<td>Increase in number of donor funded projects</td>
<td>Proposals/MOU</td>
<td>DVC RPE/Directors</td>
<td>Annually</td>
<td>More funds to run various projects</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thirty (30) Departments to establish at least two (2) linkages with non-traditional funding agencies</td>
<td>Six international income source linkages</td>
<td>Number of new international linkages increased</td>
<td>MOU</td>
<td>DVC AA/COD</td>
<td>Annually</td>
<td>Funds from non-traditional funding agencies used for development</td>
<td>25</td>
</tr>
<tr>
<td>Tuition Fees</td>
<td>Increasing student enrolment by 12% per year</td>
<td>Institutionalize flexible admission and e-learning</td>
<td>Kshs. 2.96 Billion in tuition fees</td>
<td>12% increase in tuition fees per year</td>
<td>Admission records and accounts</td>
<td>DVC AA/FO</td>
<td>Annually</td>
<td>Increased skills for labour market and improved University revenue</td>
<td>1,600</td>
</tr>
<tr>
<td>Income Generating Activities</td>
<td>Increase income from IGAs by 20% per year</td>
<td>Establishing incubation centres for existing IGA products</td>
<td>Kshs. 184 Million</td>
<td>5 MOUs established for incubation through Public-Private Partnerships</td>
<td>Signed MOUs</td>
<td>DVC APD</td>
<td>2013-2014</td>
<td>Meeting budgetary requirements timely and growth projections</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish linkage with the relevant Security Food Programs e.g. WFP and the Government primary feeding Programs</td>
<td>No linkages with Food Security Programs</td>
<td>Two linkages established per year</td>
<td>Signed MOU</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Increased food security</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish linkage with relevant ministries and stakeholders in marketing of the JKUAT seedlings</td>
<td>Low</td>
<td>Two linkages established per year 20% increase in income</td>
<td>RPE reports</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Enhanced participation in sector development</td>
<td>2</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>----------</td>
<td>------------------------------------------------------------</td>
<td>-----------------------</td>
<td>-----------------</td>
<td>-----------</td>
<td>---------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commercialization of two (2) innovations per year</td>
<td>Low</td>
<td>Two (2) commercialized products per year</td>
<td>RPE reports</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Improved business opportunities and employment</td>
<td>2</td>
</tr>
<tr>
<td>Scale up seven new production activities</td>
<td>Scaling up seven production activities</td>
<td>Low</td>
<td>Seven new production activities</td>
<td>RPE reports/ MOU</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Enhanced linkages with industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streamlining the procurement system through decentralization to support IGA</td>
<td>Decentralization of the procurement system</td>
<td>Timely procurement of materials for production</td>
<td>Procurement systems</td>
<td>DVC APD</td>
<td></td>
<td>Annually</td>
<td>Smooth and prompt procurement system</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

**SUB TOTAL** 1,823
**THEME 3: Human Resource Management**

**Thematic Issues:** Inadequate mechanism for attracting, developing, motivating and retaining staff of the highest international calibre

**Strategic Objective 3:** Attract, develop, motivate and retain efficient staff of the highest international calibre and make JKUAT an employer of choice

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Attraction and Retention</td>
<td>Attract and retain qualified staff</td>
<td>Provide competitive compensation and reward system</td>
<td>90% staff retention rate</td>
<td>Staff retention rate increased by 1% annually over the plan period</td>
<td>Annual staff retention reports/staff counts</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Improved productivity and staff retention</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a conducive work environment</td>
<td>Work environment index at 77%</td>
<td>Work environment index increased by 2% annually over the plan period</td>
<td>Annual work environment survey report</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Highly motivated and productive work-force</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide performance-based reward system</td>
<td>Inconsistent recognition/zero reward system</td>
<td>Annual recognition/reward of best performing staff</td>
<td>Annual staff recognition report</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Increased staff motivation</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review and implement clear and time bound schemes of service</td>
<td>Schemes of service review at 80%</td>
<td>Attain 100% review by 31st December, 2013</td>
<td>Approved schemes of service</td>
<td>DVC APD/Registrar APD</td>
<td>2013-2014</td>
<td>Consistent career progressions</td>
<td>0.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure proper job placement</td>
<td>Proper job placement at 95%</td>
<td>100% level of proper job placement</td>
<td>List of staff showing designation and qualification</td>
<td>DVC APD/Registrar APD</td>
<td>2013-2014</td>
<td>Improved staff motivation</td>
<td>0.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Raise staffing level from the current 67% of the approved establishment to 77% by 2017</td>
<td>Carry out one HR audit, job analysis and evaluation</td>
<td>Zero HR audit carried out</td>
<td>HR gaps identified/reported</td>
<td>DVC APD/HRM</td>
<td>2013-2014</td>
<td>Sufficient staffing level and training</td>
<td>4</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Capacity Development</td>
<td>Increase staffing level by 2% annually</td>
<td>Increase staffing level by 2% annually</td>
<td>Staffing level at 67%</td>
<td>2% increase in staffing level per year from 67% to 77%</td>
<td>Quarterly reports to Council</td>
<td>DVC APD/ Registrar APD</td>
<td>Annually</td>
<td>Improved staff motivation</td>
<td>2900</td>
</tr>
<tr>
<td></td>
<td>Staff requirements to be captured in the business plan for new Colleges/ Campuses/ Schools/ Faculties/ Directorates/ Institutes/ Departments</td>
<td>Staff requirements to be captured in the business plan for new Colleges/ Campuses/ Schools/ Faculties/ Directorates/ Institutes/ Departments</td>
<td>Approved staff establishment</td>
<td>Approved business plans for new Colleges/ Campuses/ Schools/ Faculties/ Directorates/ Institutes/ Departments</td>
<td>DVC APD/HRM</td>
<td>Annually</td>
<td>Enhanced service delivery</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Security and Safety</td>
<td>Enhance security and safety</td>
<td>Enhance security and safety</td>
<td>No electronic system in place</td>
<td>Operational electronic staff and students identification system</td>
<td>Installation of actual security system</td>
<td>DVC APD/CSO</td>
<td>2013-2014</td>
<td>Reduced crime and theft incidences/ improved surveillance</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Capacity Development</td>
<td>Capacity Development</td>
<td>Undertake annual training needs assessment at all levels</td>
<td>Only 10% of staff have been trained</td>
<td>Training needs identified</td>
<td>Training needs assessment report</td>
<td>DVC APD/HRM</td>
<td>Annually</td>
<td>Improved staff competency</td>
</tr>
<tr>
<td></td>
<td>Institutionalizing specialized short courses training at departmental level for all staff</td>
<td>Institutionalizing specialized short courses training at departmental level for all staff</td>
<td>Only 10% of staff have been trained</td>
<td>Only 10% of staff have been trained</td>
<td>Course training reports</td>
<td>DVC APD/ HODs</td>
<td>Annually</td>
<td>Improved staff competency</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Undertake pedagogical training</td>
<td>Undertake pedagogical training</td>
<td>Zero number of trainings done</td>
<td>One (1) pedagogy training for each faculty per year</td>
<td>Pedagogy training attendance list/ certificates</td>
<td>DVC APD/ Deans/ Directors</td>
<td>Annually</td>
<td>Enhanced teaching skills</td>
<td>2</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>-----------------------</td>
<td>-----------------------</td>
<td>---------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>Improve leadership and management skills</td>
<td>Institutionalize leadership and management courses for University Managers</td>
<td>Limited workshop per year</td>
<td>One (1) training workshop for managers per year</td>
<td>Workshop training report</td>
<td>DVC APD/HRM</td>
<td>Annually</td>
<td>Improved leadership and management</td>
<td>20</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Refine system of governance to enhance decision making and accountability</td>
<td>Develop policy on corporate governance</td>
<td>Currently there is no documented policy</td>
<td>Documented policy</td>
<td>Approved policy</td>
<td>DVC APD/Registrar APD</td>
<td>2013-2014</td>
<td>Improved institutional governance and clarity of appointments</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Organize annual corporate governance training</td>
<td>Zero seminars per year</td>
<td>One (1) training annually</td>
<td>Corporate governance training report</td>
<td>DVC APD/HRM</td>
<td>Annually</td>
<td>Improved institutional governance</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Institutionalizing corporate branding at all levels</td>
<td>Corporate branding and visibility currently very low</td>
<td>Visible corporate brand in all areas</td>
<td>JKUAT colour and logo on University stationery and property</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Easily recognizable corporate brand</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To organize annual Training workshop on corruption eradication</td>
<td>Zero seminars arranged</td>
<td>One (1) workshop per Division/College/ Campus per year</td>
<td>Training report</td>
<td>VC/Legal Officer</td>
<td>Annually</td>
<td>Reduced corruption incidences</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake Corruption index survey</td>
<td>None</td>
<td>Corruption index survey report</td>
<td>Corruption survey report</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Reduced corruption incidences</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and implement risk management framework</td>
<td>No existing framework</td>
<td>Operational risk management framework</td>
<td>Risk analysis reports</td>
<td>VC/CIA</td>
<td>2013-2014</td>
<td>Improved risk management</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Health Care</td>
<td>Provision of high quality medical care</td>
<td>Employment of adequate qualified health care officers as per the establishment</td>
<td>67% of health care staff establishment employed</td>
<td>Increase staffing by 2% annually to reach 77% staff establishment</td>
<td>List of staff showing designation and qualification</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Reduced no. of measured disciplinary cases</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve/expanding existing facilities to international standards</td>
<td>Level three JKVAT Hospital at Level Four</td>
<td>Certificate from Director of Medical Services</td>
<td>DVC APD/CMO</td>
<td>2013-2015</td>
<td>Improved health care service delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote fitness of the University community</td>
<td>Unequipped gymnasium</td>
<td>Fully functional gym facility and exercise facilities</td>
<td>DVC APD/CMO</td>
<td>2013-2014</td>
<td>A healthy university community</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>To reduce cases of epidemics/chronic illnesses within the University</td>
<td>Annual sensitization and immunization on TBC</td>
<td>One (1) sensitization for staff and students per year</td>
<td>DVC APD/CMO</td>
<td>Annually</td>
<td>50% reduced epidemic cases</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitate annual medical checkups for staff and students/ surveillance checks</td>
<td>Random annual checkup</td>
<td>10% of staff and students screened randomly</td>
<td>DVC APD/CMO</td>
<td>Annually</td>
<td>A healthy university community</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>-------------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>---------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Ensuring compliance to the National, Safety and Security Standards</td>
<td>To equip team leaders with requisite skills and knowledge on health and safety</td>
<td>Zero team leaders trained annually</td>
<td>One training workshop per Divisions/Colleges/Campuses per year</td>
<td>Training report</td>
<td>VC/CSO</td>
<td>Annually</td>
<td>Safe and Secure work environment</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Undertake fire drill</td>
<td>Currently no measurable fire drills</td>
<td>One (1) drill per year</td>
<td>Report on annual fire drill</td>
<td>VC/CSO</td>
<td>Annually</td>
<td>Safe and Secure work environment</td>
<td>15</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>Ensure adherence to national policy on service delivery</td>
<td>Enhance adherence to the Service Delivery Charter</td>
<td>Adherence to the Service Delivery Charter at 80%</td>
<td>100% compliance to the Service Delivery Charter at all levels</td>
<td>Annual report on compliance to the Service Delivery Charter</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Emergency preparedness</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish and maintain a base of satisfied customers</td>
<td>Customer satisfaction index at 75%</td>
<td>2% improvement on the customer index</td>
<td>Annual customer satisfaction survey report</td>
<td>DVC APD/Registrar APD</td>
<td>Annually</td>
<td>Improved service delivery</td>
<td>10</td>
</tr>
<tr>
<td>Maintenance and</td>
<td>To sustain ISO 9001:2008 certification</td>
<td>Conduct quarterly internal audits and implement the audit findings</td>
<td>Two internal audits carried out annually</td>
<td>Four (4) internal audits per year</td>
<td>QMS internal audit report</td>
<td>MR</td>
<td>Annually</td>
<td>Improved level of compliance to QMS</td>
<td>100</td>
</tr>
<tr>
<td>improvement of QMS</td>
<td></td>
<td></td>
<td></td>
<td>QMS internal audit report</td>
<td></td>
<td>MR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training and sensitization of staff</td>
<td>1000 staff trained annually</td>
<td>One (1) sensitization per year/all staff trained</td>
<td>Training report</td>
<td>MR</td>
<td>Annually</td>
<td>Improved service delivery</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To review QMS procedures and processes once every year</td>
<td>Procedures are reviewed annually</td>
<td>One review undertaken</td>
<td>Annual report on review of QMS procedures</td>
<td>MR</td>
<td>Annually</td>
<td>Improved service delivery</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct monthly management review meetings</td>
<td>8 meetings held at various intervals</td>
<td>12 management review meetings held</td>
<td>Records of management review meetings</td>
<td>MR</td>
<td>Annually</td>
<td>Improved service delivery</td>
<td>10</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>--------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>Conduct monthly departmental management review meetings</td>
<td>6 meetings held at bi-monthly interval</td>
<td>12 departmental management review meetings held</td>
<td>Minutes of departmental management review meetings</td>
<td>HODs</td>
<td>Annually</td>
<td>Improved service delivery</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct training for QMS implementers and auditors</td>
<td>One (1) annual workshop for internal auditors</td>
<td>Two workshop held for QMS auditors and implementers</td>
<td>List of staff trained</td>
<td>MR</td>
<td>Annually</td>
<td>Improved service delivery</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

**SUB TOTAL** 16,650
### THEME 4: Finance and Procurement Management

**Thematic Issue:** Uneconomical financial and procurement systems

**Strategic Objective 4:** Improve financial sustainability through effective and efficient financial and procurement systems

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of Financial Resources</td>
<td>Enhance effectiveness and efficiency in financial management</td>
<td>Ensure full implementation of the SAGE, ACCPAC and ERP by 30th June 2013</td>
<td>SAGE, ACCPAC and ERP implementation at 70%</td>
<td>Full implementation of all the SAGE, ACCPAC and ERP modules</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>DVC APD/FO</td>
<td>2013-2014</td>
<td>Reduced loss of University funds through errors of commission</td>
<td>20.6</td>
</tr>
<tr>
<td></td>
<td>Integrate SAGE, ACCPAC and ERP with other management information systems</td>
<td>Integration at 70%</td>
<td>Integration of all the modules</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>DVC APD/FO</td>
<td>2013-2014</td>
<td>Ease access of financial information</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthening internal control systems</td>
<td>Quarterly system control audits</td>
<td>Monthly system control audits</td>
<td>Systems audit reports</td>
<td>VC/CIA</td>
<td>Monthly</td>
<td>Reduced wastages and financial risks</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enforcing statutory requirements</td>
<td>Currently there is no enforcement oncompliance to statutory requirements</td>
<td>100% compliance statutory requirements</td>
<td>Annual legal audit reports</td>
<td>DVC APD/FO</td>
<td>Monthly</td>
<td>Efficient financial and procurement management</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure adherence to provisions of the debt management policy</td>
<td>New debt management policy in place</td>
<td>Full implementation of debt management policy within first year of the plan</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>DVC APD/FO</td>
<td>Annually</td>
<td>Improved cash flow</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>----------------</td>
</tr>
<tr>
<td>Outsourcing of non-core services</td>
<td></td>
<td>Outsourcing of non-core services</td>
<td>5% savings on security and grounds maintenance costs</td>
<td>10% savings from total outsourcing</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>DVC APD/ Registrar APD</td>
<td>Annually</td>
<td>Reduced operation costs</td>
<td>125</td>
</tr>
<tr>
<td>Improve revenue generated by IGUs through running IGU Units purely as business entities</td>
<td></td>
<td>Improve revenue generated by IGUs through running IGU Units purely as business entities</td>
<td>Kshs. 184,000,000 from IGUs</td>
<td>20% increase of IGU revenue</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Increased income generation</td>
<td>184</td>
</tr>
<tr>
<td>Devolve financial management to the Colleges/ Campuses/ Schools/ Institutes</td>
<td>Empower Colleges/ Campuses/ Schools/ Institutes to have full financial control over the 35% as per the IGU Policy</td>
<td>Devolve financial management to the Colleges/ Campuses/ Schools/ Institutes</td>
<td>Costs Centre and IGU Policy in place</td>
<td>Full implementation of Cost Centre and IGU Policy autonomy of the 35%</td>
<td>Payments made directly by the respective Colleges/ Campuses/ Schools/ Institutes</td>
<td>VC</td>
<td>Annually</td>
<td>Enhanced operations of cost centres</td>
<td>20</td>
</tr>
<tr>
<td>Plough back 5% of funds generated for Colleges/ Campuses/ Schools/ Institutes</td>
<td>No ploughing back of funds in place</td>
<td>Plough back 5% of funds generated for Colleges/ Campuses/ Schools/ Institutes</td>
<td>5% of funds ploughed back to Colleges/ Campuses/ Schools/ Institutes</td>
<td>Equipped facilities</td>
<td>Principals/ Deans/ Directors/ CODs</td>
<td>Annually</td>
<td>Improved departmental facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Raising</td>
<td>Increase current funding from the current Kshs. 4.6 Billion to Kshs. 8 Billion per year</td>
<td>Fund Raising</td>
<td>Raise current student fee collection from the current Kshs. 2.9 Billion to Kshs. 3 Billion</td>
<td>Kshs. 2.9 Billion per year</td>
<td>Kshs. 3 billion or more fees collected per year in tandem with increased student numbers</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>DVC AA/ DR Admissions</td>
<td>Improved funding</td>
<td>8</td>
</tr>
<tr>
<td>Teaching departments to raise 10% of Kshs. 14 Billion from consultancies and linkages</td>
<td></td>
<td>Teaching departments to raise 10% of Kshs. 14 Billion from consultancies and linkages</td>
<td>Kshs. 1 Million per year</td>
<td>Kshs. 1.4 Billion raised per year</td>
<td>Revenue accounted for</td>
<td>Principals/ Deans/ Directors/ CODs</td>
<td>Annually</td>
<td>Improved funding</td>
<td>10</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>---------</td>
<td>----------------</td>
</tr>
<tr>
<td>Solicit increase of government capitation from the current Kshs. 1.5 Billion to Kshs. 3 Billion</td>
<td>Solicit increase of government capitation from the current Kshs. 1.5 Billion to Kshs. 3 Billion</td>
<td>Kshs. 1.5 Billion per year</td>
<td>Kshs. 3 Billion government capitation per year</td>
<td>Funds transmitted</td>
<td>DVC APD</td>
<td>Annually</td>
<td>Improved funding</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>IGAs to raise Kshs. 0.6 Billion</td>
<td>IGAs to raise Kshs. 0.6 Billion</td>
<td>Kshs. 0.2 Billion per year</td>
<td>Kshs. 0.6 Billion from IGAs per year</td>
<td>Financial reports</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Improved funding</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Research outputs to raise Kshs. 1 Billion</td>
<td>Research outputs to raise Kshs. 1 Billion</td>
<td>None</td>
<td>Kshs. 1 Billion from research per year</td>
<td>Funds accounted for</td>
<td>DVC RPE</td>
<td>Annually</td>
<td>Improved funding</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Council and Top Management to raise Kshs. 6 Billion</td>
<td>Council and Top Management to raise Kshs. 6 Billion</td>
<td>None</td>
<td>Kshs. 6 Billion by Council and Top Management</td>
<td>Monthly, quarterly financial and annual financial reports</td>
<td>Council members/ VC/DVCs</td>
<td>Annually</td>
<td>Improved funding</td>
<td>1.2</td>
<td></td>
</tr>
<tr>
<td>Solicit funds from local and international development partners, corporates, the alumni and NGOs</td>
<td>Solicit funds from local and international development partners, corporates, the alumni and NGOs</td>
<td>Low</td>
<td>Kshs. 2 Billion Top Management</td>
<td>Funds generated</td>
<td>Council members</td>
<td>Annually</td>
<td>Improved funding</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Domesticate the national public procurement and disposal policy</td>
<td>Domesticate the national public procurement and disposal policy</td>
<td>No procurement policy in place</td>
<td>Procurement policy institutionalized</td>
<td>Approved procurement policy</td>
<td>DVC APD/ CPO</td>
<td>2013-2014</td>
<td>Timely procurement of goods and services</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Ensure full implementation of the SAGE, ACCPAC and ERP procurement module by 30th June 2013</td>
<td>Ensure full implementation of the SAGE, ACCPAC and ERP procurement module by 30th June 2013</td>
<td>Implementation at 70%</td>
<td>Full implementation of the procurement module</td>
<td>Working system</td>
<td>DVC APD/ CPO</td>
<td>2013-2014</td>
<td>Timely procurement of goods and services</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>----------------</td>
<td>------------</td>
<td>--------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Integrate the procurement module with other management information systems</td>
<td>Integration at 70%</td>
<td>Integration of all the modules</td>
<td>Integrated system</td>
<td>DVC APD/ CPO</td>
<td>2013-2014</td>
<td>Reduced corruption incidences</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Streamline procurement planning in line with budgetary allocation</td>
<td>Adherence to annual procurement plans</td>
<td>100% adherence to annual procurement plans</td>
<td>Variance analysis report</td>
<td>DVC APD/ CPO</td>
<td>Annually</td>
<td>Timely procurement of goods and services</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Devolve the procurement process to the Colleges/ Campuses/ Schools/ Institutes</td>
<td>Empower Colleges/ Campuses/ Schools/ Institutes to have full control over their procurement process in line with the PPOA regulations</td>
<td>Centralized procurement process</td>
<td>Full control of the procurement process by respective cost centres in line with the PPOA regulations</td>
<td>Procurement done directly by respective cost centres</td>
<td>DVC APD/ CPO</td>
<td>Annually</td>
<td>Timely procurement of goods and services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Realign procurement plans with the tendering process</td>
<td>To attract competitive service providers</td>
<td>Random floating of annual tenders</td>
<td>Savings</td>
<td>Cost savings report</td>
<td>DVC APD/ CPO</td>
<td>Annually</td>
<td>Timely procurement of goods and services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maintain only serviceable and up to date items</td>
<td>Conduct annual disposal of obsolete items in line with the PPOA Regulations</td>
<td>Annual disposals</td>
<td>Number of items disposed annually</td>
<td>Annual disposal report</td>
<td>DVC APD/ CPO</td>
<td>Annually</td>
<td>Improved service delivery</td>
</tr>
</tbody>
</table>

SUB TOTAL 1,233
**THEME 5: Infrastructure Development**

**Thematic Issue:** Inadequate infrastructure and services to meet all the stakeholders’ needs

**Strategic Objectives 5:** Provide adequate facilities and services and manage them effectively and responsively for the benefit of stakeholders

<table>
<thead>
<tr>
<th>Sub-Theme</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Facilities</strong></td>
<td>Upgrade and expand the existing facilities to provide secure working environment</td>
<td>Renovate and expand existing buildings including phasing out asbestos roofs</td>
<td>20% of existing facilities upgraded annually</td>
<td>20% upgrade and expansion of existing facilities per year phasing out asbestos roofs within the plan period</td>
<td>Actual facilities</td>
<td>DVC APD/ Registrar APD/ EM</td>
<td>Annually</td>
<td>Improved working environment Improved service delivery</td>
<td>350</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Naming of roads and buildings</td>
<td>Roads and buildings currently unnamed</td>
<td>All roads and building named by 30th of June 2013</td>
<td>Catalogue of names of roads and buildings</td>
<td>VC/DVC APD/ Registrar APD/ CPO</td>
<td>2012-2013</td>
<td>Ease in navigation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve main gates for Nairobi and Karen Campuses</td>
<td>Low quality gates</td>
<td>Two (2) gates improved</td>
<td>New gates</td>
<td>DVC APD/ Registrar APD</td>
<td>2012-2013</td>
<td>Improved security &amp; enhanced aesthetics</td>
<td>10</td>
</tr>
<tr>
<td><strong>New Facilities</strong></td>
<td>Develop new infrastructure facilities to accommodate expansion of the University</td>
<td>Construction of the following facilities as provided for in the master plan:</td>
<td>At design stage</td>
<td>Number of facilities constructed</td>
<td>Actual facilities/ completion facilities</td>
<td>DVC APD/ Registrar APD/ EM</td>
<td>2012-2017</td>
<td>Improved learning and work environment Improved service delivery</td>
<td>350</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Administration Block C in Main Campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>350</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Students Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff Centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>300</td>
</tr>
<tr>
<td></td>
<td></td>
<td>COETEC Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>280</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SHRD Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>340</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nissin Plant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>350</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Graduation Square</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>350</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maternity Wing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>340</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assembly Hall</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>250</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>----------------</td>
</tr>
<tr>
<td>Mortuary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>40</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Common lecture theatres/ laboratories classrooms/offices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>340</td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Teaching and Research Hospital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>600</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Faculty of Agriculture Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>550</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Administration Blocks for Campuses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>220</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Students Centres for Campuses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>140</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parking spaces</td>
<td>Only able to provide 80% of the requirements</td>
<td>20% additional space created</td>
<td>Parking space provided</td>
<td>DVC APD/EM</td>
<td>2012-2017</td>
<td>Improved learning and work environment</td>
<td>75</td>
</tr>
<tr>
<td>Building and refurbish facilities for the following Centres of Excellence: IEET, IBR, WARREC, SABBREC and SMARTEC</td>
<td>Building and refurbishment at 10%</td>
<td>Completed: Three (3) eco-materials demonstration buildings Three (3) biodiversity laboratories One (1) herbarium One (1) interactive web-based &amp; book based library One (1) research institute office</td>
<td>Actual facilities/completion facilities</td>
<td>DVC APD/DVC RPE</td>
<td>2012-2017</td>
<td>Improved learning and work environment Improved service delivery</td>
<td>500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------</td>
<td>--------------------------------------------------------</td>
<td>------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>--------------------------</td>
<td>------------</td>
<td>-----------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop Botanical Garden</td>
<td>Designs completed and forty acre (40) land allocated</td>
<td>Botanical Garden</td>
<td>The garden</td>
<td>DVC APD/ Director SABREC</td>
<td>2012-2017</td>
<td>Enhanced research and innovation</td>
<td>1,200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop Industrial and Technology Park</td>
<td>Designs completed and thirty two acre (32) land allocated</td>
<td>Industrial and Technology Park completed</td>
<td>The park</td>
<td>VC/DVC APD</td>
<td>2012-2017</td>
<td>Enhanced research, innovation and incubation</td>
<td>3,000</td>
</tr>
<tr>
<td>Space in campuses</td>
<td>Expansion of main and satellite campuses</td>
<td>Purchase buildings/land for main campus, Karen, Nairobi, Nakuru, Kisii, Kitale, Nairobi CBD and Mombasa Campuses</td>
<td>Acquisition at an advanced stage for Kisii Campus but not started for other campuses</td>
<td>10% additional land acquired</td>
<td>Title deeds</td>
<td>VC/DVC APD/ Registrar APD</td>
<td>2012-2017</td>
<td>Enhanced learning and work environment Improved service delivery</td>
<td>3000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opening campuses in Rwanda, Burundi, South Sudan and Somalia-land</td>
<td>No campus opened</td>
<td>Four (4) campuses established</td>
<td>The new campuses</td>
<td>VC/DVC APD/ DVC AA/ Registrar APD</td>
<td>2012-2017</td>
<td>Greater access to University education</td>
<td>100</td>
</tr>
<tr>
<td>Central services</td>
<td>Provide complimentary services</td>
<td>Overhaul of cold rooms for kitchens and Food Science Department</td>
<td>Overhaul plans in place</td>
<td>Installation and commissioning of the equipment</td>
<td>Operational cold rooms</td>
<td>DVC APD/EM/ CCM/COD FST</td>
<td>2012-2017</td>
<td>Improved facilities</td>
<td>2</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Purchase of standby generators for campuses</td>
<td></td>
<td>One generator bought for Ansha Centre</td>
<td>Procure six new generators</td>
<td>The generators entered in assets register</td>
<td>DVC APD/ Principals/ Directors/CPO/ EM</td>
<td>2012-2013</td>
<td>Improved facilities</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Rehabilitation of borehole for Karen Campus</td>
<td></td>
<td>Un-functional borehole</td>
<td>Functioning borehole</td>
<td>Working borehole/ contractor reports</td>
<td>DVC APD/ Principal Karen/ Campus</td>
<td>2013-2013</td>
<td>Improved water provision</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Prevent breakdown maintenance and downtime</td>
<td></td>
<td>Strict adherence to the inspection, repair and maintenance schedules for equipment and building</td>
<td>Adherence at 80%</td>
<td>100% adherence to repair and maintenance records</td>
<td>Repair and maintenance records</td>
<td>EM</td>
<td>2012-2017</td>
<td>Uninterrupted service delivery</td>
<td>100</td>
</tr>
<tr>
<td>Enhance efficiency of transport services in the University</td>
<td></td>
<td>Acquire various categories of vehicles for Divisions/ Colleges/ Campuses/ Schools/ Faculties/ Institutes</td>
<td>Vehicles currently allocated only to VC, DVCs and Principals, the other are big pool vehicles</td>
<td>Twenty (20) saloon pool vehicles purchased over the plan period</td>
<td>The vehicles entered in asset register</td>
<td>DVC APD/TM</td>
<td>2013-2017</td>
<td>Improved transport services</td>
<td>60</td>
</tr>
<tr>
<td>Upgrade the printery section to a printing press of choice</td>
<td></td>
<td>Employment of adequate qualified staff as per establishment</td>
<td>Staff establishment at 66%</td>
<td>77% of the staff establishment employed</td>
<td>List of staff</td>
<td>DVC APD/ Registrar APD</td>
<td>2013-2017</td>
<td>Adequate staffing level</td>
<td>300</td>
</tr>
<tr>
<td>Upgrade existing facilities and equipment</td>
<td></td>
<td>One offset printing machine, a copy printer and two photocopiers</td>
<td>Operational printing press</td>
<td>The facilities and equipment</td>
<td>DVC APD/ Registrar APD/ I/C Printery</td>
<td>2013-2017</td>
<td>Provision of adequate printing/ photocopying services</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>------------</td>
<td>----------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>Ensure consistent supply of water and electricity</td>
<td>Refurbish the water intake system at Ndarugur river</td>
<td>Two pumping stations exist; one is non-functional</td>
<td>Refurbished pumping stations and water treatment capacity</td>
<td>Operational pumping stations</td>
<td>DVC APD/Registrar APD/EM</td>
<td>2013-2017</td>
<td>Provision of adequate water supply</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Expanding the water treatment and storage facilities</td>
<td>Water treatment capacity low</td>
<td>Water treatment capacity increased</td>
<td>New water treatment and storage facilities</td>
<td>DVC APD/Registrar APD/EM</td>
<td>DVC APD/Registrar APD/EM</td>
<td>2013-2017</td>
<td>Provision of adequate water supply</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>Construction of a power substation by KPLC</td>
<td>Site for the power substation allocated</td>
<td>Operational power substation</td>
<td>The new power substation</td>
<td>DVC APD/Registrar APD/EM</td>
<td>DVC APD/Registrar APD/EM</td>
<td>2013-2014</td>
<td>Uninterrupted power supply</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>Environment</td>
<td>Continue to develop and implement strategies for effective institutional renewable energy use</td>
<td>One biogas project 90% complete using sewage</td>
<td>Operational renewable energy projects at 100%</td>
<td>DVC APD/DVC RPE/Registrar APD/EM</td>
<td>DVC APD/Registrar APD/EM</td>
<td>2013-2017</td>
<td>Cost effective energy supply</td>
<td>10</td>
</tr>
</tbody>
</table>

**SUB TOTAL**                                                   |                                                                           |                                                                           |                                                                           |                                                                                      |                                                                                      |                                |            | 13,389                                       |
### THEME 6: ICT

**Thematic Issue:** Inappropriate ICT network and connectivity

**Strategic Objectives 6.1:** Institutionalizing appropriate internal and external ICT network and connectivity

**Strategic Objectives 6.2:** Enhancing university website as a tool for learning and teaching, research, information dissemination and marketing

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT Management</td>
<td>Institutionalize ICT based management at all levels</td>
<td>Acquisition and installation of requisite hardware and software for supporting E-systems</td>
<td>Low at 10%</td>
<td>Institutionalized E-systems by 20% per year</td>
<td>HRMIS for transport, hospital, examinations, anti-plagiarism surveys</td>
<td>ICT Director</td>
<td>2013-2013</td>
<td>Automation of core processes</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide web-based, clear, complete, and consistent information about the University</td>
<td>Low at 30%</td>
<td>Improved web ranking by 20% per year</td>
<td>Web ranking reports</td>
<td>Website Committee</td>
<td>2013-2013</td>
<td>Improved web ranking</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Improve automation level</td>
<td>Low at 51%</td>
<td></td>
<td>Increase automation from the current level of 51% to 75% over the plan period</td>
<td>Automation level reports</td>
<td>ICT Director</td>
<td>2013-2013</td>
<td>Improved level of automation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain a fit for purpose, resilient and secure network infrastructure</td>
<td>Develop a networking master plan and upgrade and expand existing network including wireless connectivity</td>
<td>Low at 45%</td>
<td>ICT master plan Increase internet connectivity to 80% over the plan period</td>
<td>ICT master plan</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Improved network and performance</td>
<td>226</td>
</tr>
<tr>
<td></td>
<td>Increase bandwidth to meet stakeholders needs</td>
<td>Currently at 100 Mbps</td>
<td></td>
<td>Increase bandwidth from the current 100 Mbps to 300 Mbps</td>
<td>Bandwidth improvement report</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Improved network performance</td>
<td>283.6</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>----------------</td>
<td>--------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Maintain fit for purpose hardware and server infrastructure</td>
<td>Acquire new servers, and implement automation technologies</td>
<td>Low technology based assessment</td>
<td>New server IP Telephony coverage Intelligence surveillance Access control Tele-presence/video conferencing</td>
<td>IP Telephony coverage Intelligence surveillance/ CCTV Access control Tele-presence/video conferencing Contact centre E-learning</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Improved technology based assessment</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>Develop custom ICT inventory module</td>
<td>Low technology based assessment</td>
<td>Completion certificate</td>
<td>Completion certificate</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Improved technology based assessment</td>
<td>400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hardware and software</td>
<td>Ensure secure University data, information, software, hardware and networked infrastructure</td>
<td>Upgrade internal data center and establish an external data centre</td>
<td>No external data centre</td>
<td>Data centre Data centre</td>
<td>ICT Director</td>
<td>2013-2015</td>
<td>Secure data and information</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Implement Information Security System</td>
<td>Low No. of security controls implemented</td>
<td>Security controls implementation report</td>
<td>ICT Director</td>
<td>2013-2015</td>
<td>Assurance to University management</td>
<td>115</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Madaraka Computers</td>
<td>Restore the Madaraka computers flagship project</td>
<td>Assemble the Madaraka computers</td>
<td>Low No. of computers assembled</td>
<td>Report on computers assembled</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Enhanced PPP</td>
<td>220</td>
<td></td>
</tr>
<tr>
<td>ICT application</td>
<td>Maintain fit for purpose and secure applications</td>
<td>Development/ customization of applications</td>
<td>Low Four new modules per year</td>
<td>Customization of application modules</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Improved ICT application</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-------------------------------------</td>
<td>------------------------</td>
<td>-------------------</td>
<td>-----------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Compliance with ICT license requirements</td>
<td>Low at 45%</td>
<td>100% compliance for ERP, CRM, HRMIS, Hospital, Transport, Antivirus and Microsoft products</td>
<td>ICT Compliance license</td>
<td>ICT Director</td>
<td>2012-2013</td>
<td>Improved compliance</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop appropriate information reporting tools for decision making</td>
<td>Medium</td>
<td>No. of customized reports</td>
<td>Customized reports</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Efficacy of decision-making, reduced manual report preparation</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold user training and sensitization for existing and new systems</td>
<td>Currently at 10%</td>
<td>100% training and awareness of users</td>
<td>Training and awareness reports</td>
<td>ICT Director</td>
<td>2013-2017</td>
<td>Efficient use of ICT resources for optimal operations</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement ICT security, electronic payments, e-waste and automation policies.</td>
<td>Currently at 10%</td>
<td>75% technical and user capacity for ERP, CRM, HRMIS, Hospital, Transport and Office productivity</td>
<td>ICT security, electronic payments, e-waste and automation policies.</td>
<td>ICT Director</td>
<td>2013-2014</td>
<td>Improved service delivery</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website</td>
<td>Providing easily accessible web based research management system</td>
<td>Institutionalising web based research management system at all levels</td>
<td>Low at 30%</td>
<td>80% of research results disseminated through the website</td>
<td>Web based publications and Web based report</td>
<td>Cooperate Communication Officer</td>
<td>2013-2015</td>
<td>University-wide research management system supervisors and research management staff institutionalized</td>
<td>32</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>------------------</td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>Developing functional University web and portal systems within a web strategy</td>
<td>Low at 40%</td>
<td>80% of university systems linked to the web and portal system</td>
<td>Programs on web and portal system,</td>
<td>Cooperate communication officer</td>
<td>2013-2015</td>
<td>Integrated and cost effective functional university web and portal systems institutionalized</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td></td>
<td>Providing easy web based access to administrative functions such as enrolment, exam results, class schedules, etc.</td>
<td>Semi-functional system</td>
<td>60% of JKUAT’s information at all levels disseminated through the website</td>
<td>Web based Administrative and management functions</td>
<td>ICT manager</td>
<td>2013-2015</td>
<td>Easy web based access to administrative functions such as enrolment, exam results, class schedules, etc established</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td></td>
<td>Continuously updating the website system based on the emerging communications technologies</td>
<td>Moderate</td>
<td>80% of web content update</td>
<td>Update web content</td>
<td>Director ICT/ Corporate Communication Officer</td>
<td>2013-2017</td>
<td>Improved website content and ranking</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td></td>
<td>Utilise the University website system for publicity, information dissemination and marketing</td>
<td>Moderate</td>
<td>80% utilization of website</td>
<td>Web utilization reports</td>
<td>Director ICT/ Corporate Communication Officer</td>
<td>2013-2017</td>
<td>Improved web utilization</td>
<td></td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,614.6</td>
</tr>
</tbody>
</table>
### THEME 7: Undergraduate and Graduate Programs

**Thematic Issue:** Inappropriate system for offering accessibility to quality academic programs and recruiting the very best students nationally, regionally and internationally through an equitable process based on achievements and potential

**Strategic Objective 7:** To enhance access, equity, quality, relevance and equality in undergraduate and graduate education

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students Enrollment</td>
<td>To increase student enrolment by 12% per year from 28,800 in 2012 to 50,500 in 2017</td>
<td>Promote mid-stream entry into University programs by 1% annually through adoption of credit transfer policy</td>
<td>28,800, students</td>
<td>Policy guidelines for credit transfer and mid-stream admission</td>
<td>Approved credit transfer and mid-stream admission policy Minutes of Deans and Senate meetings</td>
<td>DVC AA/ Deans/ Registrar AA/ Deputy Registrar Senate</td>
<td>May 2013</td>
<td>280 students admitted mid-stream per year (1,400 admitted by 2017)</td>
<td>1.47</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of students admitted into various programs at mid-stream</td>
<td></td>
<td>Nominal roll</td>
<td>Deputy Registrar Admissions</td>
<td>Continuous (2013 - 2017)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opening of 3 more strategic campuses in Kenya</td>
<td>8 campuses with 8,500 students</td>
<td>3 new campuses/ centers</td>
<td>3 Campuses, each with 1,100 students students admission data</td>
<td>VC, DVC AA/ DVC APD/ Campus Directors/ Registrar AA</td>
<td>2013 - 2017</td>
<td>Additional 3,300 students admitted in the new campuses</td>
<td>3.465</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish a marketing office to prepare and implement a long term marketing, communication and branding plan</td>
<td>Marketing office not established yet</td>
<td>Marketing office Annual marketing plans Brand</td>
<td>Marketing office Annual marketing plan Report on marketing events and activities</td>
<td>DVC AA/ DVC APD/ Registrar AA</td>
<td>May 2013</td>
<td>Increase in students enrolment</td>
<td>10</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>-------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>Expand admission space and teaching facilities in existing campuses and SODEl centers</td>
<td>28,800 students</td>
<td>Additional 13,700 students enrolled in the existing campuses</td>
<td>Minutes of Deans, UMB and Senate meetings Nominal roll</td>
<td>DVCAA/ Registrar AA/ Deputy Registrar (Admissions)</td>
<td>2013 - 2017</td>
<td>Additional 13,700 students enrolled in the existing campuses</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase number of SODEl Centres</td>
<td>22 centers with student population of 1,900</td>
<td>Accreditation of 10 new SODEL centers with additional population of 850 students</td>
<td>New centers Students enrolment reports</td>
<td>DVC RPE/ DVC AA/ Director SODEl</td>
<td>2013 - 2017</td>
<td>Additional 900 enrolled in the new centers</td>
<td>0.95</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Launch and operationalize School of Open, Distance and E-Learning (SODEl)</td>
<td>SODEl has been launched but not operationalized There is one digitized program There are no students</td>
<td>Digitized programs increased from the current 1 to 15 new programs by the year 2017 Enrolled students in e-/distance/open learning increased from zero to 1000 by 2017</td>
<td>Digitized programs Students registration One program launched per year</td>
<td>DVC AA/ Director SODEl/ Deputy Director SODEl</td>
<td>2013 - 2017</td>
<td>Additional 1,000 students registered under SODEl</td>
<td>1.050</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase teaching equipment and allied materials 4 000nal 1,700 new international students registered in different campuses</td>
<td>Current value/ budget Kshs. 147 M</td>
<td>Assets register</td>
<td>Approved budget</td>
<td>DVC APD/ DVCAA</td>
<td>2013-2017</td>
<td>Improved learning environment</td>
<td>1,059</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>Increase number of programs offering flexi-time, modular system and trimester admissions by 30% from 23 to 30</td>
<td>23 Programs</td>
<td></td>
<td>Number of programs offering flexi-time, modular system and trimester admission</td>
<td>Trimester admissions</td>
<td>DVC AA/ Registrar AA</td>
<td>2012-2013</td>
<td>Increased trimester programmes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Restructuring of administration and management of Schools and Faculties</td>
<td>Increase Colleges from two (2) to four (4) over the plan period</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>291</td>
</tr>
<tr>
<td>International Students</td>
<td>To increase admission of international students by 12% from 350 in 2012 to 2000 in 2017</td>
<td>Establish 4 new centers/campuses outside Kenya Participation in exhibitions and fairs outside Kenya Establishing linkages that promote running of regional/international programs Hire a senior administrator/ marketer in the ALISSO to Market the programs internationally and handle international students matters</td>
<td></td>
<td>One center in Tanzania Four Centres established in Rwanda, Southern Sudan, Burundi and Somaliland Two strategic linkages with international communities to sponsor programs A senior administrator hired to handle international students issues in ALISSO</td>
<td>Registered Centers Memorandum of Understandings (MOUs) An Administrator in-charge of international students</td>
<td>DVC AA/ DVC RPE/ DVC APD/ Director ALISSO</td>
<td>2013 -2017</td>
<td>A growth of 400% realized for international students Additional 1,700 new international students registered in different campuses</td>
<td>2,000</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Enhance student exchange with collaborating international institutions</td>
<td><strong>Increase student retention from the current 70% to 85%</strong></td>
<td>Increase work-study opportunities from 50 students to 100 students per semester</td>
<td>50 students per semester</td>
<td>50-100 students on work study program per year</td>
<td>Improved payment rate from sh30-50 per hour</td>
<td>DVC AA/Registrar AA</td>
<td>Annually</td>
<td>Improved student performance</td>
<td>10</td>
</tr>
</tbody>
</table>

**Intensified career/spiritual guidance and counseling remedial tutorials exist interviews** | Low | Number of students passing through counseling and guidance | Counseling reports | DVC AA/Registrar AA | Annually | Improved student performance | 5              |

**Enhancing co-curricular activities embrace cross cultural diversity** | Medium | Sports and recreational facilities improved | Co-curricular and cultural reports | DVC AA/Registrar AA | Annually | Improved student performance | 35             |
<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td>To develop three (3) new market driven programs (biotechnology, space science, mining and petroleum, material science, nanotechnology, value-addition, manufacturing) per year and review the existing programs at the end of the program academic cycle</td>
<td>Program development workshop and program validation consultative meetings at the end of the program academic cycle</td>
<td>One program per year and 50% review of existing programs</td>
<td>Three (3) new Programs developed per year 100% review of existing programs when due</td>
<td>Programs</td>
<td>DVC AA/Registrar AA</td>
<td>Annually</td>
<td>Programs approved by CHE</td>
<td>100</td>
</tr>
<tr>
<td>Enhance staff teaching capacity through pedagogy training and attachment to industry</td>
<td>Organize ten andragogy (two per year) training between 2012 and 2017</td>
<td>100 teaching staff</td>
<td>500 teaching staff trained</td>
<td>Training reports and certificates</td>
<td>DVC AA/Deans/CODs</td>
<td>Annually</td>
<td>Improved teaching and training</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Developing leadership for enhanced performance of academic programs</td>
<td>Twelve (12) teaching and technical staff undertake industrial attachment for three months per year</td>
<td>None</td>
<td>60 teaching and technical staff (10%) acquire industrial experience</td>
<td>Industrial attachment reports</td>
<td>DVC AA/Deans/CODs</td>
<td>Annually</td>
<td>Improved linkages with industry</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professors to give inaugural lecture within one year of appointment</td>
<td>None</td>
<td>One (1) inaugural lecture per professor</td>
<td>Inaugural lecture papers and reports</td>
<td>DVC AA/Deans/CODs/Professors</td>
<td>Annually</td>
<td>Improved teaching and training content</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>--------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>Professors to design and teach one (1) short course to professionals in the industry based on emerging social, technological, economic and political trends as part of work load</td>
<td>None</td>
<td>One (1) professional/ specialized course per professor</td>
<td>Specialized course and training reports</td>
<td>DVC AA/ Deans/ CODs/ Professors</td>
<td>Annually</td>
<td>Improved linkages with industry</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaging professors in supervision of PhD candidates as part of teaching load.</td>
<td>None</td>
<td>Timely completion of PhD studies raised from 40% to 60% of the registered students</td>
<td>PhD proposals and research studies</td>
<td>DVC AA/ Deans/ CODs/ Professors</td>
<td>Annually</td>
<td>Timely completion of PhD studies and graduation</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managing and maintaining academic quality system as per ISO 9001:2008 Standards and national academic quality regulatory bodies requirements</td>
<td>None</td>
<td>No of ISO Certified Programs</td>
<td>Monitoring and evaluation schedules and reports and ISO certificates</td>
<td>DVC AA/ Deans/ CODs</td>
<td>Annually</td>
<td>Quality programs offered</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Benchmarking with national, regional and international quality assurance bodies.</td>
<td>Low</td>
<td>Two visits to institutions of excellence implemented annually Ranking of the University in the international web</td>
<td>Ranking reports</td>
<td>DVC AA/ Deans/ CODs</td>
<td>Annually</td>
<td>Improved university ranking</td>
<td>2.5</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>Monitoring performance of graduates in the industry</td>
<td>None</td>
<td></td>
<td>One tracer study undertaken between 2013 and 2017</td>
<td>Tracer study reports</td>
<td>DVC AA/ Deans/ CODs</td>
<td>Annually</td>
<td>Programs review based on tracer study reports</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Engaging visiting and adjunct professors/ Fellows and Researchers to infuse industry experience in the programs</td>
<td>Low</td>
<td></td>
<td>One (1) adjunct professor hired per school per year</td>
<td>MOU and Contract</td>
<td>DVC AA/ Deans CODs</td>
<td>Annually</td>
<td>Improved inter-university linkages</td>
<td>10</td>
</tr>
<tr>
<td>Library</td>
<td>Raise the access and quality of information resources and environment for research and teaching</td>
<td>Very low</td>
<td></td>
<td>25 % increase in access and number of equipment per year</td>
<td>Procurement reports</td>
<td>DVC AA/ Deans/ CODs/ Librarian</td>
<td>2013-2014</td>
<td>Improved teaching and learning content</td>
<td>91.8</td>
</tr>
<tr>
<td></td>
<td>Align e-resource to research and teaching needs</td>
<td>At 10%</td>
<td></td>
<td>25 % increase in subscriptions per year</td>
<td>Annual subscriptions</td>
<td>DVC AA/ Deans/ CODs/ Librarian</td>
<td>Annually</td>
<td>Improved teaching and learning content</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Require the entire student population to have portable ICT devices</td>
<td>At 60%</td>
<td></td>
<td>100% compliance</td>
<td>Procured computers</td>
<td>DVC AA/ Deans/ CODs/ Librarian</td>
<td>Annually</td>
<td>Improved downloading of teaching materials</td>
<td>10</td>
</tr>
<tr>
<td>Students Attachment</td>
<td>Ensure effective students attachment</td>
<td>Low</td>
<td></td>
<td>Four meetings with industry players per year</td>
<td>Meeting and linkage reports with industry</td>
<td>DVC AA/ Deans/ CODs/ University Industry Liaison Office</td>
<td>Annually</td>
<td>Industrial skills inculcated in teaching</td>
<td>25</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td>-------------</td>
<td>------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Examinations</td>
<td>Ensuring competitiveness of all University examinations</td>
<td>Benchmarking University examinations with other universities of excellence</td>
<td>Medium</td>
<td>Benchmarked examinations with 5 universities</td>
<td>Benchmarked exams and reports</td>
<td>DVC AA/ Deans CODs/ Examination Office</td>
<td>Annually</td>
<td>Improved examination standards</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Competitive appointment of external examiners for moderation and marking of examinations</td>
<td>Low</td>
<td>All external examiners approved by University Senate</td>
<td>Contracts</td>
<td>DVC AA/ Deans CODs/ Examination Office</td>
<td>Improved examination standards</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUB TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>1,577</strong></td>
</tr>
</tbody>
</table>
### THEME 8: Partnership and Linkages

**Thematic Issue:** Underdeveloped level and effectiveness of national and international collaboration between JKUAT and the industry, development partners, institutions of higher learning, governments and professional bodies.

**Strategic Objective 8:** To enhance the level and effectiveness of national and international collaboration between JKUAT and the industry, development partners, institutions of higher learning, governments and professional bodies.

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business and Industry Linkages</strong></td>
<td>Strengthen local and international linkages with industry</td>
<td>Key department to establish active linkages with industry and strengthen existing ones</td>
<td>One linkage exists</td>
<td>Six (6) active local and international linkages with industry per year</td>
<td>MOUs</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>Improved business linkages</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Linkages with Communities</strong></td>
<td>Thirty (30) active integrated community programs established per year</td>
<td>Developing integrated community linkages e.g. agriculture linkages, architectural-linkages, health-linkages e.t.c.</td>
<td>None exists</td>
<td>At least one (1) active integrated community programs per department</td>
<td>Community activity reports</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>Improved community benefits</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Governments</strong></td>
<td>Attract at least 0.2% from budget allocation of relevant ministries through consultancies</td>
<td>Review ministerial budget allocations identify opportunities and prepare proposals</td>
<td>One linkage exist</td>
<td>Schools to attract 0.2% of ministry budget allocation per year</td>
<td>Contracts</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>Better linkages</td>
<td>0.5</td>
</tr>
<tr>
<td></td>
<td>Establish linkages with government agencies for distributing computers to the 50 Digital Villages</td>
<td>No clear linkages exist</td>
<td>Computers distributed to 50 digital villages</td>
<td>MOUs contracts</td>
<td>DVC RPE/ HoD Linkages</td>
<td>2013</td>
<td>Improved access to ICT in rural areas</td>
<td>0.2</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td>-------------------------</td>
<td>-----------------------</td>
<td>-------------------</td>
<td>------------</td>
<td>----------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>Link with international companies for assembly, marketing and supply of computers</td>
<td>None at the moment</td>
<td>1,500 computers supplied per year</td>
<td>Sales reports</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>Increased income</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Assist 20% of graduates to enter into self-employment</td>
<td>Establish linkages with Youth Fund, UWEZO and Women Fund for graduate SMEs Startup Training</td>
<td>No linkages</td>
<td>1000 students linked to the Youth, UWEZO and Women Fund per year</td>
<td>Reports and lists of students</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>More SMEs</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Establish linkages with state agencies to offer post graduate programs</td>
<td>Establish linkages with state agencies to offer post graduate programs</td>
<td>Few linkages</td>
<td>Establish one joint program per year</td>
<td>Reports</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>Improved access to graduate training</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Professional Bodies</td>
<td>Each discipline to link with relevant local/international professional bodies</td>
<td>Staff and student accredited by Professional bodies.</td>
<td>Only major programs accredited</td>
<td>Accreditation reports</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>International recognition</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Linkages with Institutions of Higher Learning</td>
<td>Institutionalize linkages with institutions of higher learning</td>
<td>Each department to initiate new active and productive linkage with one institution of higher learning</td>
<td>2 per year</td>
<td>MOUs</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>Improved benchmarked standards of learning</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>International linkages</td>
<td>Provide international exposure to staff and students</td>
<td>Establish linkages with international institutions of higher learning</td>
<td>3</td>
<td>MOUs</td>
<td>DVC RPE/ HoD Linkages</td>
<td>Annually</td>
<td>International benchmarking</td>
<td>0.1</td>
<td></td>
</tr>
</tbody>
</table>

**SUBTOTAL** 4.8
### THEME 9: Agriculture and Rural Development

**Thematic Issue:** Inappropriate agricultural, livestock and fisheries development and management for improving livelihoods of Kenyans

**Strategic Objective 9:** Improving livelihoods of Kenyans through promotion of competitive agriculture and innovative research, sustainable livestock and fisheries development

<table>
<thead>
<tr>
<th>Sub-themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Crop Development and Management</strong></td>
<td>Increasing productivity and management by promoting competitive agriculture through improved extension, advisory, support services, appropriate technology transfer, management of pests &amp; diseases</td>
<td>Developing and promoting technologies and innovations of demand driven crops</td>
<td>Low</td>
<td>Technologies and innovations of 10 demand driven crops developed and promoted per year</td>
<td>Adoption of demand driven crops by farmers</td>
<td>College of Agriculture</td>
<td>2013-2017</td>
<td>Improved livelihoods of Kenyans through promotion of competitive agriculture through innovative research</td>
</tr>
<tr>
<td><strong>Livestock development and management</strong></td>
<td>Strengthening development, management and commercialization of livestock</td>
<td>Developing and promoting technologies and innovations of demand driven livestock products</td>
<td>Low</td>
<td>Technologies and innovations of 5 demand driven livestock products developed and promoted per year</td>
<td>Adoption of demand driven livestock products by farmers</td>
<td>College of Agriculture</td>
<td>2013-2017</td>
<td>Improved livelihoods of Kenyans through promotion of competitive livestock through innovative research</td>
</tr>
<tr>
<td><strong>Fisheries Development and Management</strong></td>
<td>Strengthening development, management and commercialization of fisheries</td>
<td>Developing and promoting technologies and innovations of demand driven fisheries</td>
<td>Low</td>
<td>Technologies and innovations of 5 demand driven fisheries developed and promoted per year</td>
<td>Adoption of demand driven fishery products by farmers</td>
<td>College of Agriculture</td>
<td>2013-2017</td>
<td>Improved livelihoods of Kenyans through promotion of competitive fisheries through innovative research</td>
</tr>
</tbody>
</table>

**Subtotal**

|                      |                                                   |                                                 |                                |                      |                                  |            |         | 1,500            |

**Total Budget:** 1,500 Kshs. M
THEME 10: Research and Innovation

**Thematic Issue:** Absence of appropriate culture in which every university program engages in research and innovation for supporting agriculture, science, energy and technology development

**Strategic Objective 10:** Undertaking value-added research and innovation for supporting agriculture, science, energy and technology development.

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Undertake research in ten strategic thematic areas over the plan period in line with the sector plan priorities in agriculture, science, energy and technology development</td>
<td>Identify demand driven thematic areas for funding for both basic and applied research</td>
<td>Fifty eight research projects funded by university, 38 externally funded projects</td>
<td>Ten thematic research studies identified</td>
<td>Thematic research identification workshop report</td>
<td>DVC RPE/ Director Research</td>
<td>2013-2013</td>
<td>Coordinated, focused applicable, and output based research activities</td>
<td>350</td>
</tr>
<tr>
<td>Transform the current and future research institutes into centres of excellence in the ten (10) thematic areas</td>
<td>Establish HR capacity and infrastructure for the following centres: SMARTEC, WARREC, SABREC, IEET and IBR</td>
<td>5 Research centres established already but lacking research infrastructure and HR capacity</td>
<td>Five (5) new centres of excellence over the plan period.</td>
<td>Physical presence of institutes, documents establishing the centres</td>
<td>DVC RPE/ Director Research</td>
<td>2015</td>
<td>More effective, focused and comprehensive research programs</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Establish and/or improve laboratories and facilities for the ten thematic areas</td>
<td>Research infrastructure exists for undergraduate training and not for advanced research</td>
<td>Operational research laboratories covering the ten thematic areas</td>
<td>Facility plans Physical laboratory List of equipment</td>
<td>DVC RPE/ Director Research</td>
<td>2015</td>
<td>Efficient and effective research activities and outputs</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>-------------------------</td>
<td>-----------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Intensify and expand sustainable, multidisciplinary research and innovation in biotechnology, water resources, sustainable building materials, energy and environment and biodiversity</td>
<td>Few research programs initiated</td>
<td>At least five leading research programs in each of these centers of excellence</td>
<td>Quarterly research reports</td>
<td>DVC RPE/ Director Research</td>
<td>2015</td>
<td>Research driven operations in 10 key development sectors</td>
<td>130</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote involvement of women in research and innovation</td>
<td>Achieve 30% participation by women in research and innovation</td>
<td>About 10% participation by women</td>
<td>Gender analysis reports</td>
<td>DVC RPE/ Director Research</td>
<td>2016</td>
<td>Better gender representation and participation</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disseminate research and innovations results to target users through annual conferences, exhibitions and publications</td>
<td>Dissemination of research results from the ten thematic areas in local and international refereed journals</td>
<td>One annual conference publications done annually</td>
<td>Conference proceedings reports, exhibition reports</td>
<td>DVC RPE/ Director (Research)/ Director (Innovations)</td>
<td>Annually</td>
<td>Better availability of research outputs to the public</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reward outstanding researchers/ departments</td>
<td>No incentives exist to motivate researchers</td>
<td>Four Merit Awards for researchers and two (2) for departments per year</td>
<td>Merit award reports</td>
<td>DVC RPE/ Director Research</td>
<td>Annually</td>
<td>Highly motivated research teams</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intensified participation in national and international forums on research and innovation practice and management</td>
<td>Approximately 2% participation at the moment</td>
<td>10% of researchers participating in national and international research forums</td>
<td>Research reports</td>
<td>DVC RPE</td>
<td>2012 to 2017</td>
<td>Increased visibility of research outputs at national and international levels</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Theme</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Policy Framework for Research and Innovation</td>
<td>Improve the current policy framework to facilitate research and innovation</td>
<td>Review the 4 existing research, intellectual property, commercialization and bio safety / ethics policies and develop innovation policy</td>
<td>Four policies related to research exist</td>
<td>4 policies revised and one new policy developed</td>
<td>Policy documents</td>
<td>DVC RPE/ Director Research</td>
<td>2013</td>
<td>Efficient and systematic research and innovation management</td>
<td>1</td>
</tr>
<tr>
<td>Improve research management and integration</td>
<td>Implement the RMIS</td>
<td>Research management system exists but not implemented</td>
<td>RMIS in place</td>
<td>Research directorate reports</td>
<td>DVC RPE/ Director Research</td>
<td>2013</td>
<td>Efficient research management</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>Develop and commercialize ten (10) innovations</td>
<td>Facilitate the development of prototypes and incubation of innovations in collaboration with stakeholders</td>
<td>22 innovation projects funded by the University 24 innovations developed but not disseminated</td>
<td>Ten (10) prototypes developed and incubated within the plan period</td>
<td>Innovation reports, actual prototypes</td>
<td>DVC RPE/ Director (Innovations)</td>
<td>2017</td>
<td>500 jobs created</td>
<td>210</td>
</tr>
<tr>
<td>Facilitate acquisition of 5 patents and 15 utility models</td>
<td>Establish a functional IP office in the University</td>
<td>Patents handled by the legal office</td>
<td>Established functional IPS office</td>
<td>Documents establishing office, actual office, appointment letters</td>
<td>DVC RPE/ Director (Innovations)</td>
<td>2015</td>
<td>Better protection of property rights</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Financing Research and Innovation</td>
<td>Increase the internal research and innovation fund and expand its utility to cover proposal development costs</td>
<td>University teaching departments to contribute 0.2% of annual departmental budgetary allocation per year to research activities</td>
<td>Approximately 80,000,000 from development partners and 53,000,000 from internal funds</td>
<td>Kshs. 100,000,000 for research and innovation fund available annually</td>
<td>Financial reports and research innovation reports</td>
<td>DVC RPE/ Director Research/ Director (Innovations)</td>
<td>Annually</td>
<td>Expanded, intensified and diversified research and innovation activities</td>
<td>1</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>-----------------------------------</td>
<td>----------------</td>
<td>---------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>Increase research and innovation fund from the current Kshs. 52.5 Million to Kshs. 70 Million per year</td>
<td>Innovation Fund at Kshs. 52.5 million per year</td>
<td>Kshs. 70 Million per year</td>
<td>Financial reports</td>
<td>DVC RPE/ Director (Innovation)</td>
<td>Annually</td>
<td>Expanded innovation</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enhance development of research and innovation proposals</td>
<td>10% of research and innovation fund to be utilized for proposal writing and bidding</td>
<td>Proposal development not facilitated</td>
<td>Financial allocation reports,</td>
<td>Director Research and Innovation</td>
<td>2012 to 2017</td>
<td>High quality research proposals</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund raising for research and innovation infrastructure activities</td>
<td>Undertake vigorous drives to raise funds for research through interactive sessions with donors, the Government and the private sector</td>
<td>Kshs. 1 Million funds raised for research and infrastructure</td>
<td>Project proposals, reports and contracts signed</td>
<td>DVC RPE</td>
<td>2016</td>
<td>Expanded, intensified and diversified research and innovation activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Incubation and Commercialization of R &amp; D products</td>
<td>Establish industrial park to facilitate business incubation and linkage with the government and private sector</td>
<td>No park exists</td>
<td>1000 business incubated and graduate during the plan period</td>
<td>Park establishment documents, Incubation reports,</td>
<td>DVC RPE/ Director (Innovations)</td>
<td>2017</td>
<td>Jobs creation</td>
<td>3,000</td>
</tr>
<tr>
<td></td>
<td>Production</td>
<td>Formulate effective IGU Policy to promote the development and performance of all income generating activities in the University</td>
<td>Current IGUs not surplus producing centres</td>
<td>Revised IGU Policy, IGU quarterly progress reports</td>
<td>DVC RPE/ Director (Production)</td>
<td>2017</td>
<td>Expanded and intensified production activities</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Current IGUs (FOTEC, CPC, Farm Crop &amp; Animal Production, Engineering Workshop, Laundry and Cafeteria turn to surplus production</td>
<td>Revised IGU Policy, IGU quarterly progress reports</td>
<td>DVC RPE/ Director (Production)</td>
<td>2017</td>
<td>Expanded and intensified production activities</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,089</td>
</tr>
</tbody>
</table>
### THEME 11: Extension and Technology Transfer

**Thematic Issue:** Ineffective transfer and commercialization of research and innovations for competitive agriculture, science and technology development

**Strategic Objective 11:** To enhance the transfer and commercialization of research and innovations for competitive agriculture, science and technology development

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Dissemination</td>
<td>Facilitate dissemination of University R&amp;D products, services &amp; processes</td>
<td>Promote R&amp;D products, processes and services from the University through shows, exhibitions, Tech Expos, open days, scientific conference e.t.c.</td>
<td>Two shows and three exhibitions done annually</td>
<td>Two national shows and 3 exhibitions per year One open day and tech expo per year Ten technologies disseminated per year 100 visits to university</td>
<td>Show and exhibition reports and visit reports</td>
<td>DVC RPE/ Director (Extension)</td>
<td>Annually</td>
<td>Improved and efficient production among SMEs and producers</td>
<td>100</td>
</tr>
<tr>
<td>Bridge the gap between discovery and commercial growth</td>
<td>Transfer viable R&amp;D products, processes &amp; services for commercialization through selling patents, manufacturing under license, spin-off companies e.t.c.</td>
<td>Technologies exist but not commercialized</td>
<td>One product or services transferred/commercialized per year Five technologies adopted by end users by 2014</td>
<td>Contract documents and adoption survey reports</td>
<td>DVC RPE/ Director (Extension)</td>
<td>Annually</td>
<td>Enterprises and jobs created</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Harmonize the implementation of extension and technology transfer activities</td>
<td>Develop appropriate policies for extension and technology transfer</td>
<td>No policy framework exists</td>
<td>Extension and technology transfer policy document in place</td>
<td>Policy documents, Reports</td>
<td>DVC RPE/ Director (Extension)</td>
<td>2014</td>
<td>Efficient and coordinated extension services</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Determine the technology needs of users and impact of disseminated innovations</td>
<td>Conduct socio economic, baseline and impact studies of technologies disseminated by the University</td>
<td>Few studies carried out</td>
<td>At least 2 studies done annually</td>
<td>Baseline and impact study reports M &amp; E Reports</td>
<td>DVC RPE/ Director (Extension)</td>
<td>Annually</td>
<td>Improved relevance and Need based extension activities</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>------------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Train end users on adoption and utilisation of new technologies for national development</td>
<td>Conduct in-country trainings for women leaders and farmers</td>
<td>1150 women leaders/farmers trained so far</td>
<td>Train at least 1200 women leaders annually</td>
<td>Training reports</td>
<td>DVC RPE/ Director (Extension)</td>
<td>2012 to 2015</td>
<td>Improved productivity, efficiency and income</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Train youths, SMEs and Disabled</td>
<td>At least 1000 youths trained annually</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>100 SMEs and 50 disabled trained annually</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Disseminate knowledge and technologies through mass media, ICT, information education materials and modern technologies | Develop education and information materials | Two extension materials developed, radio and TV program operational | Three educational materials developed | Program reports, DVDs, website postings | DVC RPE/ Director (Extension) | Annually | Wider availability of education materials | 10 |
| | Produce TV and radio programs | | One radio and TV programs developed each quarter | | | | | |
| | Avail information on the website | | programs aired on KBC, and Mkulima TV | | | | | |

| Improve and systematize the availability and flow of information to end users | Establish extension materials and resource centre | No resource centre exists | One resource centre established | Resource Centre in place | DVC RPE/ Director (Extension) | 2014 | Easier and systematic supply of information | 5 |
| | | | | | | | | |

<p>| To improve marketing by availing market information to farmers and SMEs | To carry out market survey and market intelligence and give feedback to the University and other stakeholders | No market surveys done | One market survey annually | Market survey reports | DVC RPE/ Director (Extension) | Annually | Better market prices | 1 |</p>
<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the capacity of researchers and innovators to carry out extension and outreach activities</td>
<td>Sensitize and train researchers and innovator</td>
<td>No systematic capacity building</td>
<td>One sensitization seminar held per year and 3 new employees recruited and trained in extension and outreach during period</td>
<td>Seminar reports</td>
<td>DVC RPE/ Director (Extension)</td>
<td>Annually</td>
<td>Efficient and coordinated services</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

**SUB TOTAL**

231
## THEME 12: Community Collaboration and Corporate Social Responsibility

**Thematic Issue:** Ineffective university community collaboration and poor contribution to socio-economic development

**Strategic Objective 12:** To improve university community collaboration and contribute effectively to socio-economic development through active participation in CSR activities

<table>
<thead>
<tr>
<th>Sub-Themes</th>
<th>Strategies</th>
<th>Activities</th>
<th>Baseline</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Responsibilities</th>
<th>Time Frame</th>
<th>Outcome</th>
<th>Budget (Kshs. M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Transfer to Juja Community</td>
<td>To facilitate transfer of university R&amp;D products and services to neighboring community</td>
<td>Conduct training and establish cottage industries in collaboration with Registered Community Groups in Juja</td>
<td>Registered groups and established collaboration processes exits.</td>
<td>Number of trainings conducted. Number of cottage industries established</td>
<td>Training report, Monitoring and evaluation report</td>
<td>DVC RPE/ Director UCCD</td>
<td>Annually</td>
<td>Employment creation income generation and improved living standards</td>
<td>8</td>
</tr>
<tr>
<td>Corporate Social Responsibility</td>
<td>Use CSR to create Juja University city</td>
<td>Make follow up on proposed land use physical plan to ensure approval from the Government</td>
<td>Proposed land use plan exists</td>
<td>Juja University City by end of plan period</td>
<td>Completed land use physical plan map and organized city</td>
<td>DVC RPE/ Director UCCD</td>
<td>By 2017</td>
<td>Better transport</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To facilitate preparation of Master-Plan for Juja University City</td>
<td>Master planning initiated</td>
<td>Approved land use physical plan map</td>
<td>Completed Master Plan for Juja University City</td>
<td>DVC RPE/ Director UCCD</td>
<td>By 2017</td>
<td>Designated market stalls, public utility and bodaboda sheds</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engaging external student accommodation is safe and conducive</td>
<td>Minimal linkages at Juja exist but not in other campuses</td>
<td>Three (3) Stakeholder’s meetings and capacity building activities held per year</td>
<td>Hostel owners meeting reports</td>
<td>DVC RPE/ Director UCCD</td>
<td>Annually</td>
<td>Safer and conducive hostels accommodating JKUAT students</td>
<td>1.5</td>
</tr>
<tr>
<td>Sub-Themes</td>
<td>Strategies</td>
<td>Activities</td>
<td>Baseline</td>
<td>Performance Indicators</td>
<td>Means of Verification</td>
<td>Responsibilities</td>
<td>Time Frame</td>
<td>Outcome</td>
<td>Budget (Kshs. M)</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>------------------------</td>
<td>-----------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Support acquisition of various equipment and facilities for community groups and schools</td>
<td>Identify needy community/county groups and schools and provide equipment to selected schools and community/county groups</td>
<td>Lack of equipment in many schools and groups</td>
<td>Three (3) needy community/county groups supplied with equipment</td>
<td>Report on equipment and materials donated</td>
<td>DVC RPE/ Director UCCD</td>
<td>Annually</td>
<td>Improved running of the institutions and groups</td>
<td>0.8</td>
<td></td>
</tr>
<tr>
<td>Establish CSR services in all JKUAT campuses</td>
<td>Faculties/schools to provide specialized services relevant to the community/county per year</td>
<td>Initiative with Karen Campus exists</td>
<td>Nine specialized services to the community/county per year</td>
<td>Report of activities undertaken.</td>
<td>DVC RPE/ Director UCCD</td>
<td>2017</td>
<td>All JKUAT Campuses Coexisting peacefully with immediate neighborhood</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>Establish student attachments with the community</td>
<td>Create workable linkages for students to engage community</td>
<td>Partnerships with FOTEC, Engineering and CPC exist</td>
<td>Nine linkages per year</td>
<td>Reports of Attachments</td>
<td>DVC RPE/ Director UCCD</td>
<td>Annually</td>
<td>JKUAT students experience in community development</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>Establish business linkages with the County/community</td>
<td>Faculties/schools to establish business linkages with the community</td>
<td>Partnerships with FOTEC, Engineering and CPC exist</td>
<td>9 linkages per year</td>
<td>Reports of linkages</td>
<td>DVC RPE/ Director UCCD</td>
<td>Annually</td>
<td>Faculties/Schools participation in CSR</td>
<td>0.5</td>
<td></td>
</tr>
</tbody>
</table>

SUB TOTAL: 16.8
GRAND TOTAL: 48,800
ANNEX 2: ORGANIZATIONAL STRUCTURE

THE JKUAT MANAGEMENT SYSTEM

University Council

Vice Chancellor

University Management Board

Senate

Deans’ Committee

Schools/Institutes Boards

Faculty Boards

Students’ Council

Departmental Boards
JKUAT Administrative Organogram
KEY: DVC – Deputy Vice Chancellor; RPE - Research, Production and Extension; APD - Administration, Planning and Development; AA - Academic Affairs; ICT - Information and Communication Technology; DiPCA - Directorate of Performance Contracting and Appraisal; DAQA - Directorate of Academic Quality Assurance; PR – Public Relations; DLEMA – Directorate of Laboratory and Environment Management; CBD – Central Business District; UMB – University Management Board; COETEC-College of Engineering & Technology
ADMINISTRATION, PLANNING AND DEVELOPMENT DIVISION

Administrative Structure of APD Division
RESEARCH PRODUCTION AND EXTENSION DIVISION

Administrative Structure of RPE Division
KEY: IBR – Institute for Biotechnology Research; IEET – Institute of Energy & Environmental Technology; UCCD – University Community Collaboration Directorate; SMARTEC – Sustainable Materials Research & Technology Centre; SABREC – Sino-Africa Biodiversity Research Centre; WARREC – Water Resources Research Centre; FOTEC – Food Technology Centre; CPC – Chemistry Products Centre
ACADEMIC AFFAIRS DIVISION STRUCTURE AND FACULTIES
ACADEMIC AFFAIRS DIVISION INSTITUTES AND SCHOOLS

Administrative Structure of Academic Affairs Division

KEY: Stud-Students; SODEL – School of Open, Distance and eLearning; BPS-Board of Postgraduate Studies; CBD-Central Business District; SHRD-School of Human Resource Development; SABS-School of Architecture and Building Sciences; ICSIT-Institute of Computer Science and Information Technology; ITROMID-Institute of Tropical Medicine; IT-Information Technology; Agric-Agriculture; Eng-Engineering; FST-Food Science and Technology; Hort-Horticulture; LRPM-Land Resource Planning & Management; Biochem-Biochemistry; Chem-Chemistry; STACS-Statistics and Actuarial Sciences; PAM-Pure and Applied Mathematics; Med Micro-Medical Microbiology; Civil and Const-Civil and Construction; Mech-Mechanical; BEED-Biomedical & Environmental Engineering; GEGIS-Geomatic Engineering and Geospatial Information System; EEE-Electrical and Electronics Engineering; Mechatron-Mechatronics; TIE – Telecommunication & Information Engineering; SCEGE –School of Civil, Environmental & Geospatial Engineering; SoMMME- School of Mechanical, Materials & Manufacturing Engineering; SEEIE- School of Electrical, Electronics & Information Engineering