University of Eldoret

flame of knowledge and innovation

University of Eldoret is ISO 9001:2015 Certified

2024-2029
STRATEGIC PLAN

- Maintain excellence in teaching and learning, Improve student services

- Promote excellence in research and innovation, Strengthen stakeholder engagement

- Provide conducive learning and working environment, Enhance ICT use for operational efficiency and effectiveness

- Attain financial sustainability, Enhance institutional governance, Enhanced staff productivity, Safeguard and protect assets of the university

University of Eldoret 2024 to 2029 Strategic Plan

Vision, Mission, Values and Motto

Vision

A premier University Nurturing Global Leaders and Innovators for Sustainability

Mission

To Provide Quality Education, Training, Research and Entrepreneurship in Science, Agriculture, Engineering, Technology and the Arts to meet the needs and aspirations of a dynamic society

Core Values

Customer Centric

Innovativeness

Integrity

Equity

Excellence

Motto

Flame of Knowledge and Innovation

Foreward

The University of Eldoret received its charter from the then President of the Republic of Kenya, the late Hon Mwai Kibaki on February 11th 2013, granting it the mandate to conduct and engage in scientific research, technological innovations, teaching, consultancy, collaborations, and community outreach as defined by the Universities Act, 2012. Since the award of the Charter, the University has experienced significant growth, thanks to effective planning and support from the Government of Kenya, development partners, stakeholders, Council, Management and staff.

We are pleased to present our third Strategic Plan for the period 2024-2029, which succeeds the previous plan ended in June 2024. Developed through a consultative and inclusive process led by the University Council and Management Board, this Plan incorporates valuable feedback from internal and external stakeholders. It provides a framework for the sustainable use of resources to fulfill the University's core mission, while aiming for global visibility as a centre of research and innovation.

The Plan outlines initiatives to achieve the University's vision and mission, focusing on quality education, research, and entrepreneurship in Science, Agriculture, Engineering, Technology, and the Arts to meet societal needs. Our vision is *"A premier University nurturing global leaders and innovation for sustainability"* .

The University is committed to supporting the National Development Agenda and contributing to the Sustainable Development Goals (SDGs), the Bottom-up Economic Transformation Agenda (BETA) 2023-2027, Kenya Vision 2030, the East Africa Community Vision 2050, and the African Union Agenda 2063.

Successful implementation of this Strategic Plan will depend on the University Council's commitment to providing policy direction, ensuring resource availability, and establishing strong institutional frameworks. The Council will enhance collaborations with industry and research institutions locally and internationally, while also overseeing the operationalization of the Plan through performance contracts, annual work plans, and budgets.

I am confident that this Strategic Plan will help achieve the University's long-term goals of ensuring excellence in education, enhancing global visibility and positively impacting society by improving the livelihoods of Kenyans.

Dr. Ismail Buro Hassan, Ph.D
Chair of Council

Preface and Acknowledgement

The University of Eldoret is proud to announce the launch of its third strategic plan for 2024-2029. This plan is designed to establish a sustainable competitive advantage and position the university as a globally recognized centre for research and innovation. The initiative is driven by various factors, including the completion of prior strategic plans, the initiation of MTP IV 2023-2027, advancements in technology, shifts in government policy, and the necessity for educational reforms aligned with Kenya Vision 2030.

This strategic plan will serve as a roadmap for the institution to deliver quality education that supports the Sustainable Development Goals (SDGs), the Bottom-up Economic Transformation Agenda (BETA), and other key frameworks outlined in the Universities Act (2012) and the Kenya Constitution (2010). Our goal is to foster knowledge generation and transfer, enhance creativity and innovation, and achieve academic excellence, all of which are central to the University of Eldoret's mission.

We are dedicated to engaging our employees and collaborating with partners to achieve the objectives outlined in this plan. It will renew the university's vision, mission, and core values while identifying key result areas and strategic objectives to fulfill both the university's core mandate and the government's agenda.

This plan was developed through an inclusive process led by the University Council and Management Board. As the chairperson of the Strategic Planning Committee, I would like to express my gratitude to the University Council and the University Management Board (UMB) for their strategic direction and guidance throughout the development of this Strategic Plan.
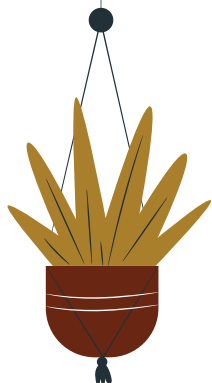
I also wish to acknowledge and appreciate the Strategic Planning Committee (SPC) for their invaluable contributions, teamwork, hard work, and dedication in crafting and delivering this strategic plan in a timely and cost-effective manner. My heartfelt thanks go to all our staff, students, and stakeholders for their valuable input and feedback. Your insightful research, thoughtful analysis, and technical writing have been instrumental.

On behalf of the Committee, I am excited about the opportunity to collaborate with each of you over the next five years to bring the University of Eldoret's 2024-2029 strategic plan to fruition.

Prof. Thomas Kimeli Cheruiyot, Ph.D
Vice-Chancellor

Key Concepts and Terminologies

Baseline:	A description of the initial state of an indicator before the start of a project or Programme, against which progress can be assessed or comparisons made.
Key Activities:	Actions taken or work performed, through which inputs are mobilized to produce outputs.
Key Result Areas:	Broad areas in which one is expected to deliver results. Example: Food production
Key Performance Indicator:	A measurement that evaluates the success of an organization or of a particular activity (such as projects, Programme, products and other initiatives) in which it engages.
Indicator:	A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.
Outcome:	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions / situations as a result of intervention outputs such as changed practices as a result of a programme or project.
Output:	Products, services, or intermediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Outcome Indicator:	This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.
PESTEL Analysis:	It is a framework or tool used to analyze and monitor the environmental (external) factors that have an impact on an organization.
Programme:	A grouping of similar projects and/or services performed by the university to achieve a specific objective; the Programmes must be mapped to strategic objectives.
Project:	A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal from a Programme.
Strategies:	Broad abstractions which are descriptive of the means for achieving the strategic objectives.

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

Strategic Goal: General qualitative statement on what the organization is hoping to achieve strategic goals. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process. Example: Improve food.

Strategic Objectives: These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission and statement elements. Example: To increase acreage under crop production

Strategic Planning: It is the process of defining an organization's strategy or direction, and making decisions on allocating its resources to pursue this strategy; it involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

SWOT Analysis: It is a tool used for analyzing the internal factors and understanding the strengths and weaknesses of the organization and for identifying both the opportunities open to the organization and threats (external factors) it faces or which may hinder the implementation of the Programmes/projects.

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

Top Leadership: Individuals or groups of people who carry the vision of an organization and are responsible for achieving its mandate. In our case this refers to the Council and University Management Board.
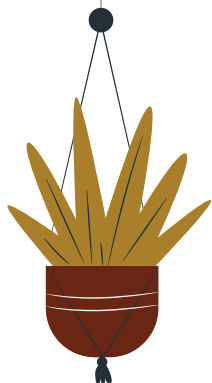
Acronyms and Abbreviations

A&F	Administration and Finance
ABTF	Agribusiness Trade Fair
ADA	Alcohol and drug abuse
A-I-A	Appropriation in Aid
ASA	Academic and Student Affairs
BeTA	Bottom-up Economic Transformational Agenda
CBA	Collective bargaining agreement
CCTV	Closed Circuit television
CoK	Constitution of Kenya
CSR	Corporate Social Responsibility
CUE	Commission for University Education
ERP	Enterprise Resource Planning
FO	Finance Officer
GoK	Government of Kenya
HELB	Higher Education Loans Board
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency
HoD	Head of Department

ICT	Information and Communication Technologies
IGA	Income Generating Activities
IGU	Income Generating Unit
IPP	Intellectual Property Policy
IPR	Intellectual Property Rights
KRA	Key results area
KUCCPS	Kenya Universities and Colleges Central Placement Service
LAN	Local Area Network
WAN	Wide Area Network
Mbps	Megabits per second
MoE	Ministry of Education
MoU	Memorandum of Understanding
MSc	Master of Science
MTP	Medium Term Plan
NITA	National Industrial Training Authority
NHIF	National Hospital Insurance Fund
NRF	National Research Fund
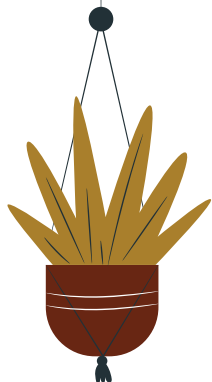
NS	New site
NSSF	National Social Security Fund
ODeL	Open and Distance E-Learning
PC	Performance Contract
PhD	Doctor of Philosophy
PPP	Public Private Partnership
PS	Physical Science
PSSP	Privately Sponsored Students Programmes
QA	Quality Assurance
QMS	Quality Management System
SCAC	State Corporations Advisory Board
SI	Strategic Issues
SP	Strategic Plan
SPC	Strategic Planning Committee
SRC	Salaries and Remuneration Committee
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats

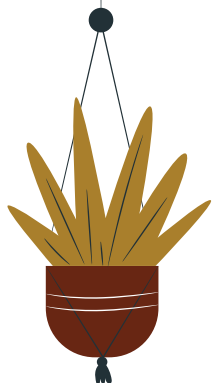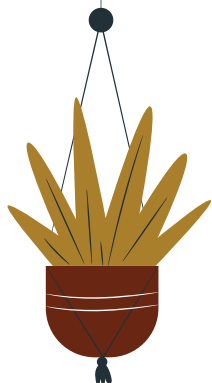| UASU | University Academic Staff Union |
UMB	University of Eldoret Management Board
UoE	University of Eldoret
VC	Vice Chancellor

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Executive Summary

This is the Third Strategic Plan of University of Eldoret (UoE) since it became a fully-fledged Public University in 2013. The Strategic Plan has been developed in cognizance of the Constitution of Kenya, Vision 2030, the Bottom-Up Economic Transformation Agenda, MTP IV, East Africa Community Vision 2050, United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063 and other legal documents.

This plan covers the period 2024 – 2029, which is developed according to the 5th generation Strategic Plans Guidelines. The strategic plan will provide the roadmap for University of Eldoret's achievement of its strategic goals over the period of five years. The Plan focuses on how to implement the UoE mandates including the areas of scientific research and innovations, teaching, learning, consultancy and community outreach as envisaged in the Universities Act, 2012.

Chapter One describes the significance of the Strategic Plan in achieving organization success. It further details the context of strategic planning taking into account national development priorities and laws, and regional and international development frameworks. Additionally, it provides background information on how the University of Eldoret (UoE) has evolved from conceptualization to date. It also outlines the methodology used to develop this Strategic Plan.

Chapter Two presents the strategic direction of the institution that includes the Mandate, Vision statement, Mission statement, Strategic goals, Core Values and Quality Policy statement.

Chapter Three provides a review of the situational and stakeholder analysis of the institution. The situational analysis includes information on the external and internal environment. Additionally, it describes the detailed analysis of the past performance, key achievements, challenges faced and lessons learnt from implementation of the previous Plan.

Chapter Four details the strategic issues of the institution that have been identified following situational and stakeholders' analyses. Further, it highlights the strategic goals formulated to address the strategic issues and the Key Result Areas that the institution shall focus on in realizing the strategic goals.

Chapter Five outlines the strategic objectives of the institution that are to be pursued for the attainment of the vision and mission during the period. The chapter also describes the evaluation of the strategic choices from a number of possible alternatives to identify specific strategies. The Plan has seven (7) strategic objectives which are implemented through several strategies.

Chapter Six details the implementation plan, taking into consideration action plans, annual work plans and budgets and performance contracting. It further provides information on the coordination framework, specifically on the institutional framework, staff establishment, skill set and competence development, leadership, systems and procedures. The risk management framework is provided with a detailed plan of how potential risks will be mitigated.

Chapter Seven identifies financial requirements for implementing the plan. This chapter also identifies the resource gaps and sets out the strategies for resource mobilization and management.

Chapter Eight describes the monitoring, evaluation and reporting framework of University of Eldoret during the implementation process of this Plan. It outlines the standards for tracking performance and provides how the mid and end term evaluations shall be undertaken. Further, it describes the reporting, feedback and corrective action mechanisms.
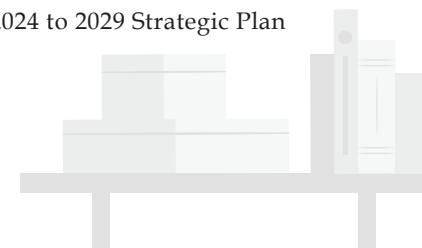
This strategic plan is developed with a view of making UoE, *"A premier University nurturing global Leaders and Innovators for sustainability"* as it strives *"To provide quality education, training, research and entrepreneurship in Science, Agriculture, Engineering, Technology and the Arts to meet the needs and aspirations of a dynamic society"*.

Chapter One: Introduction

1.0 Overview

This chapter describes the significance of the strategic plan in achieving organizational success. It further details the context of strategic planning taking into account national development priorities and laws, and regional and international development frameworks. Additionally, it provides background information on how University of Eldoret (UOE) has evolved from conceptualization to date. Lastly, it outlines the methodology used to develop this Strategic Plan 2024-2029 (the Plan).

1.1 Strategic Imperatives of the Organization's Success

The Kenyan government prioritized higher education as a key driver of economic development and social progress. This led to increased investment in public universities and the establishment of new ones. The most dramatic growth in public universities occurred after 1990 as more Kenyans demanded access to university education and the system opened up rapidly.

The University of Eldoret was originally a Large-Scale Farmers Training Centre and founded by white settlers in 1946. In the year 1984, it was converted to a teachers' training college and renamed Moi Teachers' Training College to offer Diploma Science Teachers Training. Due to the double intake crisis, the college was taken over by Moi University as a campus in 1990, renaming it Chepkoilel Campus. In August 2010, President Mwai Kibaki, through Legal Notice No. 125 of 13 August 2010 upgraded Chepkoilel campus into a University College renamed Chepkoilel University College, a Constituent College of Moi University and subsequently, University of Eldoret was awarded a university charter by the president on 11th February, 2013.

The University of Eldoret has carried out its mandate by commitment to long-term planning through the development of two Strategic Plans. To date the University has implemented the two Strategic Plans i.e. 2014-2019 and 2019-2024. During the last ten years, the University has witnessed phenomenal growth and made significant progress in living up to the aspirations of her vision and mission since attaining university status in 2013. The increase in student enrolment, the academic and non-academic staff, provision of market driven academic Programmes and incorporating ICT in the university operations have remained key features of University of Eldoret with expansion of physical infrastructural facilities. The great milestones achieved are attributed to good planning through prioritization of activities in the Strategic Plan which allocates clear responsibilities for supervision, implementation, monitoring and evaluation with financial resources in order to achieve specific targets for the growth of the University. This document presents the third strategic plan covering the period 2024-2029.

The top leadership has taken another initiative to develop its third strategic plan (2024-2029) by adopting a clear strategy with framework to align its resources, capabilities, and actions towards making the University competitive, student centric and visible. The plan prioritizes to undertake Programmes and projects which are focused on sustainable development goals, taking cognizance of the national development agenda, BeTA and Kenya Vision 2030.

Based on the evaluation of performance review, the Lessons learnt of previous strategic plans and engagement with the internal and external stakeholders informed the development of this plan. To realize this, there are ten (10) strategic issues identified, ten (10) strategic goals, seven (7) strategic objectives grouped into categories of four (4) key result areas (KRA) with several strategies to focus on during the period.

1.2 The Context of Strategic Planning

The Plan was developed in consideration of national development priorities and laws, regional and international development frameworks as outlined below:

1.2.1 United Nations 2030 Agenda for Sustainable Development

Table 1.2.1: below summarizes the role of the University in the realization of National development priorities as outlined in respective development agenda, plans and goals.

Table 1.2.1: Role of UoE in the realization of Sustainable Development Goals (SDGs)

S/No.	Goals	University of Eldoret Contributions	Requirements
1	Goal 4: Quality Education	• Academic Programmes that empower the students to improve their livelihoods and those of the communities • Community empowerment through outreach Programmes and commercialization of research products • Initiate entrepreneurial based Programmes • Collaborations with stakeholders • Offer market driven courses - Aligned Programmes to the needs of the society • Ensure accreditation of both academic and professional Programmes	• Review, development, adoption and implementation of appropriate policies • Development of Innovative academic Programmes • Capacity building for staff • Allocation of financial and physical resources • Goodwill from stakeholders • Support from County Government to develop capacity
2	Goal 13: Climate Action	• Initiate peace building initiatives • Train on good governance • Sensitize staff, students and communities on national cohesion & national values and constitution, ethical practices • Undertake guidance and counselling • Environmental conservation & preservation • Climate change and adaptation • Diversity and inclusivity	
3	Goal 14: Life Below Water		
4	Goal 15: Life on Land		
5	Goal 17: Partnerships for the Goals	• Develop partnerships and collaboration framework • North-South Collaborations and linkages • Implement PPP initiatives • Create a platform for collaboration	

1.2.2 African Union Agenda 2063

The African Union Agenda 2063 (Agenda 2063) aims to promote environmentally sustainable and climate resilient economies and communities through the development of renewable energy sources. It promotes the basic necessities of life such as: water, food, sanitation, energy, public transport, education and Information and Communications Technology (ICT). The University of Eldoret will contribute to the realization of Africa Agenda 2063 as summarized in the following table:

Table 1.2.2 Role of UoE in the Realization of Africa Agenda 2063

S/No.	Agenda	Role of UoE	Requirements
1	Well, educated citizens and skills revolution underpinned by Science, Technology and Innovation	• Develop capacity for trainers • Initiate STEM Programmes • Undertake research and innovation	• Academic Programmes • Infrastructure • Resources
2	Modern Agriculture for increased productivity and production	• Offer agricultural and food science Academic Programmes • Research and consultancy	• Academic Programmes • Infrastructure • Resources
3	Blue/ Ocean economy for accelerated economic growth	• Fisheries and other academic Programmes • Research and consultancy • Outreach services	• Academic Programmes • Infrastructure • Resources
4	Environmentally sustainable and climate resilient economies and communities	• Academic Programmes • Research and consultancy • Initiatives on environmental conservation	• Academic Programmes • Infrastructure • Resources
5	Engaged and Empowered Youth and Children	• AGPO	• Academic Programmes • Infrastructure • Resources

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is a long-term development strategy that aims to transform the EAC into a prosperous, competitive, and politically united region. It was adopted by the EAC Heads of State in 2004 and is based on the principles of sustainable development, regional integration, and people-centered development.

Table 1.2.3 Role of UoE in the Realization of East African 2050

S/No.	Pillars	Role of UoE	Requirements
1	Quality and relevance of education and training	• Training Manpower for workforce • Job creation	• Curriculum developed/reviewed • Competent staff • pedagogies
2	Environmental Sustainability	• Promoting sustainable environmental management • Combating climate change • Conserving natural resources	• Planting of trees to increase forest cover • Develop tree nursery
3	Science, Technology, and Innovation	• Promote scientific research, • Technological development • Research and innovation • Improve productivity	• Academic Programmes • Infrastructure • Resources

1.2.4 Constitution of Kenya

The University recognizes that the Constitution of Kenya, 2010 (Constitution' or 'CoK') is the supreme law of the Republic of Kenya which binds all persons and state organs at all levels of government. The Constitution, in the fourth schedule sets out specific functions for the National and County Governments in relation to university education and the Science and Technology sector. The constitution obligates the state to develop the Higher Education, Science and Technology Sector as outlined in the following Articles.

(i)   Article 11, the State is enjoined to, among other things:
(ii)   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.
(iii) Recognize the role of science and indigenous technologies in the development of the nation.
(iv)   Promote the intellectual property rights of the people of Kenya.
(v)   Article 40 (5): The state shall 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.
(vi)   Article 43 (1) (f): Every person has the right to Education;
(vii) Article 53(b): Every child has a right to free and compulsory basic education. This has a domino effect on students available for university admissions.
(viii) Article 53(1) (d): Youth are entitled to government measures which

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include affirmative action to ensure that they have access to relevant education and training;

(ix) The University recognizes the Constitution of the Republic of Kenya as the Supreme Law which binds all persons and all state organs at all levels. The University shall therefore abide by the constitution as it executes its mandate.

1.2.5 Kenya Vision 2030, BeTA and MTP IV

(I)   Kenya Vision 2030

Under Vision 2030, Kenya aims to become "*a middle income, newly-industrializing country offering a high quality of life to all its citizens in a secure environment*", built on the economic, social and political pillars.

Table 1.2.4 Role of the UoE in the Realization of Vision 2030

S/No.	Pillars	Role of UoE	Requirements
1	Review of University Curriculum	• Implement a policy on curriculum review at university level • Review of University Curriculum in line with the Competence Based Curriculum	• Sensitization on national development agenda • Align university policies to national development agenda • Allocation of financial and physical resources • Departmental restructuring • Goodwill from stakeholders • Expertise in areas of specializations
2	Quality and Relevance of Education and Training	• Accreditation of Programmes by relevant bodies • Development of a quality assurance framework • Capacity building for directors of quality assurance as well as academic and administrative staff in university • Implement standards on development and review of education and training; • Capacity building for teachers/trainers/lecturers in subject mastery and pedagogical skills upgrading • supervision of curriculum implementation	

S/No.	Pillars	Role of UoE	Requirements
3	Expanding Access and Equity in education for (CBC) preparedness and readiness	• Training of CBE champions by Commission for University Education (CUE) • Retooling of Lecturers(training) • Programme Development and Review • Review admission criteria to allow admission from alternative pathways. • Enhance access to University Education by providing for PWDs and special needs persons • Offer Programmes through ODEL platform • Expand education and training in marginalized Areas	• Sensitization on national development agenda • Align university policies to national development agenda • Allocation of financial and physical resources • Departmental restructuring • Goodwill from stakeholders • Expertise in areas of specializations
4	Research in Education and Training	• Undertaking research to identify gaps • Underrate interdisciplinary research • Establishment of knowledge transfer centres • Promoting research and protection of innovation • Establish start up industries • Disseminate research outputs • Commercialization of research innovations	
5	Establish and Develop Centres of Specialization in Universities	• Implement a policy framework for establishment of centres of specializations • Lobby for establishment of model centres of specialization • Capacity building of trainers • Establish centres of excellence	

S/No.	Pillars	Role of UoE	Requirements
6	ICT integration in University Education	• Integrating ICT into Teaching, Learning and Training • Enhanced use of blended, online and distant learning in curriculum delivery • Automate operations in the university • Build capacity of lecturers on e-learning • Provide necessary ICT infrastructure • Enhancement of access to e-library; • Development of e-repositories; and • Establishment of a biometric student identification in the university	• Sensitization on national development agenda • Align university policies to national development agenda • Allocation of financial and physical resources • Departmental restructuring • Goodwill from stakeholders • Expertise in areas of specializations
7	Blue Economy	• Collaborate and create partnerships to exploit and preserve blue economy (marine environment)	
8	Enterprise Development Incubators	• Establish and strengthen enterprise development incubators • Establish knowledge transfer centres to support commercialization of research output and innovations • Promote research and IP protection of innovations • Promote business startups	

(II)   Bottom-Up Economic Transformation Agenda

The core pillars of the BeTA are as follows;
- Agriculture
- Micro, Small and Medium Enterprise (MSME) economy
- Housing and settlement
- Health care
- Digital Superhighway and creative Economy

BeTA is geared towards economic turnaround through a value chain approach and has targeted sectors with the most impact to drive economic recovery to be achieved through six objectives:

- Bringing down the cost of living;
- Eradicating hunger;
- Creating jobs;
- Expanding the tax base;
- Improving foreign exchange balances and inclusive growth.

BETA will ensure rational resource allocation by eliminating wastage of resources occasioned by duplication, fragmentation and ineffective coordination in implementation of Programmes and projects.

Table 1.2.5 Role of UoE in the Realization of the Bottom-up Economic Transformation Agenda

S/No.	Agenda	Role of UoE	Requirements
1	Enhancing Manufacturing	• Develop academic Programmes on apparel and fashion design • Undertake biotechnology research for improved cotton seeds • Commercialize research findings • Patent research findings and innovations • Link innovators to the industry • Establish start up industries	• Sensitization on the BeTA • Align university policies to the spirit of the Bottom-Up • Allocation of financial and physical resources • Departmental restructuring • Goodwill from stakeholders
2	Digital Superhighway and Creative Economy	• Enhance Government service Delivery through digitization and automation; • Business process re-engineering of services • Establish E-Waste Management centres for safe disposal of electrical and electronic waste (e-Waste).	• Infrastructure • ICT hubs • Greening policy • E-Waste policy • Waste management guidelines
3	Agricultural Transformation	• Agribusiness • Smart agriculture • Fisheries	• Academic Programmes • Infrastructure • Resources
4	Small and medium-sized enterprises (MSME)	• Entrepreneurship • Incubation	• Academic Programmes • Infrastructure • Resources
5	Food Security and Nutrition	• Establish dairy products processing plant • Establish a plant for processing canola oil • Develop and implement technologies to promote postharvest handling • Undertake research in fish and mushroom production • Undertake biotechnology research for improved cereal seed production • Train and promote horticultural production • Train farmers on good farming methods • Enhance livestock breeding and production	• Academic Programmes • Infrastructure • Resources

(III)   Fourth Medium Term Plan 2023-2027 (MTP IV)

The Fourth Medium Term Plan (MTP IV) is the plan that operationalizes Vision 2030 during the financial years 2024–2029 and it outlines the policies, Programmes and projects to be implemented during this period.

Table 1.2.6 Realignment of Fourth Medium Term Plan 2023-2027 (MTP IV)

S/No.	Agenda	Role of UoE	Requirements
1	Education and training	• Implement standards on development and review of education and training • Undertake curriculum review and assessment reforms; • ICT integration in Education and Training. • Monitor and supervise curriculum implementation	• Allocation of financial resources • ICT infrastructure • Align Programmes/projects to national development priorities • Competent Human resources
2	Science Technology and Innovation	• Establish knowledge transfer centres • Initiate STEM Programmes • Undertake research and innovation • Promoting research and IP protection of innovation • Value addition through commercialization of innovations • Dissemination of research outputs	• Engagement of stakeholders • Industrial linkages with industries/companies • Allocation of 2% research from the total budget • Research and consultancy
3	Blue Economy	• Fisheries resources development and utilization; • Promote Blue economy investment and business development; • Adopt aquaculture technologies and innovations • Fisheries and other academic Programme • Research and consultancy • Outreach services	• Academic Programmes • Infrastructure • Resources
4	Sports, Culture and the Arts	• Sports curriculum development • Build, upgrade and rehabilitate Sports fields/playing ground • Promote sports talent development; • Anti-doping promotion; • Promotion of cultural and heritage • Promotion of performing arts	• Infrastructure • Allocation of resources • Curriculum policy

S/No.	Agenda	Role of UoE	Requirements
5	Modern Agriculture for increased productivity and production	• Training farmers on modern farming technologies • Agricultural and food science Academic Programmes • Outreach services • Research and consultancy	• Academic Programmes • Infrastructure • Resources
6	Environmentally sustainable and climate resilient economies and communities	• Academic Programmes • Undertake forest conservation and management; • Promote waste management and pollution control; • Rehabilitation and protection of the water towers; • Undertake National Tree Growing and Restoration Programme • To develop Tree nurseries and produce seedlings	• Allocation of financial Resources • Identification of forest/land to plant/grow trees
7	Full Gender Equality in All Spheres of Life	• There are policies in place and being implemented (mainstreaming) • Included in all academic Programmes	• Academic Programmes • Infrastructure • Resources
8	Digital Superhighway and Creative Economy	• Enhance Government service Delivery through digitization and automation; • Business process re-engineering of services • Establish E-Waste Management centres for safe disposal of electrical and electronic waste (e-Waste). • Build capacity of teaching staff on e-learning • On-board more citizen-facing services to the e-citizen platform; • Installation of biometric system • Identified and digitalize the services	• Infrastructure • ICT hubs • Greening policy • E-Waste policy • Waste management guidelines

1.2.6 Sector Policies and Laws

(I)   Sector Policies and International Treaties and Convention

Like all universities in Kenya, the University of Eldoret operates under various laws, legislations and policies relevant to its function. During the implementation of the strategic plan the university will integrate other sector policies and laws, international treaties and conventions that have an impact on the operations of the university, with specific regard to research, learning, training, innovation and enterprise.

The Constitution of Kenya, 2010. This is the supreme law of the land and from it, several legislations are derived which the university will abide by. Some of these, which will influence the operations of the university include: Universities Act No. 42 of 2012, Education Act, 2012, Science, Technology and Innovation Act, 2013, Higher Education Loans Board (HELB) Act, 1995 , Engineers Act, 2011, Public Private Partnership Act, 2013, Leadership and Integrity Act, 2012; Public Officers Ethics Act, 2003; National Cohesion and Integration Act, 2008; Anti-Corruption and Economic Crimes Act, 2003.; Occupational Safety and Health Act, 2007; Environmental Management Coordination Act, 1999.

The University of Eldoret will specifically lay emphasis on the following;

(i)   **The Universities Act, 2012 of the Laws of Kenya(as amended).** This is the main law that governs the university's operations. The Commission for University Education (CUE), which was created under this Act, is the sector regulator and has the mandate to accredit all academic and research programmes of public and private universities in Kenya. As such, all the academic programmes of the University of Eldoret are accredited by the CUE as per the requirements of the Universities Regulations and the Universities Standards and Guidelines for Academic Programmes (2014).

(ii)   **The Science, Technology and Innovation Act (2013):** The University will mainstream Science, Technology and Innovation through this Act. This is an "*Act of Parliament that was enacted to facilitate the promotion,*

coordination and regulation of the progress of science, technology and innovation of the country; to assign priority to the development of science, technology and innovation; to entrench science, technology and innovation into the national production system".

(iii) **The Public Finance Management Act (2012):** In the preparation of this plan, the university is complying with Section 68 (2)(g) of the Act, which states that "*the Accounting Officer shall prepare a Strategic Plan for the entity in conformity with the medium-term fiscal framework and fiscal policy objectives of the National Government*". Alongside these laws and regulations, the university will abide by the University of Eldoret Charter, 2013; the University of Eldoret Statutes, and all the policies which have been developed to streamline its operations.

(iv)   **The Public Service Commission Performance Management Regulations, 2021:** As any other public entity, the university of Eldoret will comply with the provisions of these regulations. In particular, the University of Eldoret's operations and programmes are in compliance with Part III of the Regulations on Planning for Efficient and Effective Delivery of Services. Sections 11 and 12 stipulate that every public body shall develop and implement a strategic plan; the public body shall develop the strategic plan in a participatory manner and the programmes and activities included in the strategic plan shall be in line with the guidelines issued by the Ministry responsible for planning and the strategic plans shall be published and disseminated to stakeholders.

(II)   Legislations, Policies and Guidelines Relevant to UoE

The functions of the University are anchored in the following legislations and policies.

Legislations

The following are some of the legislations relevant to the functions of UoE:
(i)   The Constitution of Kenya, 2010
(ii)   Universities Act No. 42 of 2012

(iii)   Education Act, 2012

(iv)   Science, Technology and Innovation Act, 2013

(v)   Higher Education Loans Board (HELB) Act, 1995

(vi)   Engineers Act, 2011

(vii) Public Private Partnership Act, 2013

(viii) Leadership and Integrity Act, 2012

(ix)   Public Officers Ethics Act, 2003

(x)   National Cohesion and Integration Act, 2008.

(xi)   Anti-Corruption and Economic Crimes Act, 2003.

(xii) Occupational Safety and Health Act, 2007.

(xiii) Environmental Management Coordination Act, 1999.

(xiv) Other relevant laws.

(III)   Policies and Guidelines

The following policies are relevant to the functions of UoE:

(i)   The Kenya Vision 2030

(ii)   Medium Term Plan IV 2023_2027

(iii) Africa Agenda, 2063

(iv)   Sustainable Development Goals

(v)   Education and Training Sector MTP IV 2018-2022

(vi)   University of Eldoret Charter, 2013.

(vii) University of Eldoret Statutes, 2013.

(viii) Sessional Paper No. 1 of 2005 on Education Training and Research

(ix)   UoE Human Resource Policies and Procedure Manuals

(x)   UoE Finance Policies and Procedure Manuals. UoE Procurement and Assets Disposal Policies and Procedure Manuals

(xi)   Ministry of Education, Science and Technology Strategic Plan 2018 – 2022.

(xii) Science, Technology and Innovation Policy and Strategy, 2008

(xiii) Universities Standards and Guidelines, 2014

(xiv) Sessional Paper No. 14 of 2012 on Reforming Education and Training in Kenya

(xv)   Technical and Vocational Education and Training Policy (TVET), 2012

(xvi) Performance Contracting Guidelines as released on annual basis

1.3 History of the University of Eldoret

The University of Eldoret is one of the public universities in Kenya and situated approximately 10 km along the Eldoret-Ziwa Road in Eldoret town, Uasin Gishu County. It was founded in 1946 by the white settlers as a Large-Scale Farmers Training Centre. In 1984, it was converted to a teachers' training college and renamed Moi Teachers' Training College to offer Diploma Science Teachers Training. Due to the double intake crisis, the college was taken over by Moi University as a campus in 1990, renaming it Chepkoilel Campus. From 1990, the university made it a campus of Natural, Basic and Applied Science Programmes.

In August 2010, President Mwai Kibaki, through Legal Notice No. 125 of 13 August 2010 upgraded the campus into a University College with the name Chepkoilel University College, a Constituent College of Moi University. The emphasis was the need for expansion of university education in tandem with population growth and the demand for university places and research facilities. It also stressed that the development of quality human resources is central to the attainment of national goals for industrial development. Institutions of higher learning were viewed as not only increasing higher education opportunities, but were also regarded as catalysts for development in areas where they were located.

The large track of agricultural land makes it ideal for the realization of its mandate as a University of Science, Agriculture and Technological Innovations. The University has established a Town Campus in Eldoret Town, housed in MUSCO building and has a Liaison Office in Nairobi housed on the 12th Floor of Pension Towers.

Since acquiring its Charter, the University has graduated 34,399 students and currently, UoE has a total student population of about 12,000 with 1,056 members of staff. The university has seven (7) schools with 32 academic departments and several directorates offering support services.   The

University is ISO 9001:2015 certified from September 2018.

Additionally, the University is endowed with facilities that support quality learning, research and outreach Programmes. These include a well-equipped library, lecture halls and theatres, laboratories, workshops and agricultural land. To enhance security, the University has completed building a perimeter wall and installed security features such as CCTV and floodlights.

1.4 Methodology of Developing the Strategic Plan

The development of this Plan was done through a coordinated process and according to the Revised Guidelines for Preparation of the Fifth-Generation Strategic Plans, 2024-2029. It is a consultative, participatory and inclusive process and the guidelines provide the framework for the preparation of the Plan by setting the norms and standards to ensure uniformity.

In addition, the guidelines provide for the development and alignment of the Plan to the national, regional and international development priorities and frameworks. Preparation of this Plan was based on a Four Step process; initiation of the strategic planning process, strategy development, strategy validation, and finalization and dissemination of the strategic plan.

The initiation process commenced with the university top leadership in determining the rationale and scope of the development of the Plan, development of the Terms of Reference (ToRs) which guided a Strategic Planning committee to develop the Plan. During the development of the Plan, the Strategic Planning Committee (SPC) reviewed and adopted the TORs and developed a roadmap for the development of the Plan for consideration and approval by the top management. In addition, the SPC committee prepared a detailed work plan and framework.

The framework entailed the definition of the context of strategic planning by a description of relevant global, regional and national policy, legal and regulatory frameworks. Further, it also described the contribution of the institution towards realization of the aspirations of such frameworks and their linkage with national development priorities. The process included the determination of the institution's strategic direction, vision, mission, strategic goals, core values and quality policy statement.

In addition, an external and internal analysis, past performance review and stakeholder analysis were undertaken. This culminated into the identification of strategic issues, formulation of goals, development of strategic objectives and strategies to achieve them. The development of an implementation and coordination framework of the Plan, a comprehensive Risk Management framework, and resource requirements mobilization strategies and a monitoring, evaluation and reporting framework was also part of the process. Validation of the Plan involved sharing of the plan with internal and external stakeholders for review, critique and feedback. The internal stakeholders comprised the council members, University Management Board (UMB), staff unions, student leaders, technical and academic staff.

The validation was conducted through meetings and feedback provided was incorporated. The external stakeholders included but not limited to stakeholders provided in Table 3.3. External validation was carried out through sharing of the draft Plan by email and hard copies. Feedback from the exercise was analysed for relevance and thereafter incorporated into the Plan. Subsequently, the Plan was submitted to the State Department for Economic Planning for review and feedback to inform finalization and approval by university council and dissemination of the Plan.

Chapter Two: Strategic Direction

2.0 Overview

This chapter presents the strategic direction of the institution that includes the mandate, vision statement, mission statement, strategic goals, core values and quality policy statement.

2.1 Mandate of the University of Eldoret

According to University of Eldoret Charter of 2013, UoE is mandated to:

(a) 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;

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

(c) Play an effective role in the development of science, technology, engineering, agriculture and natural resource management in conjunction with the industry and to provide extension services so as to contribute to the social and economic development of Kenya;

(d) Develop market driven Programmes of study including those that culminate with degrees, diplomas and certificates.

2.2 Vision Statement

A Premier University Nurturing Global Leaders and Innovators for Sustainability

2.3 Mission Statement

To provide quality education, training, research and entrepreneurship in Science, Agriculture, Engineering, Technology and the Arts to meet the needs and aspirations of a dynamic society.

2.4 Strategic Goals

The strategic issues are the problems or opportunities identified from the situational analysis that an organization has to manage and address in order to be able to fulfil the core mandate. The Strategic Issues (SI) were identified after a comprehensive review of the situational and stakeholder analyses of the institution, among other global and national frameworks.

The strategic goals are the desired outcomes and each strategic goal is a direct outcome of a strategic issue each of which is directly related to the vision and Mission. The following are the ten (10) goals;

- Quality and Relevance of academic Programmes
- Student experience
- Research productivity
- Stakeholder engagement
- Learning and working environment
- Employee productivity
- ICT integration
- Financial sustainability
- Institutional governance
- Safeguard and maintain university assets

2.5 Core Values

The core values enable good decision making through a common guiding philosophy and organizational culture. The institution's core values are anchored on ethical themes and good governance principles as guided by Articles 10 and 232 of the Constitution.

These are articulated below;

(a) **Customer Centric:** The University shall continuously endeavour to determine, assess, understand and consider the customers' needs and be responsive, prompt, effective, impartial and equitable in the provision of its services.

(b) **Innovativeness:** The University puts strong emphasis on fostering a culture of creativity, forward thinking, and the pursuit of new ideas and solutions.

(c) **Integrity:** Integrity as a core value for our university means that we are committed to acting ethically and morally upright. This includes honesty, transparency, accountability, and upholding high ethical standards in all our business practices and interactions.

(d) **Equity:** The University is committed to ensuring fairness and impartiality in our practices, policies, and treatment of individuals.

(e) **Excellence:** As a university, we are committed to maintaining high standards of quality in teaching, research, learning, and scholarly activities within an academic institution.

2.6 Quality Policy statement

The University of Eldoret is committed to providing quality higher education through teaching, research, outreach and consultancy services that meet and exceed the expectations of all interested parties, comply with the ISO 9001:2015 Standard and applicable statutory and regulatory requirements and to continually improve the Quality Management Systems effectiveness through periodical reviews at appropriate levels.

Chapter Three: Situational and Stakeholder Analysis

3.0 Overview

This chapter provides a review of the University's situational and stakeholder analysis. This includes information on the internal and external environment. In addition, it also provides analysis information of past performance detailing key achievements, challenges faced and lessons learnt.

3.1 Situational analysis

This involved an environmental scan to determine internal and external issues using Political, Economic, Social, Technological, Environmental and Legal (PESTEL) and a Strength, Weakness, Opportunities and Threats (SWOT) analysis.

3.1.1 External Environment

In external analysis, we examined the environment in which the university operates to determine its ability to achieve its Vision and Mission. The factors considered ranged from global, regional and local which informed identification of opportunities and threats as a basis for developing appropriate strategic responses.

3.1.1.1 Macro-environment

The review of the macro-environment presented involved the use of PESTEL analysis to describe the developments in major external factors that have direct and indirect impacts on the university.

(I)   Political

The CoK (2010) introduced two levels of government which are distinct yet interdependent. Besides, Education continues to be primarily the national Government's responsibility. The university has identified that a strong relationship with the national and county Governments will be of key importance in the context of increased allocation of resources which is largely politically driven. The Government also makes policies from time to time aimed at achieving certain Government agenda but may have unforeseen impact on the university. Further, new regulations in many counties are being developed and may impact university operations. However, this is an opportunity for the university to foster good political relations for a better learning and working environment. Therefore, in this strategic plan, the university has put in place strategies to strengthen the engagements with the two levels of Government.

(II)   Economic

Macroeconomic performance and demographic dynamics influence the development of the education and training sectors worldwide. Unforeseen events such as the COVID-19 had significant impact on the economy and disrupted the education, tourism, transport and urban services sectors directly or indirectly.   Like many countries across the world, Kenya has also faced inflationary pressures amid commodity price volatility, tightening global financing conditions that have put major pressure on the exchange rate and foreign exchange reserves. The situation has further been aggravated by the worst drought in four decades, significantly increasing food insecurity and affecting millions of livelihoods.

These economic challenges facing the country are multifaceted and have spiralled down to reduced exchequer funding to the university thus putting pressure on public services. The economic conditions have led to reduced revenues to the university from internal sources. A-I-A that is dependent on fees collection which directly rely on the number of students enrolled and

donor fatigue, has already worsened the situation.

This has necessitated a refocus on income generation by the university as a strategy for sustainability.

The University of Eldoret largely depends on funding of academic programmes, expansion of facilities and development of infrastructure from the GoK recurrent and capital Development funds. Without Government support through funding, the University's revenue base dwindles day by day. This effect has been exacerbated by competition for the limited resources with other Public Universities. The new funding model where the recurrent grant from GoK is channelled through scholarships, loans and bursaries directly will therefore be dependent on student enrolment and this brings future uncertainty with the student numbers determining the allocation of funds. This is an area where the university has started developing strategies to be able to sustain itself in the long run. Alternative ways of mobilizing resources, will be to initiate new revenue streams, increase student enrolment and strengthen the current IGUs.

The external funding through collaborative research Grants, Consultancies can be another source of funding by establishing industrial linkages with industry and engaging private public partnerships (PPP). The university shall enhance existing income generating units for more sources of funding. The university has developed these strategies in KRA 4 and should be implemented to increase and improve financial sustainability in the long-term plan.

Kenya Vision 2030 identifies quality education and training as key enablers of human capital development, and the means of eliminating poverty. As a country, the need to accelerate its development and achieve the Sustainable Development Goals, the government will have to increase its investment in science and technology at the universities level and in turn demand prudent management of the resources.

(III) Social

As a nation, we all recognize that the education and training of all Kenyans is fundamental for socio-economic growth and development. In addition, the government understands that the country's future as a prosperous and internationally competitive nation largely depends on having a quality university education system in place.

In the context of the social environment, there are many factors that impact on the type of decisions to be made, achievement of the mission and ultimately realization of the University vision. These factors revolve around demographic trends affecting students' population, social attitudes towards education and higher learning, cultural diversity and inclusivity on campus.

Despites the expansion and growth of higher education with many Kenyans currently accessing higher education in universities there many challenges that come with these social norms:

For the university education sector to deliver its mandate, quality of education is of essence. This means that the education delivered by universities must not only be accessible, equitable and relevant to the needs of the economy and society, but must also meet high quality standards. The institution has planned under KRA3 community engagement and outreach services to engage the youth who graduate for incubation programs and to be equipped for business startups. The university has provided internship programs supported by PSIP and industrial attachment placement. In addition, cross cutting issues have been mainstreamed to raise awareness on prevention of alcohol and drug abuse.

- Pressures of increased enrolment that require expansion to cater for the large increase in student numbers;
- There is a mix of cultural diversity and cultural cohesion, which can have an implication on co-existence and community goodwill.
- The youth engage in alcohol and drug abuse which contributes to increased indiscipline and crime rates, low completion rates, and low

productivity.

- There is a high rate of unemployment among university graduates which discourages potential students from enrolling in university education programs. This situation leads to jobless and despondent youth forming terror gangs, contributing to terrorism.
- There is a strong and bad influence of media; social media and digital technologies on youth behaviour and perceptions. The exposure to wrong information, values, and norms through media channels.
- The family set up relationships, and support systems where parental involvement and influence on youth behaviour, development and the Socio-economic status have an impact on opportunities for youth.
- The peer pressure, social acceptance and belongingness within peer groups leads to bad influence and bad moral behaviour and other vices.
- Cultural norms, values, and traditions shaping youth identity and influence of cultural practices on youth behaviour and decision-making is having an effect on youths.
- The youths can draw the social networks and support systems within the community.
- Political engagement and activism among youth and policies and legislation affect youth rights and opportunities.
- There is awareness of youth rights and social justice issues, they advocate and engage in youth empowerment movements.
- HIV/AIDS contributes to the loss of many skilled university personnel.

(IV) Technological

On the ICT front, Kenya introduced the Data Protection Act No. 24 of 2019 which regulates how organizations collect, process or disclose personal data. The government, through the Information and Communication Technology Authority (ICTA), also provides generic and minimum ICT standards to be applied in all spheres and levels of Government. An enhanced ICT infrastructure and usage have revolutionized the way we work and communicate, leading to increased automation and the widespread use of e-resources.

The technological environment in higher learning institutions in Kenya continues to evolve, driven by advancements in technology and the need to enhance the quality of education, research, and innovation. The government wants the processes to be automated and digitized for efficiency and effectiveness. Therefore, the institution has reorganized most processes through business process re-engineering and teaching using Online platforms that provide course materials, assignments, quizzes, and interactive learning LMS.

Digitalization is in process to link most services from the university website to the e-citizen portal and leveraging existing systems to optimize business processes. The integration of technology in teaching and learning, online education trends and digital resources is planned for in KRA3 and strategic objective 5 for expansion and increase of bandwidths to enable university functions operationalized. The institution has to develop technological infrastructure and support for research activities, enhance use of ICT in the institution and ensure conformance with the Electronic Records Management Standard, 2023 (ICTA4.1.003:2023), the Government ICT Governance Standards,2023 (ICTA.5.003.2023), procurement of cyber security tools and implementation of effective support and maintenance of ICT systems.

(V) Environmental

Kenya is vulnerable to climate change and impacts due to the high climate sensitivity coupled with low adaptive capacity and high levels of poverty. The government, in its effort to reduce vulnerability and enhance resilience, has institutionalized the Climate Change Directorate to coordinate climate change actions. Climate adaptation and adoption of climate change and mitigation has been planned under KRA 3, through the initiatives of institution together with the environmental sustainability mainstreaming committee on conservation and protection of forest cover by planting and growing 36,000 trees on annual basis through campaigns of planting
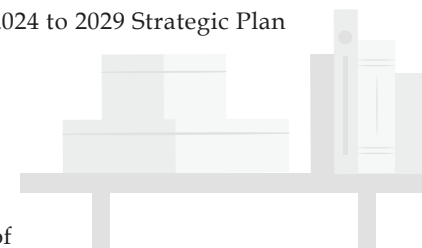
and growing in the presidential directive on National Tree Growing and Restoration Campaign which is to grow 15 billion trees for restoration by 2032. During tree-planting National Day of 13th November 2023, UoE launched first edition of tree growing activity in which 1000 casuarina, 600 indigenous, and 500 cypress tree seedlings were planted (2100 trees were planted). This is in response to global climate change and environmental concerns. This initiative is expected to increase forest and tree cover from 12% to 30% by 2032.

While climate change is recognized as a major threat to Kenya's economic growth, global efforts to address climate change, especially reducing greenhouse gas emissions, also offer positive opportunities for the Kenyan economy. The issue of waste disposal is another threat to the environment, the solid and e-waste in particular where limited infrastructure and resources often exacerbate the challenge. The strategy in the plan to put in place the waste management guidelines and implement the e-waste policy in order to segregate the solid waste from the rest of hazardous materials and develop a greening policy for use of clean and green energy from renewable resources.

(VI) Legal

The legal environment of the university sector is characterized by a complex landscape shaped by various factors. The sector faces challenges stemming from being overregulated, as well as the increased establishment of universities, leading to a highly litigious environment with specific legal requirements for special groups and local content. Additionally, there is a growing awareness of human rights, which impacts legal considerations within the university setting. Furthermore, the legal landscape is influenced by shifting laws and policies, necessitating a thorough understanding and proactive approach to compliance and adaptation within this dynamic environment.

As a fully-fledged institution, University of Eldoret has developed statutes and other policies that are in conformity with the Constitution of Kenya 2010, the Universities Acts 2012 and the University Charter, 2013.The University therefore has the legal framework and will undertake its full mandate and showcase its competitiveness.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the external environment Table 3.1 summarizes the emerging opportunities and threats.

Table 3.1 Summary of Opportunities and Threat

Environment	Opportunities	Threats
Political	- Political goodwill - Improved learning and work environment - Increased allocation resources; institutional support through CDF, HELB, Bursaries and scholarships - Cosmopolitan outlook enhanced co-existence and national cohesion	- Political interference - Proposed establishment of university in every county increases competition for students leading to reduced revenue and student enrolment - Compromised service delivery - Negative ethnicity leads to Staff and student polarization and intolerance - Government funding TVET - leads to low enrolment into higher institution
Economic	- New universities funding model increased funding from GoK - Kenyan Vision 2030 earmarks the development of human resources in science and technology and knowledge generation - Patenting and intellectual property rights legal framework will make it possible for commercialization of Research outputs and revenue generation.	- A new funding model diverts all exchequer grants to tuition fees, loans and scholarships leads to reduce or no recurrent and less capital development grants and decreased research funds depending on student enrolment - High Inflation rate leads to high cost of implementation of plan and affecting student's enrolment - Globalization leads to Stiff competition - Reduce funding and government shift of focus has impacted negatively on flagship projects from completion - In research and innovation there are inadequate mechanisms to capture the contribution of the University Research and innovation outputs in national production.

Environment	Opportunities	Threats
Social	- Cultural diversity promotes - cultural cohesion and co-existence. - Community goodwill and participation - Promotes peace and stability in the area - Gender, Equity and diversity is being mainstreamed in the university functions	- Negative ethnicity leads to Staff and student polarization and intolerance - Bad Stakeholders 'relationship brings about a conducive environment for business thrive - Gender inequality brings imbalance in the system
	- In addition, cross cutting for prevention of alcohol and drug abuse issues has been planned under objective to address the alcoholism and drug abuse. - There are sensitization programs and provision of HIV/AIDS drugs with support from the institution. - Attract, recruit and retain highly skilled and competent human resources through beneficial schemes and attractive remuneration packages with good motivation. - Through community engagement and outreach services the youths who graduate are engaged with programs like incubation, business plans and equipped for startups. - The institution has provided internship programs supported by PSIP and industrial attachment placement - There is widespread sensitization on discouraging youths from engaging in bad vices and radicalization. - There are trainings geared against cybercrime and compliance to relevant laws	- Alcohol and drug abuse leads to addiction and results in - low productivity - Increased indiscipline and crime rate - Low completion rate - Increase HIV/AIDS cases loss of many skilled University personnel, low productivity - Immigration of qualified personnel to other developed countries leads to brain drain due to poor conditions and low pay packages. This leads to staff high turnover. - High rate of unemployment of the University graduates; - Discourages potential students from enrolling for University Education programmes. - Jobless and despondent youth getting into inappropriate behaviour and activities. - International Development partners might shy off from helping or investing in the University. - More resources are being redirected to security than to core functions of the University.

Environment	Opportunities	Threats
Technological	• Adopting of technology by user community hence computer literacy and increase usage • ICT has also improved the rate of communication and information exchange • Efficiency and effective service delivery • Data protection laws to abide and comply • Government services are digitized and online access through e-citizen.	• Increase cybercrime • Quality of education lowered through plagiarism • Loss of data • Threatens the growth of university education in terms of training tools and equipment • High cost of technological equipment • Limited internet access and network coverage
Environmental	• Favourable agro- climatic conditions hence high potential for diverse agricultural activities. • Climate adaptation and adoption of climate change and mitigation has been undertaken by the institution initiatives. • Use of waste management guidelines has been affected. The application of green and clean energy policy is practiced.	• Ensure food production which leads to food security • Poverty reduction • Nutritious food decreases malnutrition • Emission of greenhouse gases into the atmosphere leads to global warming/ climate change is a potential risk for food production and human health. • The national waste management bill is yet to be in place and policy is not in place. Degradation of the environment will adversely affect productivity and increase levels of poverty in the country.

Environment	Opportunities	Threats

Legal	• The Constitution of Kenya (CoK,2010) has these provisions
	
	    (a) Gender Equity & Diversity
	    (b) Freedom of association
	    (c) Bill of rights- affirmative action
	    (d) Obligation to honour rights for Physically challenged
	    (e) Leadership and integrity
	
	• University's Act 2012 gives a clear mandate of the institution
	• Public Finance Management and Public Procurement and Assets Disposal Acts compliance to these laws for effective utilization
	• The university is to comply to statutory and all laws and policies in place
	• The Environmental Management and Coordination Act (1999) for Conservation and protection of the environment.
	
	• Emerging Government Policies;
	• Accommodate TVETA training programmes through implementation of university credit transfer policy
	• International conventions, agreements and treaties gives room for expansion
	• Possibilities of establishing collaborations and partnerships
		• Noncompliance to these laws will attract various and challenging litigations to the institution
		• Violation of the rights of citizen of this country which is punishable in a court of law
		• Going against affirmative action
		• Abuse of office which against Chapter Six of (CoK,2010)
		• Waste of resources and noncompliance to the national and international standards
		• Non-Compliance to statutory acts which delays operations and creation of conflict
		• Failure to conserve and protect the environment leads to degradation of the environment and desertification, depletion of forest cover

3.1.3 Internal Environment

In analysing the internal environment, the university focuses on the internal variables such as resource capabilities, skills, competences and culture. Additionally, university's functional areas were assessed to determine their relative contribution to overall performance.

3.1.3.1 Governance and Administrative Structures

The University of Eldoret governance and administrative structure is established under the Universities Act 2012, the University Charter, 2013 and the University Statutes, 2013 and it comprises of the Chancellor, Council, Senate and the University Management Board (UMB) and is designed to provide a well-defined framework for decision-making, strategic planning, and effective management of operations.

(I)   Administrative Governance

The Chancellor is the titular head. The Council provides governance and strategic direction for the university, the UMB is responsible for the day-to-day operations of the university in academic programs, financial management, and administrative functions. The internal audit department monitors compliance, assess risk management practices, and enhances transparency and reports directly to the Audit Committee of Council. Regulatory bodies and accreditation agencies provide oversight and ensure that University of Eldoret maintains high standards of education and ethical practices. Thus, collectively, these governance and administrative structures guide University of Eldoret in its pursuit of academic excellence, innovation and community service.

The university has therefore put in place various governance tools such as the University Charter, Statutes, Policies, Human Resource Instruments and other guidelines for its operational framework.

(a) **Human Resource Management Instruments:** The university has well-structured Human Resource instruments that facilitate the management of its critical human resource

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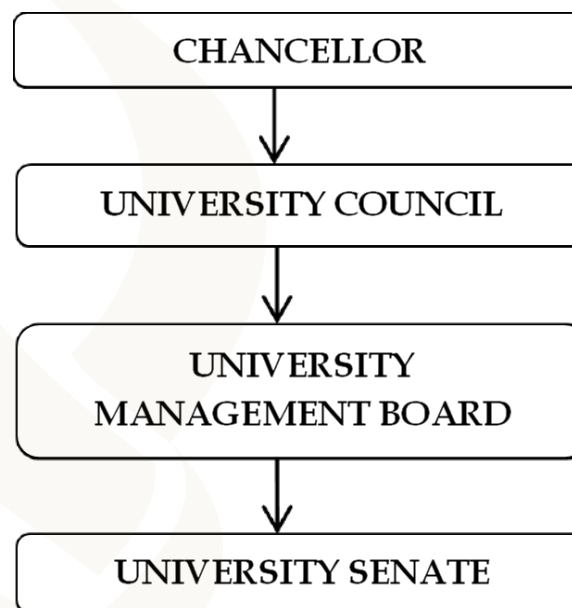
Figure 3.1: Governance Structure
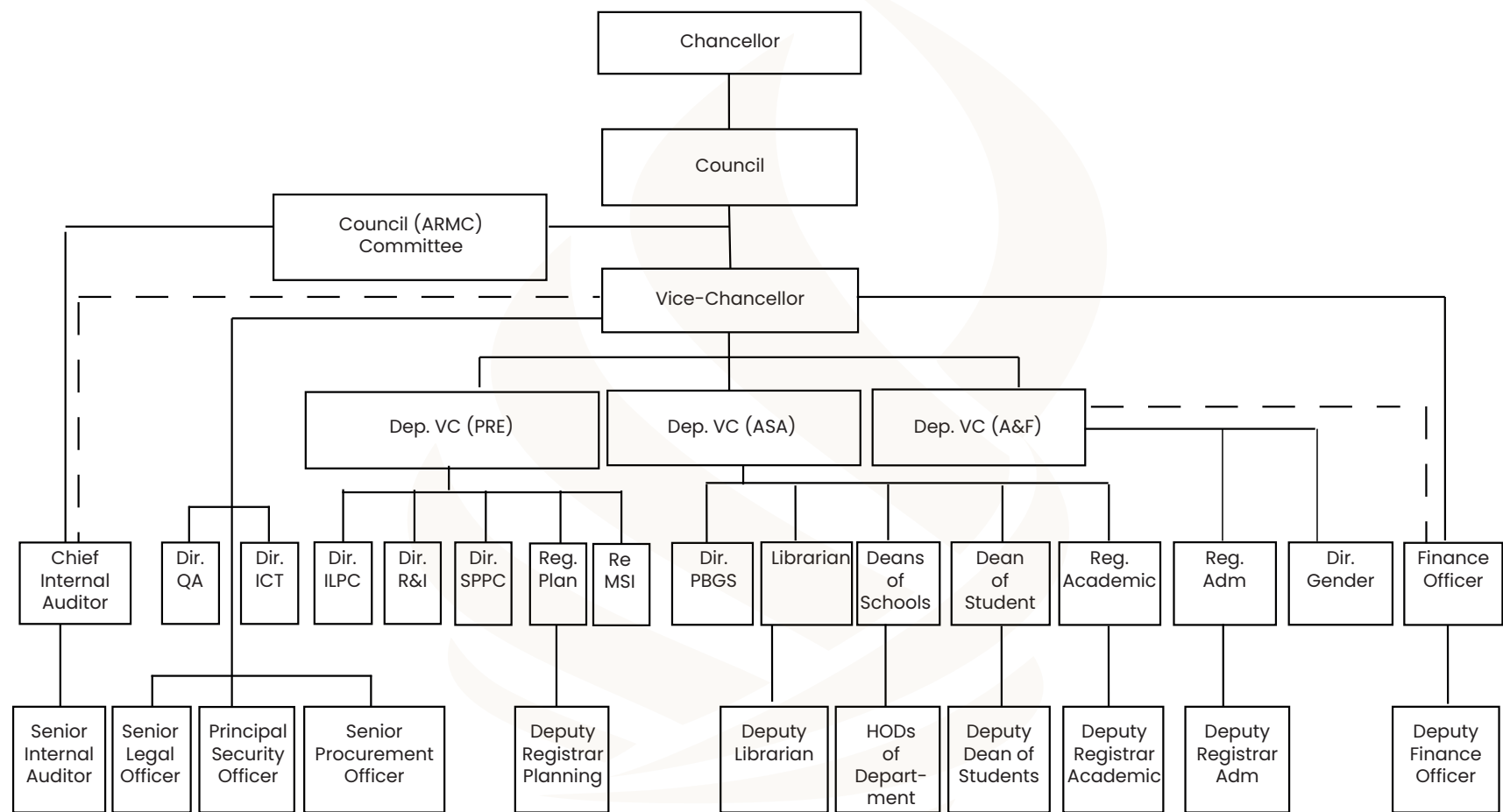
Figure 3.2: Organizational Structure

asset; staff. A review and evaluation of the instruments was undertaken to determine their efficacy, completeness and level of implementation. This plan has therefore put in place mechanisms and strategies for review of the human resource instruments to facilitate staff development.

(b) **Organizational structure:** The university has an organizational structure that depicts the institutional flow of command. Functional analysis of the structure was undertaken to identify strengths and weaknesses and develop strategies for improvement (see figure 3.2).

(c) **Grading and Staff Establishment.** The university has a grading structure and staff establishment. A review of the grading structure and staff establishment was carried out to inform strategic interventions for optimal university performance.

(d) **Career Guidelines:** The university's career guidelines provide for career progression of staff for all cadres in the relevant job families. This is critical for career development and personal development for staff.

(e) Internal Policies, Procedures and Regulations.

Further, to strengthen its Governance and Administrative structures, the university has developed various policies to guide the implementation of internal processes. The policies, along functional lines ensure uniformity in operations, reduce risk of undesired outcomes and ensure compliance to existing laws and regulations. This Plan provides strategies to review existing Policies and procedures and develop new ones.

(II)   Academic Governance

The Senate is the overall organ in the academic matters of the university. It is composed of faculty representatives; Deans, Directors and Heads of Academic Departments and plays a pivotal role in maintaining academic integrity, guiding curriculum development and upholding educational standards for the University. The university operations are also supported by Administrative Departments namely human resource, finance and students' affairs which cohesively provide essential services to students, faculty, and staff. These departments ensure a conducive learning and working environment, effective resource allocation, and student support services.

(III)   Student Governance

Student representation has also been considered and facilitated through the student council in the Senate to offer students a platform to voice their concerns and engage in decision-making processes.

(IV)   Internal Business Processes

The internal business processes of the University are the systematic activities and workflows that facilitate the delivery of educational services and administrative institutional operations. The processes are integral to the university's efficiency, effectiveness, service delivery and achievement of its mission. These processes include an end-to-end Enterprise Resource Planning (ERP), Procurement plans, Customer Relationship Management (CRM), Quality Management Systems (QMS), and Risk Management Framework. The key aspects and focus of University of Eldoret's internal business processes are highlighted below;

(a) Curriculum Development: This involves designing, reviewing, and updating academic programs and courses to ensure they are relevant, aligned with industry needs to meet educational standards.

(b) Student admission and Enrolment: This involves managing the application, admission, and enrolment processes for students, including document verification, registration.

(c) Teaching and Learning: The process consists of implementing effective teaching methodologies, Class scheduling, classroom management, student engagement, and assessment strategies to facilitate optimal learning experiences.

(d) Research and Outreach: This involves supporting faculty and student research through grant applications, ethical approvals,
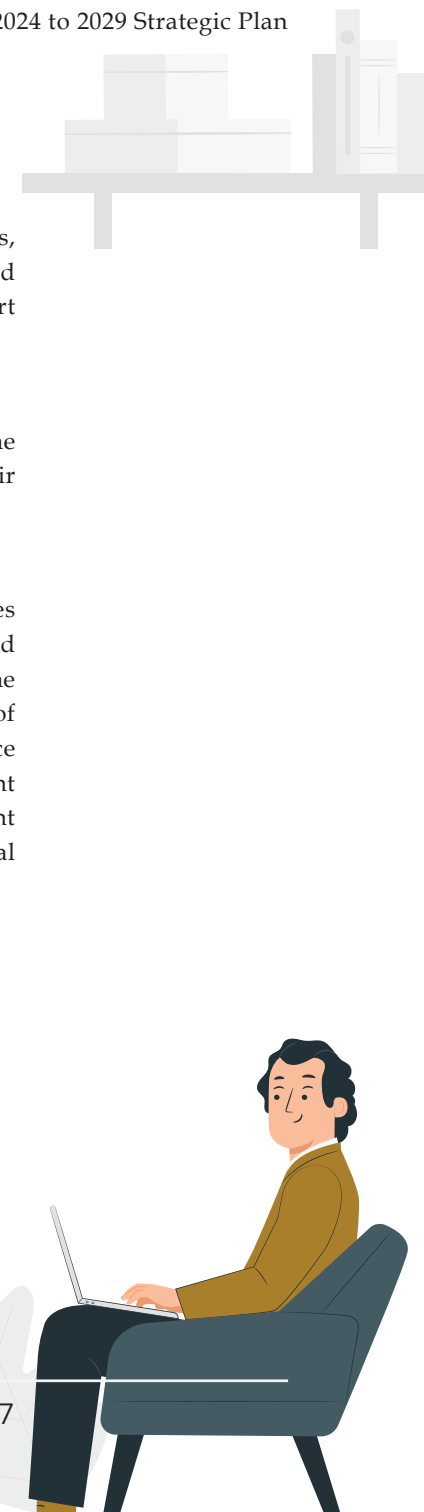
data collection, analysis, and dissemination of research findings.

(e) Student Affairs Support Services: This process facilitates provision of comprehensive support services, such as counselling, academic advising, career guidance, and extracurricular activities, to enhance student well-being and success.

(f) Financial Management: This includes budgeting, financial planning, resource allocation, procurement, and accounting for responsible fiscal management and resource utilization.

(g) Human Resources: This process involves managing recruitment, professional development, performance evaluations, and employee relations to maintain a motivated and skilled workforce.

(h) Development of Infrastructure and Facilities: This process involves maintaining and managing the university's physical infrastructure, including classrooms, laboratories, libraries, and recreational areas, to create a conducive learning environment.

(i) Technology Integration: This involves integrating technology into various processes, such as e-learning platforms, administrative systems, and communication tools, to enhance efficiency and access to information.

(j) Governance and Compliance: This ensures adherence to regulatory requirements, accreditation standards, and ethical guidelines to maintain institutional credibility and uphold quality standards.

(k) Student Assessment and Graduation: This process emanates from the core mandate. It involves administering exams, evaluating student performance, and overseeing the graduation process to ensure academic integrity and timely completion of degree programs.

(l) Collaboration, Partnerships and Linkages: This process provides mechanisms for establishing and nurturing partnerships with other educational institutions, industry stakeholders, and community organizations to foster knowledge exchange, research collaboration, and experiential learning opportunities.

(V)   Resources and Capabilities

The University of Eldoret boasts a range of valuable resources and capabilities that collectively contribute to its educational excellence and institutional effectiveness. The resources include among others vast land and buildings which provides a strong base to anchor its operations. These resources and capabilities empower the university to fulfil its vision and mission and provide a high-quality teaching and learning environment for its stakeholders. To this end, the University has invested in Human Capital, modern technological and physical infrastructure, students' support services, financial resources and collaborative networks. These resources provide critical support to the achievement of the university's strategic focus.

The university has a strong inclusive and diverse culture that fosters a sense of belonging and encourages open dialogue and academic freedom that nurtures creativity, cultural understanding, and global perspectives among students and staff. The university has also integrated technology into teaching and administrative processes to enhance operational efficiency that supports modern pedagogical approaches that equip students with essential digital skills.

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the institution's Governance and Administrative Structures, Internal Business Processes and Resources and Capabilities, emergent strengths and weaknesses were identified as summarized in Table 3.2.

Table 3.2 Summary of Strengths and Weakness

Factor	Strengths	Weaknesses
Governance and administrative Structures	• Well-constituted and competent council composed of accomplished individuals from various sectors and industry. • Strong and competent council of management. • Vibrant academic and administrative units. • Regulatory oversight by relevant accreditation agencies • The university has internal Policies in place. • The guidelines that conform to ISO 9001:2015 standards • Requisite competencies in the functional areas • The institution has a full set of the HR instruments. • The organizational structure covers all functional areas. • The grading and staff establishment • The policies and guidelines developed informs the decision making	• Duplication and overlapping of roles and functions • Disproportionate span of control in some functional areas • Skewed ratio of teaching and technical staff to administrative staff currently (nonteaching) stands at 40:60 • External political interference may compromise the autonomy of the university • Lack of continuity planning in some sections may affect operations. • Inadequate resources due to budget cuts. • Bureaucratic processes and red tape limiting efficiency.
Internal Business Process	• Developing new and reviewing existing academic programs in line with laid down procedures for improved competitiveness • Outsourcing of non-core functions so as to focus on the core mandate • Automation of admission process and integration of ICT in University operations. • Adoption and use of the ERP across functional areas of the university.	• Manual and paper-based processes in some departments and sections. • Overlapping and inconsistency of some processes across departments/sections • Delays in the processing of payment to suppliers. • Pending bills

Factor	Strengths	Weaknesses
Resources and Capability	- Competent faculty, administrative, and support staff. - Collaborations, Partnerships, linkages and outreach with other educational institutions, industry and community. - Blended Mode of Teaching and learning	- Inadequate funding. - Human capital constraints due to inability to employ. - Low investment in research and development - Ineffective marketing, publicity and branding of the university.

3.1.5 Analysis of Past Performance

The institution carried out an evaluation of its past performance based on the level and extent of achievement of the previous strategic plan objectives. In doing this, focus was laid on KRAs, specific objectives, performance achievements, challenges and lessons learnt. Besides the achievements, there were some challenges and lessons learnt as outlined below.

Table 3.3 Analysis of Student numbers from 2019 to 2024

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Totals
Admissions	1,971	2,046	2,641	2,652	2,633	3,459	38,315
Graduations	3,475	3,798	3,120	2,080	2,548	3,178	34,399
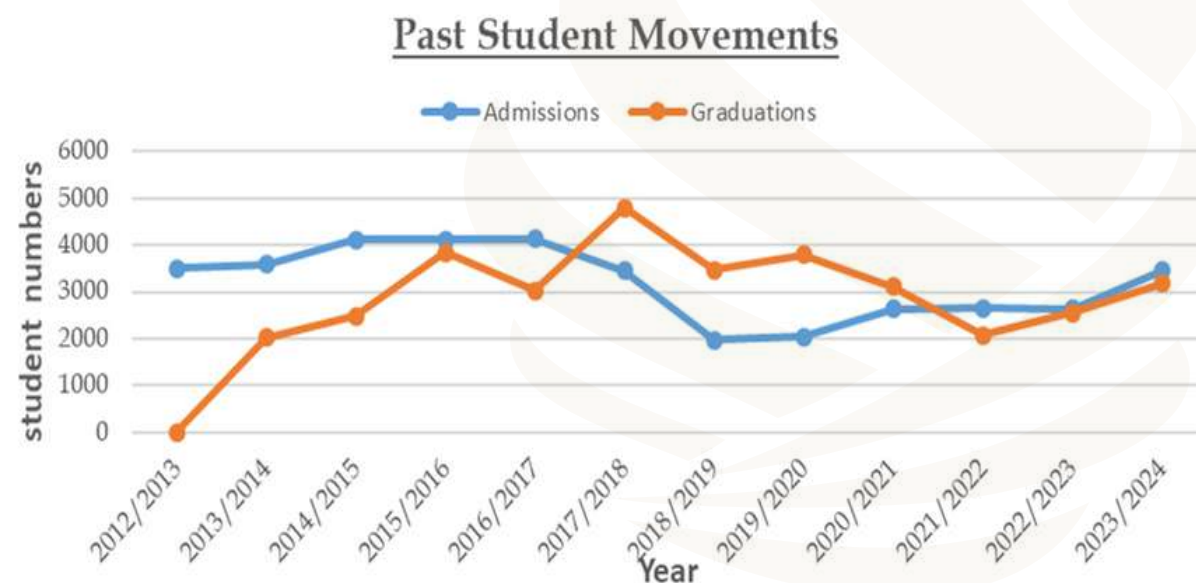
Figure 3.3: Trend of student enrolled to graduated numbers from 2013 to 2024

3.1.5.1 Key Achievements (2019-2024)

(I)   Quality teaching and learning

- 94 curricula were reviewed/developed
- that the school of nursing curriculum was developed and approved by the Senate
- 612 articles published
- Number of innovations
  - 11 researchers recognized for innovations
  - 13 patented innovations
  - 12 patented and ready for commercialization (see annex iii)
- Two research laboratories:
  - Fish Genetics and Genomics laboratory
  - UOE Biotechnology laboratory
- The OdeL Policy was developed and operationalized, the Odel infrastructure was installed.
- Two counsellors were appointment for mentorship of students
- Four counselling offices were established
- The career office was created/established

(II)   Exchange programme policy;

- 3 undergraduate students,
- 4 postgraduate students and
- 8 staff
- The recreational facilities (Lawn and basketball) &renovated (the lawn tennis and basketball fields).
- The sensitization on security and safety were done, the fire drills performed for students.
- 13 policies reviewed and
- 15 new policies developed.
- ISO 9001 2015 maintained
- ISO 27001:2013 is awaiting certification

(III)   Service Delivery

- The implementation of the Citizen Service Delivery Charter with 70% achievement
- Customer satisfaction survey rating above average - customer satisfaction index of 70.8%

(IV)   Attract and retain competent staff

- In 2019, the number of academic and non-academic staff was 348 and 870 respectively.
- In 2024, the number of academic and non-academic staff is   424   and 637 respectively.
- The ratio of academic to non-academic staff increased from 37:63 to 40:60, as compared to the CUE required standards 70:30.

(V)   Physical and Technological infrastructure

- School of Education complex-Amphitheatre ongoing 74% complete
- Lecture halls (NS)
- Perimeter wall building completed
- Gate A, B and c modern gates installed and floodlights & installation of CCTV to enhance security and safety

(VI)   ICT integration

- Internet coverage increased from 50% in 2019 to 70% in 2024
- The bandwidth size was 271 Mbps in 2019 to 905mbps in 2024.
- The automation levels increased from 58% in 2019 to 70% in 2024.

(VII) Resource mobilization

- Support from government of Kenya (GoK) for development and recurrent expenses (Exchequer grants) continue to be received.
- Revenue collection from tuition fees, research grants, consultancies,

income-generating units (IGUs), and donor funds.

- Endowment fund through voluntary contributions from alumni, university staff, well-wishers, and fundraising efforts.
- Office of Resource Mobilization was established
- Board of Trustees appointed,
- Endowment policy developed and approval
- Amount of money generated for Endowment kitty fund is 5M against target of 25M

3.1.5.2 Key challenges (2019-2024)

(a) The suspension of Capital development funds by the government and a shift in focus have affected priority projects and resource allocation for flagship projects. *Example:* Several projects were suspended. School of Science, ICT Centre, biometric system installation etc.

(b) Some of the projects earmarked to be developed using internally generated funds are ongoing but on slow pace due to reduction in A-I-A.

(c) There is still low enrolment in student admitted to UoE is slightly over 11,000 and declared capacity for next financial year 2024/2025 is 7220.

(d) The A-I-A will be relatively low when the student numbers are low.

(e) The Number of regulatory bodies requiring the University to comply with certain standards when mounting programmes have also increased and their approval comes with additional cost which must be paid before mounting the new programmes.

(f) Projects planned for development using donor funding and Public-Private Partnerships (PPPs) remain unfinished.

(g) Inadequate infrastructure poses a challenge for the adoption of online teaching (ODEL).

(h) Globally, the university faces challenges related to emerging technologies, overregulation, declining financial support, increased competition for student enrolment, and unpredictable shifts in policy

focus.

(i) The increasing cost of program accreditation makes it challenging for the university to have more programs accredited.

3.1.5.3 Lessons Learnt

(a) Substantial and sustained government funding and political support are crucial to the success of the institution. The university of Eldoret has been highly relying on exchequer funding for project implementation which has been diminishing over time hence the need to diversify funding sources for its programmes and projects.

(b) The support from the development partners is very important to supplement the local funding.

(c) The University reacted and adapted to the disruptions caused by the social events due to outbreak of the COVID-19 pandemic since early 2020.

(d) The ODEL directorate was established and tasked to;

    (i)   Coordinate the blending of online and face-to-face instruction

    (ii)   To train staff on teaching methods by digitization and pedagogy for learning and teaching mode of delivery of curriculum.

    (iii)   Pure and online teaching and learning

    (iv)   To develop strategies on mode of delivery of curriculum.

(e) The introduction of new funding model will need new strategies for rapid and dynamic changes in the ministry of Education.

(f) The level of automation of the university processes has made work very easy and very efficient, there is need to increase and integrate more services in ICT for improve of service delivery.

(g) The Competitiveness and thrive of the University

    (i)   The students participated in a variety of competitions in arts, creative arts, business, sports, cultural events, and in science and technology innovation activities.

(ii) The students were recognized and awarded for these activities. Taking part in these activities helps to build their self-confidence and provides exposure to the world beyond the University.

(h) Continual capacity building is fundamental in strengthening institutional capacity and effective service delivery.

(i) Reforms in education sector to be realigned with the strategic plan;

- CUE regulation- CUE is enforcing its mandate by carrying out regular quality audit, annual inspections, accreditation of the Universities and recognition and equation of qualifications.
- Lack of funding of Diploma programmes in the universities.
- The new funding model where by the exchequer recurrent is being channelled through scholarships, loans and bursaries directly to students will pose an opportunity/risk due the number of students that will be enrolled.

(j) ICT integration is critical in university education and it is an enabler of the vision 2030 and the government agenda.

(k) ISO Certification – ISO has brought in efficiency, enhanced service delivery and customer satisfaction.

3.1.6 The implementation gaps in the previous plan (2019-2024)

The critical findings from the evaluation of the SP are several projects that did not start at all and some are ongoing depending on the sources of funding. (Table 3.4)

Table 3.4 Incomplete Projects

S/No.	Project	Status
1	**Projects under GoK**	
	• School of Education (Amphitheatre) • Expansion of recreational facilities for co-curricular activities	Ongoing
	• Construct Examination Centre	Pending due to budgetary constraints
	• School of Science Complex	Documentation Stage
2	**Projects under PPP**	
	• Construction of Undergraduate Hostels • Construction of Postgraduate Hostels • Construction of student Centre • Construct high altitude sports training facility • Enhance waste management system • Construct earth road of 10 km • Construct bicycle lanes of 5 km • Construct parking bays for bicycles	Pending due to budgetary constraints
3	**Projects (Donor funds)**	
	• Construction of College of Health Science (school of Nursing) • Construction of School of Environmental Studies • Construction of ICT Centre • Expansion of fish &fingerlings production unit	Pending due to budgetary constraints
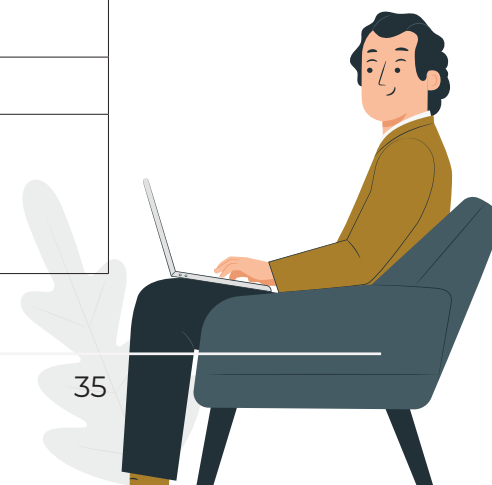
S/No.	Project	Status
4	**Projects(A-I-A)**	Pending due to budgetary constraints
	• Installation of Biometric access controls at the gates • Install biometric at the academic buildings to facilitate class attendance registers • Establish mushroom production unit • Establish Dairy production unit	

3.2 Stakeholder Analysis

Stakeholder analysis provides a platform for identifying concerned parties who will be affected by the activities of the University and whose activities will affect the University. University of Eldoret will endeavour to win the commitment of stakeholders to ensure the provision of quality services as outlined below:

Table 3.5 Stakeholder Analysis

S/No.	Stakeholder	Stakeholder Expectations	UoE Expectations
1	Students	• Competent lecturers • Timely release of results • Students' rights to be respected • Fairness in teaching and examination process • Adequate resources • Conducive learning environment • Effective communication • Timely graduation • Lecturers to uphold ethics	• Prompt fee payment, • Abide by rules and regulations, • Excel in academics, • Engage in co-curricular activities
2	Ministry of Education	• Provision of University Education • Invention and innovations, Research and Technology	• Regular and adequate funding • Development of policies that govern university education
3	County Government	• Capacity building • Provision of technical support • Professional Consultancy	• Cooperation • Participate in planning and Development. • Financial contributions • Partnership.
4	National Treasury	• Prudent utilization of resources	• Timely disbursement of funds • Source for additional funds

S/No.	Stakeholder	Stakeholder Expectations	UoE Expectations
5	Tertiary Institutions (Schools and Colleges)	- Increased admission capacity - Development of market driven programs - New innovations and Technologies - Mentorship - Diversification of curriculum	- Collaborations - Teaching practice - Placement
6	Industry	- Supply of competent manpower - Collaboration - New innovations - Publications - Adequately prepared trainees for Industrial Attachment	- Industrial attachment and internship - Increased employment - Industrial Linkages
7	Media	- Accurate and evidential information - Collaborations - Marketing services	Advertisement and fair reports and information
8	Teaching and Non-Teaching Staff	- Conducive working environment - Staff development opportunities - Admission of qualified students - Timely and fair payment of services rendered - Appointment letters before starting to work - Timely part-time payments	- Efficiency in service delivery, - Adhere to performance contract. - Compliance with set rules and regulations - Creativity and innovation, - Professionalism, - Personal professional growth
9	External Examiners	- Timely release of appointment letters - Adequate Examination materials - Timely payment for services rendered	- Adhere to standards of moderation of examinations. - Compile a report on general performance and submit on time.
10	Parents/Guardians	- Quality teaching - Timely graduation - Employment after graduation - Effective mentorship program	- Prompt fee payment - Support students

S/No.	Stakeholder	Stakeholder Expectations	UoE Expectations
11	Community	• Consistent market for products • Fairness during employment • Benefit from outreach activities • Proper waste management • Peaceful coexistence • Good working relationship	• Good working relationship • Corporation and understanding • Support and participate in the development of the University • Proper Utilization of CSR benefits
12	Suppliers	• Fairness in awarding of tenders • Timely payment for goods and services	• Efficient delivery of goods
13	Development Partners	• Well documented MoUs • Prudent financial management • Effective use of resources	• Provide technical and financial support for university operations and improvements
14	Statutory Bodies (NHIF, NSSF, RBA, KRA, EACC)	• Conform with applicable statutory and regulatory requirement • Timely remittance statutory fees	• Prompt annual certifications
15	Regulatory Bodies CUE, KEBS and professional Bodies	• Effective implementation of CUE requirements • Effective implementation of QMS • Conformity with the approved audit program • Timely payment • Compliance with the relevant Acts, policies, rules and regulations • Competent labour force • Knowledge update and Skills • Curriculum review	• Professional support • Certification
16	Unions (UASU, KUSU,KUDHEIHA)	• Timely implementation of Local and National CBA • Timely remittance of the deducted union fees • Regular review of Local CBAs • Staff welfare	• Good working relationship • Corporation and understanding • Create an environment for communication before resorting to industrial action

S/No.	Stakeholder	Stakeholder Expectations	UoE Expectations
17	Public and private universities	• Mutual cooperation and collaboration • Provide technical and professional support for university operations and improvements	• Mutual cooperation and collaboration • Provide technical and professional support for university operations and improvements
18	Civil Societies (Religious and NGOs)	• Freedom of worship • Enhanced good morals • Employment of Chaplains • Compliance with laws and regulations	• Mutual cooperation and respect
19	Alumni	• Support from UMB • Collaborations	• Mutual cooperation and respect
20	Financial Institutions	• Prompt remittance of loans • Partnerships – MoU	• Efficient monetary services • Partnership and collaboration • Easy access to financial services
21	University Council	• Achievement of Targets • Effective Utilization of allocated funds. • Implementation of Corporate strategies	• Offer strategic Leadership • Offer support and guidance, • Formulate policies, • Mobilize and avail funds for university operations • Initiate development projects • Give political support
22	Research Institutions	• Training • Dissemination of research findings • Collaborations	• Research collaborations • Dissemination of research findings.
23	Insurance Companies	• Prompt payment for service rendered	• Provide the best and affordable insurance cover

S/No.	Stakeholder	Stakeholder Expectations	UoE Expectations
24	Contractors/ surveyors	• Timely provision of materials • Timely resolution of complaints • Timely processing of payments. • Timely supervision and commissioning of projects.	• Quality workmanship • Timely implementation of projects. • Compliance with contract terms • Timely supervision and commissioning of projects.
25	Parliament	• Effective utilization of allocated funds • Comply with legislation	• Appropriation of adequate funds to UoE • Passing relevant legislation to support UoE's mandate

Chapter Four: Strategic Issues, Goals and Key Result Areas

4.0 Overview

This Chapter details the Strategic Issues (SIs) that have been identified following a situational and stakeholders' analyses in the institution. Additionally, the Chapter also highlights strategic goals formulated to address the strategic issues and the Key Result Areas (KRAs) that the university shall focus on in realizing the strategic goals.

4.1 Strategic Issues

The strategic Issues (SI) were identified after a comprehensive review of the situational and stakeholder analyses of the institution, among other global and national frameworks. Other strategic issues were derived from the council, university management board and the input from staff. A review of the previous Strategic Plan (2019–2024) and Internal Quality Audit report were also considered. The following ten (10) SIs emanated from these analyses.

1. Quality and Relevance of academic Programmes
2. Student experience
3. Research productivity
4. Stakeholder engagement
5. Learning and working environment
6. Employee productivity
7. ICT integration
8. Financial sustainability
9. Institutional governance
10. Asset management

4.2 Strategic Goals

From the SIs identified, the University has formulated the following ten (10) strategic goals that are aligned to its mission and vision, which the it intends to realize by the end of the Plan period as follows;

1. Maintain excellence in teaching and learning
2. Improve student services
3. Promote excellence in research and innovation
4. Strengthen stakeholder engagement
5. Provide conducive learning and working environment
6. Enhance staff productivity
7. Enhance ICT use for operational efficiency and effectiveness
8. Attain financial sustainability
9. Enhance institutional governance
10. Safeguard and protect assets of the university

4.3 Key Result Areas

The university has determined four (4) KRAs that outline the institution's areas of focus. The 4 KRAs are;

(a) KRA 1: Academic excellence and student development
(b) KRA 2: Research, Collaboration and Extension services
(c) KRA 3: Infrastructural Development & organizational capacity
(d) KRA 4: Institutional Governance & transformative leadership
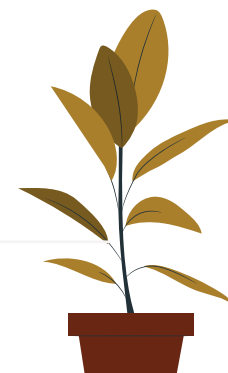
Table 4.1 Strategic Issues, Goals and KRA

Strategic issues	Goal	KRAs
Quality and Relevance of academic Programmes	Maintain excellence in teaching and learning	**KRA1:** Academic excellence and student development
Student experience	Improve student services	
Research productivity	Promote excellence in research and innovation	**KRA2:** Research, collaborations and extension services
Stakeholder engagement	Strengthen stakeholder engagement	
Learning and working environment	Provide conducive learning and working environment	**KRA3:** Infrastructural Development and institutional capacity
ICT integration	Enhance ICT use for operational efficiency and effectiveness	
Financial sustainability	Attain financial sustainability	**KRA 4:** Institutional Governance & transformative leadership
Institutional governance	Enhance institutional governance	
Employee productivity	Enhanced staff productivity	
Asset management	Safeguard and protect assets of the university	

Chapter Five: Strategic Objectives and Strategies

5.0 Overview

This chapter outlines the University's strategic objectives to be pursued in addressing the strategic goals during the Plan period. In addition, the chapter evaluates the strategic choices from a number of possible alternatives to identify specific strategies. The Plan has seven (7) strategic objectives and several strategies which align to the institution's Vision, Mission and Core Values

5.1 Strategic Objectives

The institution has formulated seven (7) strategic objectives linked to the Strategic issues and Key Result Areas. In setting the Strategic Objectives, the university adopted the Sustainable Balanced Scorecard taking into consideration financial performance, customer focus, internal business processes, learning and growth, social justice and environmental

performance. The seven (7) strategic objectives formulated are;

1. To promote excellence in the quality of teaching and learning
2. To Enhance student experience and personal development
3. To Enhance capacity for research, innovation and commercialization
4. To Strengthen stakeholder relationships and community service.
5. To provide technological and physical infrastructure for conducive learning and working environment
6. To promote employee productivity and good institutional governance
7. To Promote asset management and financial sustainability

The annual projections were developed based on KRAs and expected outcomes. It entails what the institution intends to achieve during the Plan period against these Strategic Objectives. The five (5) year projections for the formulated Strategic Objectives are detailed in Table 5.1

Table 5.1 Outcome Annual Projections

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
KRA 1: Academic excellence and student development							
SO 1: To promote excellence in the quality of teaching and learning	SO 1.1 Curricula reviewed (postgraduate & undergraduate)	Number of curricula reviewed	28	28	30	29	30
	SO1.2 Curricula developed (postgraduate &Undergraduate)	Number of Curricula developed	5	5	5	5	5
	SO1.3 Entrepreneurship	No of Business/startups developed	1	1	2	2	1

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	**Y2**	**Y3**	**Y4**	**Y5**
SO 1: To promote excellence in the quality of teaching and learning	SO1.4 Staff developed/trained	Number of staff trained	100	100	100	100	100
	SO1.5 Innovation and technological mode of curriculum delivery	Number of pure online Programmes	1	1	1	1	1
		Number of Programmes on blended mode	20%	20%	20%	20%	20%
	SO1.6 Additional library resources	Per% increase in library resources	11.7%	11.7%	11.7 %	11.7%	11.7%
	SO1.7 Student evaluation report	Number of reports	1	1	1	1	1
	SO1.8 CBC Readiness	Number of programs aligned to CBC	35	34			
	SO1.9 Increased student enrolment, progression and completion	Number of undergraduate students enrolled	4041	4445	4890	5379	5916
		Number of postgraduate students enrolled	200	200	200	200	200
	SO1.9 Increased student enrolment, progression and completion	Number of international students enrolled	50	55	60	65	70
		Undergraduate Progression rate	98%	98%	98%	98%	98%
		Undergraduate Completion rate	92%	92%	92%	92%	92%
		Progression rate of postgraduate student	98%	98%	98%	98%	98%
		Number of Postgraduate students graduated	125	140	155	170	190

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
SO 1: To promote excellence in the quality of teaching and learning	SO 1.10 Exchange students on study Programmes	International Students' Office established	1				
		No. of international students and researchers	10	10	10	10	10
	SO 1.11 Learning resources procured and operational	Learning resources procure (PWDs)		5	15	20	10
SO2: To Enhance student experience and personal development	SO 2.1 Student welfare policy developed	Policy reviewed		1			
	SO 2.2 Students' Counselling Department established	Students Counselling Department established		1			
	SO 2.3 Career Guidance Department established	Career Guidance Department established	1				
	SO 2.4 Academic advisors appointed	Number of academic advisors' appointment	61	61	61	61	61
	SO 2.5 Increased Student mentorship Programmes	Number of counsellors appointed	2	2	2	2	2
		Number of mentorship Programmes	50	50	50	50	50
		Number of students utilizing mentorship Programmes	3400	3400	3400	3400	3400
	SO 2.6 Increased Student engagement in social events &activities	Number of students participating on social events & activities	8%	8%	8%	8%	8%

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
SO2: To Enhance student experience and personal development	SO 2.7 Improved student accommodation	No. of Beds allocated	1000	1000	1000	1000	1000
		Number of students residing in the University hostels per year	1000	1000	1000	1000	1000
		Number of facilities for Persons with Disabilities, accommodation and ablution blocks.	2	2	2	2	2
	SO 2.8 Leadership skills and character development	Number of students trained in leadership position	20%	20%	20%	20%	20%
	SO 2.9 Financial support to needy students received	Received financial aid from well wishers	1.5M	1.8M	2.2M	2.5M	3M
		No. of student on bursary support	350	400	450	500	550
	SO2.10 Inclusivity and diversity	PWD office established		1			
		PWD specialist engaged		1			
	SO2.11 Safe and secure environment	Number of CCTVs cameras installed	2	2	3	3	3
		Number of Anti-terrorism drills done		1		1	1
		Number of students sensitized	200	200	200	200	200

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
KRA2: Research, collaborations and extension services							
SO 6: To promote employee productivity and good institutional governance	SO6.1 Scheme of service	Scheme of service	1				
	SO6.1 Promotion of staff	Number of staff promoted					
	Increased staff with PhDs	Number of staff with PhDs	2%	2%	2%	2%	2%
	SO6.2 Productive staff recognized and awarded	Number of staff awarded	1	1	1	1	1
	SO6.3 Competent staff recruited	Number of staff recruited	25	10	10	10	10
	SO6.4 Benefit schemes and Programmes initiated	Number of benefit schemes initiated	1	1			
	SO6.5 Attractive Renumeration package	Per% increment	5%	5%	5%	5%	5%
	6.6 Adopt Green policy	Per% implementation of policy	1				
SO 6: To promote employee productivity and good institutional governance	6.7 CBAs implemented	Number of CBAs signed	3		3		
	6.8 skills gap analysis done	Five-year skills report	1				
	6.9 TNA analysis done	TNA report	1				
	6.10 Staff signed PC with immediate supervisor	No of PCs signed	1	1	1	1	1
	6.11 Staff performance appraisal done	No of staff appraised	100%	100%	100%	100%	100%

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
SO 6: To promote employee productivity and good institutional governance	6.12 Arboretum established	Arboretum	1				
	6.13 Work environment survey conducted	No of surveys conducted	1	1	1	1	1
		Work environment survey index	75.1%	81.3%	87.6%	93.8%	100%
	6.14 Employee job satisfaction survey	Employee job satisfaction index	75.7%	81.8%	87.8%	93.9%	100%
	6.15Trees planted & grown	No of trees planted	70%	70%	70%	70%	70%
	6.16 Tree nursery expanded	Tree nursery expanded from 100,000 to 1,000,000 trees	200,000	200,000	200,000	200,000	200,000
	6.17 Museum developed	Museum	1				
	6.18Policies developed	No of policies developed	2	2	2	2	2
	6.19 Policies reviewed	No of policies reviewed	2	3	3	2	2
	6.20 Governance audit conducted	No of governance audit done	1		1		
	6.21 CSDC reviewed	CSDC Reviewed	1				
	6.22 CSDC cascaded	No of cascaded CSDC	1	1	1	1	1
	6.23 customer satisfaction survey conducted	No of customer satisfaction surveys conducted	1	1	1	1	1
		Customer satisfaction survey index	69%	72%	76%	80%	85%

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
SO 6: To promote employee productivity and good institutional governance	6.24 QMS ISO 9001:2015	No of Internal audits	2	2	2	2	2
		No of external audits	2	2	2	2	2
	6.25 Certification of ISMS	Certified ISO/IEC 27001:2022	1				
SO7: To Promote asset management and financial sustainability	7.1 Assets secured	Per % of the class of Assets secured	100%	100%	100%	100%	100%
	7.2 level of high-value assets tracked	% of assets digitally tagged	100%	100%	100%	100%	100%
	7.3 Compliance with the relevant laws and regulations	100 % Compliance	100%	100%	100%	100%	100%
	7.4Additional funds for Capital Grants from the national treasury (Lobby)	Additional funds (GoK) amount in KSh.	550	1150	1950	2100	1250
	7.5 Integrated fee collection systems	Integrated system	100%	100%	100%	100%	100%
	7.6 ERP operationalized for optimal collection of fees	Attain 100% fee collection	80%	85%	90%	95%	100%
	7.8 Income generated from IGUs	% increase in IGU revenue	20%	20%	20%	20%	20%
	7.9 Improved working capital ratio	Change in working capital ratio	1.2:1	1.4:1	1.6:1	1.8:1	2.1

Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
SO7: To Promote asset management and financial sustainability	7.10 Approved budgets, procurement plans, & work plans.	Utilization performance reports	100%	100%	100%	100%	100%
	7.11 Increased capacity on consultancy	Number of personnel recruited	1	1	1	1	1
	7.12 Successful consultancies	Successful bids	2	3	4	5	6
		Amount of money generated from consultancies	3	4.5	6	7.5	9
	7.13 Projects negotiated/PPP	Number of negotiated projects	2	2	2	2	2
	7.14 Minimized repair cost	Per% reduction in repair cost	10%	10%	10%	10%	10%
	7.15 Increased Assets Turnover Ratio (ATO)	Change in Assets Turnover Ratio (ATO	10%	10%	10%	10%	10%

5.2 Strategic Choices

The institution evaluated various feasible alternatives and adopted relevant strategies to achieve the strategic objectives. An analysis of the alternatives was conducted based on best practices and practicality of the strategic choices in view of the operating environment. A total of 59 specific courses of action are listed in Table 5.2 alongside their respective strategic objectives and KRAs.

Table 5.2 Strategic Objectives (7) and its Strategies

KRAs	Strategic objective	Strategies
KRA1 Academic excellence and student development	**SO1** To Promote Excellence in the Quality of Teaching and Learning	1. Support teaching staff development and training initiatives to improve teaching methods, curriculum design, and assessment practices 2. Enhance online mode of Curriculum Delivery 3. Preparation of CBC Readiness 4. Increase Student Enrolment, Progression, And Completion 5. Marketing of Programmes 6. Strengthen the quality management of Programmes delivery report from HoDs 7. Refurbish and equip laboratories 8. Increase the library resources and services 9. Improve library information management 10. Strengthen the PWD teaching and learning
	SO2 To enhance student experience and personal development	1. Improve academic support services 2. The Students Welfare Services Policy 3. Increase the recreational activities 4. Support Talent and Performing Arts 5. Organize student social events 6. Provide affordable accommodation and catering services for the diverse student needs 7. Strengthen students' governance structure 8. Enhance financial support to needy students

KRAs	Strategic objective	Strategies
KRA2 Research, collaborations and extension services	**SO3** To Enhance capacity for research and innovation	1. Develop and establish centres to drive transformative research 2. Source for more Research grants 3. Enhance and disseminate innovations 4. Establish and maintain mutually beneficial linkages, collaborations and partnerships.
	SO4 To Strengthen Stakeholder Relationship and Community Service	1. Identify and Map Stakeholders 2. Upscale Outreach Activities 3. Engage stakeholders 4. Enhance Media Presence 5. Community Services 6. Strengthen Collaboration with athletes 7. Undertake Incubation Programmes
KRA3 Infrastructural Development & organizational capacity	**SO5** To provide Technological and Physical infrastructure for conducive learning and working environment	1. Provide adequate learning and research facilities 2. Provide a conducive working environment. 3. Develop Student Centre 4. Provide recreational facilities 5. Provide social and Safety amenities 6. Improve environmental and waste management 7. Improve network connectivity and communication 8. Strengthen Security and Network Protection 9. Increase Automation for efficiency 10. Evaluation of University Systems 11. Expand ICT infrastructure

KRAs	Strategic objective	Strategies
	SO6 To promote employee productivity and sound institutional governance	1. Motivate and Incentivize Staff 2. Address career progression of staff and improve institutional performance 3. Undertake Employee Performance Management 4. Retain competent staff 5. Enhance environmental conservation activities 6. To establish governance structures that support the University in carrying out its functions 7. Improve delivery of service 8. Implement and maintain quality management systems 9. To promote University image
KRA4 Institutional Governance & transformative leadership	**SO7** To promote asset management and financial sustainability	Assets utilization Secure university Assets Compliance with the relevant laws and regulations Enhancing GOK Capital Grants support To enhance fee collection Enhance the performance of IGUs Strengthen internal systems, processes, and risk management systems Track changes in financial ratios over multiple periods to assess financial health and performance Alternative sources of funding Identify and engage potential investors

Chapter Six: Implementation and Coordination Framework

6.0 Overview

This chapter details the implementation plan, taking into consideration action plans, annual work plans and budgets and performance contracting. It further provides information on the coordination framework, specifically on the institutional framework, staff establishment skill set and competence development, leadership and systems and procedures. In addition, the chapter presents the risk management framework.

6.1 Implementation Plan

The implementation plan provides a framework on how the Plan will be operationalized. The framework includes elaborate action plans, budgeting and performance contracting as discussed in detail below.

6.1.1 Action Plan

The action plan contains ten (10) SIs, ten (10) Strategic Goals, four (4) KRAs with seven (7) Strategic Objectives. This has been broken down into several strategies and several key activities. The expected output, output indicators, annual targets, annual budgets, and responsibility for execution of the activities are detailed in the Implementation Matrix which is presented in Appendix 1 –Table 6.1: Implementation Matrix

6.1.2 Annual Work plan and Budget

The implementation of this Plan will be operationalized through annual work plans and budgets at the functional levels. The costed annual work plan for the first year of implementation of the Plan is appended as Appendix 2.

6.1.3 Performance Contracting

The institutions' Performance Contracts will be derived from the costed annual work plans and cascaded to the respective directorates, schools and departments for implementation.

6.2 Coordination Framework

The coordination framework provides a description of the required institutional framework, staffing levels, skills set, competencies, leadership, systems and procedures.

6.2.1 Institutional Framework

An evaluation of the existing structure, Policies, rules and regulations is as discussed in section 3.1.3.1. of this Plan. The current structure consists of chancellor of university of Eldoret, Council of university of Eldoret, one Vice-Chancellor, three deputy Vice-Chancellor DVC(AF), DVC(ASA) & DVC(PRE), chief internal Auditor, three registrars; Registrar for Planning, Registrar for Academics and Registrar for Administration & Finance, Deans (7) for seven schools and one Dean of students, librarian, finance officer, directors for eleven (11) directorates, three deputy registrar's, heads of academic departments (34 HoDs) and heads of sections(11 HoDs). The existing organization structure is due for review for effective and efficient performance through reporting, monitoring and evaluation of all planned activities in the respective functional areas.

The institution's Policies, rules and regulations were evaluated and found to be appropriate and adequate to support implementation of the Plan.
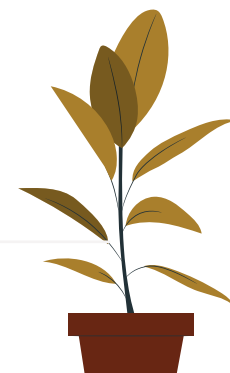
Additional policies, rules and regulations will however be developed in the areas of mentorship, student welfare, environmental conservation, training, mental health and waste management guidelines, while some policies will be reviewed.

6.2.2 Staff Establishment, Skills Set and Competence Development

The approved staff establishment, existing skill sets and competencies of the institution were evaluated and found to be relevant and appropriate for

the execution of the Plan. However, the HR instruments are also due for review to strengthened the operations of processes. Additional skills and competencies will be built in the areas of ICT, QMS, quality teaching, teaching methodologies for online mode of delivery, CBC realignment, climate change on mitigation and adaptation, strategic negotiations for collaborations, consultancies and linkages, alternative risk management, proposal writing, legal and governance auditing and knowledge management. The staff establishment is presented in Table 6.1

Table 6.1 Staff Establishment

Category	Approved Establishment (A)	Optimal Staffing Level(B)	In-Post (C)	Variance (D)
Teaching Staff	398	398	324	74
Technical & Library Staff	119	119	97	22
Administrative Staff	778	778	601	143
Total	1295	1295	1022	273

Table 6.2 Skills Gaps and Competencies

Cadre	Skills Set	Skills Gap	Competency Development
Teaching Staff	Pedagogy, Research, Consultancy, ICT, Finance, Accounting, Human Resource, Economics, Management, Chemistry, Physics, Agriculture, Environmental studies, Natural Resources, Forestry, Biochemistry, Soil Science, Seed Science, Leadership, Governance	ICT, Artificial intelligence, Leadership, Governance	Recruitment, Training and capacity building
Technical & Library Staff	Information Science, ICT, Management, Library Studies,	ICT, Artificial intelligence, Leadership	Recruitment, Training and capacity building
Administrative Staff	Human resources, Management, ICT, procurement, Finance, Accounting, Medical, Legal Affairs, Marketing, Public Relations, Leadership, Governance	ICT, Artificial intelligence, Leadership	Recruitment, Training and capacity building

6.2.3 Leadership

The overall leadership of this Strategic Plan is vested in the Top Leadership. To ensure accountability and responsibility in leading the coordination and execution of strategic activities relevant to the KRAs, the Plan provides for the formation of ten (10) Strategic Theme Teams (STTs). The STTs are aligned to the directorates and departments reporting to DVCs and the VC. The list of STTs and corresponding TORs is provided in Annex 2.

6.2.4 Systems and Procedures

An evaluation of the internal systems, processes and SOPs is as discussed in section 3.1 of this Plan. The internal systems, processes and SOPs were found to be fit for purpose, save for areas that will require optimization and development of new procedures.

Strategic responses on Digitalization, Quality Standards and framework will be incorporated in the existing systems and processes. The institution will establish a Digitalization Committee and carry out a baseline survey to determine the level of digitalization. In addition, it will develop a Business Digitalization Strategy incorporating measures that will enable people with disabilities to access online services. The institution plans to certify and implement ISO/IEC 27001:2022 ISMS Standards and recertification of ISO 9001 :2015 within the period.

6.3 Risk Management Framework

This Strategic Plan has been prepared having taken into consideration the prevailing internal and external factors. For this reason, inherent risks are envisaged. However, the success of any institution is dependent on many factors beyond management control due to exogenous factors and as such,
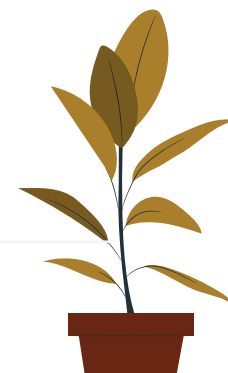
some potential risks have been identified. The risks are categorized as low, medium or high, due to the likelihood of occurrence and its severity with the anticipated management to undertake remedial actions in the event of occurrence and expected impact with suggested actions for mitigation, monitoring and reporting of those risks.

The risk management framework is guided by the Risk Management Policy process whereby the risks are classified under the following; financial resources, market competition, manpower for workforce, regulatory compliance and technology. The analyses of these threats and mitigation measures are outlined as follows in Table 6.3.

Table 6.3 Risk Management Framework

S/No.		Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
1	Resistance to Change	Staff, students or other stakeholders resisting the changes proposed in the strategic plan, leading to implementation challenges.	High	High	High	Implement a robust change management strategy to address resistance to change by involving employees early, communicating effectively, and providing training and support
2	Lack of Resources	Resources available to the university such as financial, human, or technological resources being inadequate leading to unsuccessful execution of the strategic plan	High	High	High	Carry Resource mobilization strategies to source for more funding. Conduct a thorough resource assessment and allocate resources effectively to ensure that the necessary financial, human, and technological resources are available for successful implementation.

S/No.		Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
3	Uncertainties	External uncertainties such as economic downturns, political instability, or other factors beyond the university's control can disrupt strategic plan implementation.	Medium	low	medium	(a) Anticipate and plan for various scenarios to address uncertainties and external factors that may impact the implementation process. (b) Identify potential risks early on, develop risk mitigation strategies, and establish monitoring mechanisms to address risks as they arise. (c) Continuous Monitoring: Regularly monitor progress against the strategic plan's objectives, identify any deviations or challenges, and take corrective actions promptly.
4	Communication	Ineffective communication of the strategic plan's objectives and progress can lead to misunderstandings and lack of alignment among team members.	Medium	Low	Medium	Develop a comprehensive communication plan to ensure that stakeholders are informed about the strategic plan, its objectives, progress, and any changes that may occur.
5	Goals	Setting unattainable goals or targets in the strategic plan can demotivate employees and result in failure to achieve desired outcomes.	High	High	High	Set realistic and achievable goals in the strategic plan to motivate employees and ensure successful outcomes.
6	Competing Priorities	Conflicting priorities within the organization can divert resources and attention away from the objectives of a strategic plan.	High	High	High	Align UoE's priorities with the strategic plan to prevent conflicting objectives and ensure that resources are focused on key strategic initiatives.

S/No.		Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
7	Lack of Leadership Support	Without strong leadership buy-in and support, the implementation of the strategic plan may falter.	Medium	Medium	Medium	Leadership Engagement: Secure strong leadership support and involvement in the implementation process to guide and drive the strategic plan forward.
8	Inadequate Planning	Insufficient planning or a lack of detailed implementation roadmap can lead to confusion and inefficiencies.	High	High	High	Detailed Planning: Develop a detailed implementation roadmap with clear timelines, milestones, responsibilities, and metrics to track progress and ensure accountability
9	Cultural Resistance	Organizational culture that is resistant to change or not aligned with the goals of the strategic plan can impede successful implementation	Medium	Medium	Medium	Employee Engagement: Engage employees throughout the implementation process by seeking their input, providing opportunities for feedback, and recognizing their contributions.
10	Technology Challenges	Issues with technology integration, adoption, or implementation can hinder the execution of strategic initiatives.	High	Medium	Medium	Technology Integration: Ensure smooth technology integration by conducting thorough testing, providing training to users, and addressing any technical issues promptly.
11	Scope Creep	Constantly expanding the scope of the strategic plan without proper evaluation can lead to resource depletion and failure to achieve key objectives.	High	High	High	Scope Management: Maintain focus on key objectives of the strategic plan and avoid scope creep by evaluating proposed changes against their impact on resources and timelines.

S/No.		Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
12	Lack of Accountability	Without clear accountability structures and mechanisms in place, responsibilities may be unclear, leading to delays or incomplete execution.	Medium	Medium	Medium	Accountability Structures: Establish clear accountability structures, roles, and responsibilities to ensure that all team members understand their roles in the implementation process.
13	Market Competition	Intense competition or unforeseen market changes can require adjustments to the strategic plan mid-implementation, causing disruptions.	High	High	High	Flexibility and Adaptability: Remain flexible and adaptable to respond to market changes, regulatory requirements, or unexpected events that may impact the strategic plan's execution.
14	Regulatory Compliance	Changes in regulations or compliance requirements may necessitate modifications to the strategic plan, impacting timelines and resources.	High	High	High	Flexibility and Adaptability: Remain flexible and adaptable to respond to market changes, regulatory requirements, or unexpected events that may impact the strategic plan's execution.
15	IPR registration	Failure to register intellectual property rights for the innovations and publications in the institution	Medium	Medium	Medium	Implementation of the Intellectual Property Policy of the institution.
16	Lack of Succession plan	Lack of proper succession planning may affect the continuity of the Programmes and operations in the institution	Medium	Medium	Medium	Mainstream succession planning at all levels in the institution
17	Recruitment process	Weaknesses in the recruitment process	High	High	High	Adherence to Grading and Staff Establishment Instrument

S/No.		Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
18	Staff establishment not fully utilized.	Approved staff establishment not fully implemented	Medium	High	Medium	Secure requisite approvals to recruit full staff establishment.

Chapter Seven: Resource Requirements and Mobilization Strategy

7.0 Overview

This Chapter provides financial requirements for implementing the Plan and resource gaps. It also highlights sources of funding and sets out the strategies for resource mobilization and management

7.1 Financial Requirements

To implement activities in the strategic plan, the institution developed estimates of resource requirements and prepared budget estimates guided by the annual work plan as represented in Table 7.1. The institution will

Table 7.1 Financial Requirements for implementing the Strategic Plan

Cost Item		Projections (Kshs. millions)						
		Year 1	Year 2	Year 3	Year 4	Year 5	Sub-Total	Grand Total
KRA 1	SO1	154	179	159	155	157	804	990
	SO2	37	37	37	37	38	186	
KRA 2	SO3	59	61	62	69	68	319	489
	SO4	31	30	32	36	41	170	
KRA 3	SO5	1,414	2,156	3,031	3,262	2,474	12,337	12,337
KRA 4	SO6	55	47	49	51	55	257	390
	SO7	18	20	28	31	36	133	
KRA Total		1768	2530	3398	3641	2869	14,206	14,206
Personal cost		2,194	2,292	2,397	2,512	2630	12,025	
Operations cost		559	618	878	1136	1398	4589	
Recurrent budget		2,753	2,910	3,275	3,647	4,028	16,613	
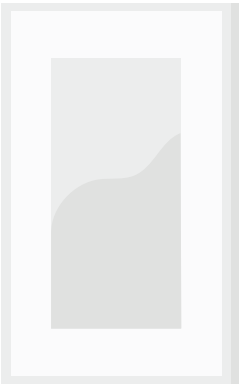
Cost Item		Projections (Kshs. millions)						
		Year 1	Year 2	Year 3	Year 4	Year 5	Sub-Total	Grand Total
Development budget	GoK	550	1150	1950	2100	1250	7000	
	PPP	500	500	500	500	500	2500	
	Donor funds	200	250	300	350	400	1500	
Sub-Totals		1250	1900	2750	2950	2150	11,000	
Grand Totals		4520	5440	6673	7288	6897	30,818	

require KShs.30.82 billion to execute programs and projects as per each Strategic objective (SO). This translates to an average of KShs.6.16 billion resource requirements per financial year. The total annual budget estimates are informed by the KRAs and administrative costs (recurrent costs).

Resource gaps were determined as detailed below:

Gap analysis: The gaps were determined by establishing the variances between the resource requirements versus the available resources with financial requirements exceeding allocations in the first two years and vice versa in the subsequent three years, as demonstrated in Table 7.2.

Table 7.2 Resource Gaps

Financial Year	Estimated financial requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh.Mn)
2023/24	4520	4004	516
2024/25	5440	4810	630
2025/26	6672	6750	-78
2026/27	7289	7530	-241
2027/28	6893	7249	-356
Total	30,815	30,343	472
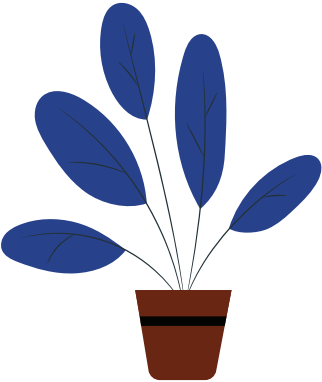
The table above shows an overall resource gap of Kshs.472 million which will be filled by the resource mobilization strategies identified in 7.3.

7.2 Resource Mobilization Strategies

The funds of the institution shall consist of monies from the exchequer as outline in Table 7.3, monies appropriated from time to time by Parliament, A-I-A internally generated revenue and funding from other sources including loans, grants, gifts or donations. To implement all the activities identified for the achievement of the strategic objectives, a total of KShs.14,206 million is required. It is expected that the current sources of funding will persist during the planned period. At the same time, other revenue streams will be explored for additional sources to meet the required funding for the Plan. To bridge the resource gaps, the institution has put in place strategies

Table 7.3 Resource Mobilization Strategies

S/No.	Sources	Resources mobilization strategy	Projected Funding in Kshs (millions)					
			Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Recurrent Exchequer Funding	High level engagement with government and state agencies	1200	1150	1100	1050	1000	5500
2	GoK Capital grants	High level engagement with government and state agencies	200	1150	1950	2100	1250	7000
3	Appropriation in Aid	Declare more capacities for GSSP from 5000 to 10000 and attract more PSSP	1954	2909	3999	4597	5099	18,542
4	Income Generating Activities (IGA)	Upscaling Viable IGAs i.e. farm	16	24	32	40	48	150
5	Collaboration & Development Partners	Engage County Governments and NG-CDF to fund projects of common interest	200	250	300	350	400	1,500
6	Private Public Partnerships	Development and submit concepts to various partners	500	500	500	500	500	2,500

Future Student Projections

KEY

Series 1: Admission

Series 2: Graduation
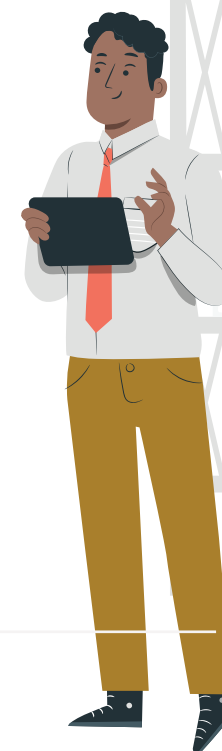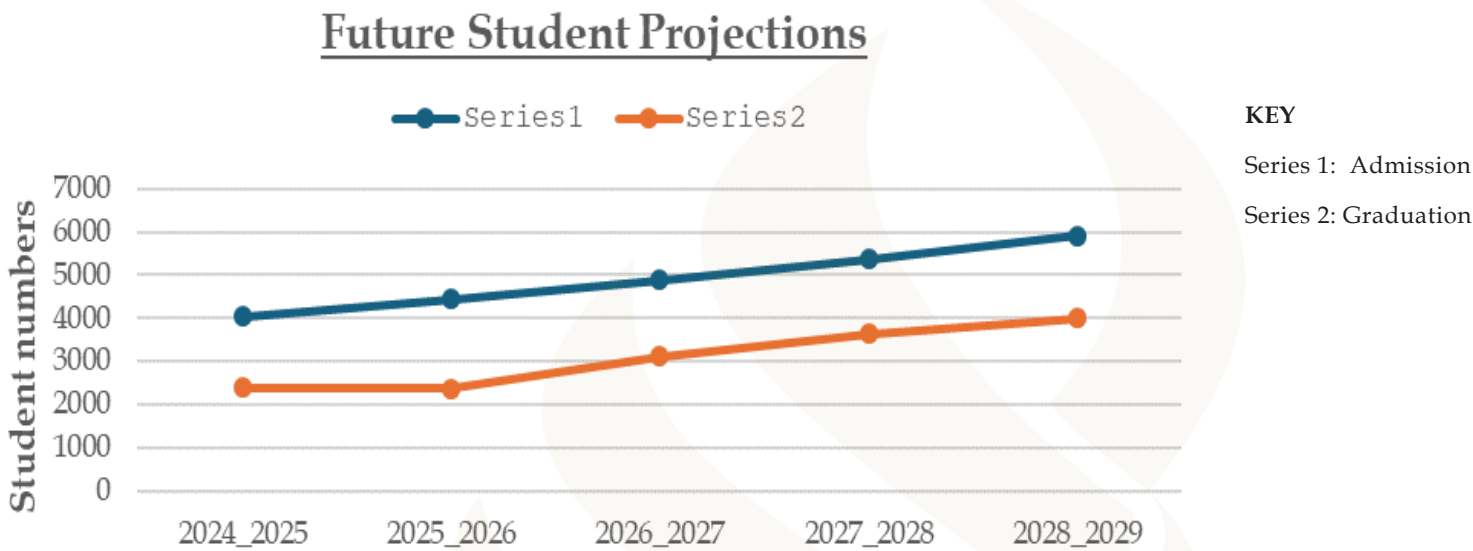
Figure 7.2: Future Students Projections from 2024 to 2029

Table 7.4 Student Projections from 2023 to 2029

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Admission	3,459	4,041	4,445	4,890	5,379	5,916
Graduation	3,178	2,387	2,370	3,113	3,637	4,001
Net Change	281	1,654	2,075	1,777	1,742	1,916
Projected student enrolment		582	404	445	489	538
Total student Population	11,385	12,642	14,489	17,218	18,805	20,674

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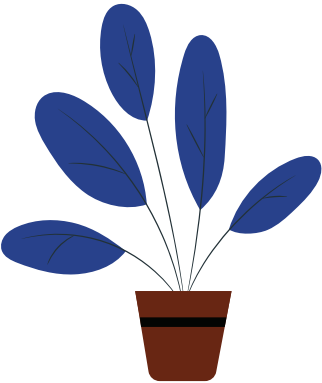
to ensure the Plan is adequately resourced and to manage any potential financial constraints that may affect the successful implementation of the Plan. The resource mobilization strategies include:

7.3 Resource Management

The institution will put in place the necessary measures to ensure efficient, effective and economic utilization of its resources to facilitate the achievement of the strategic objectives. The University of Eldoret will also strive for efficient and optimal resource utilization by ensuring that Policy guidelines on expenditure control are adhered to. In addition, the following measures will be implemented to promote prudent resource management;

(a) Process re-engineering to improve productivity
(b) Monitoring and evaluation of planned Programmes/project implementation cycles to enhance efficiency
(c) Cost-effective disposal of idle assets.
(d) Strengthening internal controls through regular compliance and system audits.
(e) Prudent financial management to ensure value for money.
(f) Enhancing risk management and mitigation measures.
(g) Decentralizing functions and operations to the regions to ensure efficiency.
(h) Prudent management of the available resources by prioritizing and sequencing resources on impactful value-chain activities outlined in the Plan.
(i) Prioritization for implementation of projects that have high socio-economic impact
(j) Full automation and integration of all the processes in the institution.

Chapter Eight: Monitoring, Evaluation and Reporting Framework

8.0 Overview

The University's Strategic Planning Committee, (SPC) is a central feature of the Strategic Plan implementation. The SPC was formed, as per the Public Service Commission Performance Management Regulations, 2021 with a task of monitoring and evaluation of performance standards, reporting and feedback mechanisms at functional and management levels. The Directorate of Strategic Planning and Performance Contracting plays a secretariat role to the SPC and is crucial in overall coordination of the implementation, monitoring and reporting of the Strategic Plan.

This chapter outlines the standards for tracking performance and provides how the mid-term and end-term evaluations shall be undertaken. The University through SPC will monitor and evaluate the activities and outputs to ensure that the objectives of the Plan are attained.

8.1 Monitoring Framework

The review of the implementation progress of the plan shall be based on inputs, processes, outputs and outcomes that the University envisages to achieve. Specifically, the SPC will consider the objectives of various functional areas to ensure corrective actions are taken to avoid any deviations from the targets.

This will be done to establish relevance, efficiency, effectiveness, success, productivity and sustainability. The institution shall use the following instruments in data collection, while undertaking the monitoring and evaluation activities; Project Implementation Status Forms; Project Impact Assessment Forms and project data shall be both primary and secondary.

Collection of primary data shall be done in situ on quarterly basis. The institution shall pursue the use of appropriate technology in data analysis and presentation. Interpretation shall be based on best practice and standards. The Key Performance Indicators (KPIs) for output and outcome are as presented in Tables 6.1 and 8.1 respectively. The output indicators shall be measured in terms of effectiveness as a percentage of proportion of actual result against planned result.

8.2 Performance Standard

The monitoring and evaluation framework that will be used by the University is anchored on the Kenya National Monitoring and Evaluation Policy, 2022 issued by the State Department for Economic Planning. These are consistent with internationally accepted norms and standards that include; relevance, efficiency, effectiveness, success, productivity and sustainability.

8.3 Evaluation Framework

The evaluation framework comprises of KRAs, outcomes, outcome indicators, baselines and targets. Table 8.1. presents the outcome performance matrix based on the evaluation framework requirements. Evaluation will be undertaken in the mid-term and end-term of the plan period consistent with the evaluation framework requirements. Ad-hoc reviews of the Plan may be undertaken in the event there are any significant emergent issues that may hinder the implementation of the Plan to inform decision-making and implementation.
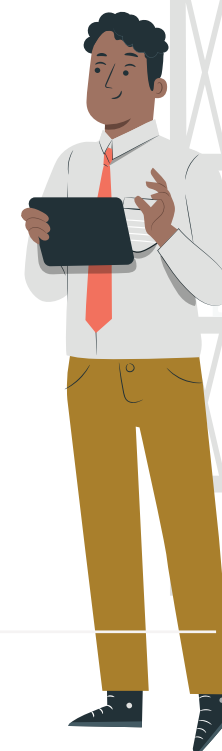
Evaluation of the Plan will be carried out using the following tools;

(I)   The Sustainable Balanced Scorecard

The Sustainable Balanced Scorecard will embrace a holistic framework that will cover multiple aspects of performance. It will measure past performance data and provide feedback. The key areas it will cover include financial

Financial Perspective
Revenue growth
cost optimization
budget efficiency
Resource mobilization
Risk management

Customer Perspective
Customer satisfaction
stakeholder satisfaction
improve service
delivery communication
Continuos mprovrement

Internal Process Perspective
Internal controls
policy framework
ICT/Technologies
Quality control (QMS)
Procurement plans
Risk management
Data management

Learning & Growth Perspective
knowledge management
research, innovation &
capacity building, employee
training & development
Enhance productivity/
appraisal performance
organisation culture

VISION STRATEGY & MISSION

Environmental performance perspective
Climate change mitigation
& adaptation organisation
impact on environment
waste management energy
efficiency environmental
impact assessment(EISA)

Social justice perspective
Diversity & Inclusivity
community engagement
Gender mainstreaming
PWD mainstreaming
National cohesion &
National values
Ethical practices

Figure 8.1: Balance Score Card (BSC)

perspective, customer perspective, internal processes perspective, learning and growth, social justice and environmental performance. The Sustainable Balanced Scorecard will evaluate progress on KRAs, and provide a platform to manage action plans to ensure the activities deliver the desired results.

The detailed Sustainable Balanced Scorecard is as presented in Figure 8.1

(II)   Variance Analysis

The institution will compare the actual achievements of all the planned activities against the set performance targets to determine variance as a

measure of effectiveness. Any variance identified will be interrogated to determine the root cause and corrective action taken.

The Outcome Performance Matrix outlining the outcome indicators and targets for the planned period is presented in table 8.1

8.3.1 Mid Term Evaluation

The Mid-Term evaluation plan, execution, reporting and dissemination of findings shall be undertaken in accordance with the Kenya Evaluation Guidelines, 2020 and the Kenya Norms and Standards for Monitoring and

Table 8.1 Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 1 Academic Excellence and Student Development	1.1 Curriculum reviewed,	Number of curricula reviewed	135	2023/24	71	135
	1.2 Curriculum developed	Number of curricula developed	25	2023/24	12	25
	1.3 Staff developed/trained	Number of staff trained	0	2023/24	250	500
	1.4 Innovation and technological mode of curriculum delivery	Number of pure online programs	0	2023/24	2	5
		Number of programs on blended	25%	2023/24	50%	100%
	1.5 CBC Readiness	No of courses aligned to CBC	0	2023/24	34	35
		Per% of staff trained on CBC	0	2023/24	50	100
	1.6 Additional library resources	Per% increase in library resources	1500	2023/24	17.5%	35%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 1 Academic Excellence and Student Development	1.7 Acquisition of information resources (physical, e-resources, digitized, archived	Number of library books & periodicals	33,720	2023/24	8140	50,000
		Number of library books & periodicals(e-resources)	19	2023/24	30	50
		Number of documents digitized	0	2023/24	1200	2000
		Number of documents archived	0	2023/24	50%	100%
	1.8 Student evaluation report	Number of reports	1per sem	2023/24	5	10
	1.9 Evaluation of faculty staff	Course evaluation report	1per sem	2023/24	5	10
	1.10 External examination moderation report	External examiners report	1per year	2023/24	3	5
	1.11 Increased Student mentorship programs	Number of students utilizing mentorship programs	0	2023/24	3400	17,000
	1.12 Increased student enrolment, progression and completion	Number of students enrolled	12,000	2023/24	4890	5916
		Undergraduate Progression Rate	0	2023/24	98%	98%
		Undergraduate Completion Rate	88%	2023/24	92%	92%
		Postgraduate completion Rate	120	2023/24	420	780
		International students enrolled	30	2023/24	165	300
		International students' office established	1	2023/24	1	1
	1.13 Academic counsellors provided	Number of students' counsellors	1	2023/24	2	3

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 1 Academic Excellence and Student Development	1.14 Career guidance operationalized	Career officers appointed	0	2023/24	2	3
	1.15 Student welfare policy developed	Policy Reviewed	1	2023/24	1	1
	1.16 Increased student engagement in social events and activities	Number of students participating social events and activities	3000	2023/24	2750	5500
	1.18 Leadership skills and character development	Number of students trained in leadership position	40	2023/24	68	135
	Inclusivity and diversity	PWD office established	0	2023/24	1	1
		PWD Specialist engaged	0	2023/24	1	1
	1.19 Increased financial support to needy students	Amount of money from philanthropist	1.2M	2023/24	7.5M	15M
		Number of students on bursary support	1,200	2023/24	1400	2700
		Number of students on work study	460	2023/24	610	1210
	1.20 Safe and Secure environment	Number of CCTVs cameras installed	7	2023/24	10	20
		Number of Anti-terrorism drills done	0	2023/24	2	5
		Number of staff sensitized.	200	2023/24	500	1000

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA2 Research, Collaboration and Extension Services	Collaborative research projects with industries/institutions/MoUs	No of projects	7	2023/24	18	35
			5	2023/24	13	23
	Centres of excellence established	Number of Centre of excellence established	0	2023/24	3	5
	Staff trained on research policy	Number of staff trained	266	2023/24	150	300
	Research funding obtained through collaborative efforts.	Amount of money received	5M	2023/24	8M	15M
	Research publications in journals/ conferences/seminars/workshop	No. of published papers in refereed journals	612	2023/24	350	600
	Proposals that attract external funding	Number of proposals that attract external funding	54	2023/24	15	25
	Public lectures/research forums	No. of Public lectures held	0	2023/24	6	10
	projects that attracted funds	Number of projects internally funded	10	2023/24	13	25
	Innovations and patents	No of innovations patented	5	2023/24	7	12
		No. of patents	12	2023/24	14	16
	Stakeholder Mapping analysis	Report	0	2023/24	1	1
	Annual Stakeholder Engagement Plan	Report	0	2023/24	1	1

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA2 Research, Collaboration and Extension Services	Farmers and other stakeholders on new modern technologies	No. of farmers trained	519	2023/24	1600	3000
		Amount of money received	0	2023/24	7.2M	12M
		Report compiled	0	2023/24	3	5
		Number of school outreach Programmes	1	2023/24	4	6
	Marketing exhibition (ABFT) held	No. of farmers attended ABTF	14,000	2023/24	20,000	40,000
		Number of students attended	16,641	2023/24	8000	18,000
		Number of corporate partners attended ABTF	20	2023/24	60	100
		Revenue generated	0	2023/24	8M	15M
	Incubation programs conducted	No of incubation programs	2	2023/24	3	5
		No of youth incubated	116	2023/24	120	500
		Number of Business plan startup	4	2023/24	11	20
		No. of innovations	7	2023/24	10	20
	Incubation Products developed	No. of products developed	4	2023/24	11	20
	Articles published in Newspapers on Agriculture and other topical issues	Number of articles published in mainstream print media	0	2023/24	36	50
	Sub-websites developed	Number of websites developed	1	2023/24	4	7

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA2 Research, Collaboration and Extension Services	Sub-website viewership	Number of visits	0	2023/24	2500	5000
	Stakeholders' satisfaction survey undertaken	Customer satisfaction index	0	2023/24	100%	100%
		Implementation of report	1	2023/24	4	5
	Trees planted	Number of trees planted	36,000	2023/24	67,000	133,000
	Environmental cleanups	Number of Environmental cleanups	3	2023/24	5	10
	Health Camps conducted	No of Health Camps held	0	2023/24	6	10
	A sports academy established	Sports Academy	0	2023/24	1	1
	Training facilities	No of training facilities	4	2023/24	7	10
	Register of Athletes	No. of Athletes	0	2023/24	1000	20000
	Annual open sport event organized	No. of events organized	0	2023/24	6	10
	Radio talk shows held	Number of talk shows	2	2023/24	7	15
	TV talk shows conducted	No of TV shows	2	2023/24	6	10

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 3 Infrastructural Development and institutional capacity	Increased buildings	School of Science complex	0	2023/24	1	1
		School of Agriculture	0	2023/24	1	1
		Administration Block	0	2023/24	1	100
		ICT Centre	0	2023/24	1	1
		Additional lecture halls	8	2023/24	7	10
		No of Staff Common Rooms		2023/24	1	2
	Increased Recreational facilities	Number of Recreational facilities	2	2023/24	4	7
	Increased social amenities	No of social amenities	3	2023/24	6	10
	Hostel Block	2000 Capacity Hostel block	0	2023/24	1	1
	CCTV installed	Number of buildings covered by CCTV Cameras	7	2023/24	15	20
	Level 4 hospital	Hospital Square Metres				
	Install water harvesting systems	Amount of storage in m3	50,000	2023/24	100,000	200,000
	Energy and ESA undertaken audit	Number of energy & ESA audits done	5	2023/24	8	13
	Solar energy installed	Additional units in Kw	24kw	2023/24	50kw	100kw
	Local Area Network (LAN) expanded	Percentage increase in LAN coverage	60%	2023/24	70%	80%
	Upgrade backbone to 10Gbps throughput	Length of fibre optic cable laid and terminated	0	2023/24	6km	10km

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 3 Infrastructural Development and institutional capacity	Wireless network extended	No. of access points installed	0	2023/24	75	120
	University internet connection increased	Percentage increase in available bandwidth across the university network.	905Mbps	2023/24	1400Mbps	2000Mbps
	Full website and sub-websites developed	No of Full-websites and sub-websites developed and published	2	2023/24	4	5
	Access management system installed at gate A, B and C	Per% completion of access management system installation at 3 sites; Gate A, B, and C.	0	2023/24	70%	100%
	Buildings with biometric access control systems installed.	No. of buildings with biometric access control installed and operationalized	0	2023/24	2	3
	Intrusion detection & prevention systems implemented	Penetration level	N/A	2023/24	10%	0%
	E-board/smart boards installed	E-board/smart board installed	0	2023/24	1	2
	Inhouse ERP System Developed	New ERP System	0	2023/24	1	1
	Increased services can be accessed from e-citizen	No. of services on-boarding e-citizen	5	2023/24	7	10
	Hardware Equipment acquired and installed / operationalized	Procure Desktop computers	70	2023/24	100	200
		Procure Laptop computers	40	2023/24	80	100
		Computer accessories	35	2023/24	90	131
	Staff trained on cyber security and data protection	Number of staff trained on cyber security & data protection	9	2023/24	700	1300

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 3 Infrastructural Development and institutional capacity	VoIP deployed	Number of VoIP installations (terminals) completed across the campus	0	2023/24	160	210
	Benefit schemes Programmes operationalized	Number of schemes	0	2023/24	1	1
	best performing and productive staff recognized and awarded	No. of staff recognized and rewarded	0	2023/24	3	5
	CBAs implemented	No. of Signed CBAs	1	2023/24	2	3
	Skills gap analysis done	Number of Skills gap report	0	2023/24	1	1
	TNA assessment report	Number of TNAs done and report	0	2023/24	1	1
	schedules prepared to train staff	Staff Training calendars developed & implemented	0	2023/24	4	5
	Each employee signed the PC with immediate supervise	Number of PCs signed	1300	2023/24	1300	1300
	Performance appraisal was conducted for each employee	Number of Staff Appraised	100%	2023/24	100%	100%
	Work environment survey conducted	Work environment survey report	2	2023/24	3	5
		Work environment index	68.9%	2023/24	87.6%	100%
	employee job satisfaction survey undertaken	Employee job satisfaction survey report	2	2023/24	3	5
		Employee satisfaction index	69.6%	2023/24	87.8%	100%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 3 Infrastructural Development and institutional capacity	The trees planted and grown	Number of trees planted	15,000	2023/24		180,000
		Tree Nursery expanded from 100,000 to 1,000,000 tree seedlings	100,000	2023/24	500,000	1,000,000
	Nature trail and arboretum developed	Arboretum established	0	2023/24	1	1
	Museum established and developed	Museum developed	0	2023/24	1	1
KRA 4 Institutional Governance and Transformative leadership	Additional funds from GoK	Amount (Kshs. Millions)	2101M	2023/24	3400M	7000M
	New streams of revenue (IGUs)	% increase in IGU revenue	10%	2023/24	70%	100%
	Increased funds from development partners	Amount of money received from external donors	47M	2023/24		
	Projects negotiated/PPP	Number of negotiated projects	0	2023/24	5	8
		Amount realized from PPPs	0	2023/24	1	2
	Annual Audit of IGUS	Report	0	2023/24	1	5
	Integrated fee collection systems	Integrated system	0	2023/24	100%	100%
	Zero Fee Balance	Attain 100% fee collection		2023/24		100%
	Increased Assets Turnover Ratio (ATO)	Change in Assets Turnover Ratio (ATO)	0	2023/24	30%	50%
	Minimized repair cost	Per% reduction in repair cost	0	2023/24	40%	50%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 4 Institutional Governance and Transformative leadership	Level of automation of Asset/ Facilities Management System Facility optimization	% Level of automation		2023/24		100%
	Assets secured	Per % of the class of Assets secured	0	2023/24	90%	100%
	level of high-value assets tracked	% of assets digitally tagged		2023/24	90%	100%
	Compliance with the relevant laws and regulations	100 % Compliance		2023/24	100%	100%
		100% utilization of allocated funds		2023/24		
	Approved budgets, procurement plans, & work plans.	Profit from reduction on cost		2023/24		
	Increased capacity on consultancy	Number of personnel	0	2023/24	3	5
		Number of personnel trained & sensitized	60	2023/24	90	120
	Funds generated from consultancy	Revenue generated from Consultancy	0	2023/24	15M	30M
	Successful consultancies	successful bids		2023/24		20
	Policies reviewed	Number of policies reviewed	13	2023/24	7	12
		Number of policies developed	15	2023/24	6	10
	Customer satisfaction survey	Customer satisfaction index	70%	2023/24	85%	100%
	Communication policy reviewed	Policy reviewed	1	2023/24	1	1
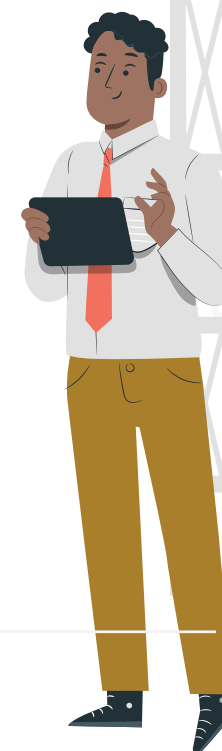
Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	Year 4
KRA 4 Institutional Governance and Transformative leadership	CSDC reviewed and cascaded	CDSC reviewed	1	2023/24	1	1
		Number of cascaded CSDC		2023/24		
	QMS Maintained	Number of internal audits done	10	2023/24	15	20
		Number of external audits done	10	2023/24	15	20
	ISMS Certification	Certificate of ISO/IEC 27001:2022	0	2023/24	1	1
	Participation in brand of UoE	Number of participants	0	2023/24	70%	100%
	Cross cutting issues mainstreamed	Number of mainstreamed issues	9	2023/24	9	9

Evaluation. The mid-term evaluation will be conducted after two and half years of implementation to assess the extent to which the strategic objectives have been met. The evaluation will generate evidence for improved planning and continual implementation. Evaluation results will inform corrective measures during implementation, inform planning, budgeting and design of programs and projects for the remaining phase of the Plan.

8.3.2 End Term Evaluation

The End-Term evaluation plan, execution, reporting and dissemination of findings shall be undertaken in accordance with the Kenya Evaluation Guidelines, 2020 and the Kenya Norms and Standards for Monitoring and Evaluation. The end-term evaluation will be carried out at least six (6) months before the end of the Plan period. The purpose of the end-term evaluation will be to address the following issues:

(a) **Effectiveness:** The extent to which the objectives of any key activities were achieved.
(b) **Social Economic Impact:** The extent to which the Plan impacts on the livelihoods of the people of Kenya.
(c) **Sustainability:** Establish whether the benefits of key activities are likely to be sustained after the external support ends.
(d) **Efficiency:** How economically resources were utilized in achieving the desired results.
(e) **Productivity:** The ratio between actual output and actual input expressed as a percentage.
(f) **Success:** The overall score of implementations of the Plan.
(g) **Impact:** Assessing the positive and any negative changes produced by key activities directly or indirectly, intended or unintended.
(h) **Relevance:** The extent to which key activities addressed the strategic issues they were intended to address.
(i) **Challenges:** Document the challenges faced.
(j) **Lessons Learnt:** Document the lessons learnt.

The results and recommendations of the end-term evaluation will inform the succeeding Strategic Plan.

8.4 Reporting framework and feedback

The reporting framework provides for quarterly, annual, mid-term and end-term reporting.

(I) Quarterly reporting

Quarterly self-assessment of performance shall be undertaken by Departments. Directorates shall consolidate departmental quarterly reports. The Department of Strategic Planning& Performance Contracting shall consolidate the Directorates' quarterly report and prepare a council Paper which shall be reviewed by the University Management Board. Thereafter, the paper will be tabled to the council committee FPRMGPC for consideration and recommendation to the full council for consideration. The Quarterly Reports will be done using the templates provided in tables 8.2.

(II) Annual Reporting

The annual self-assessment of performance shall be undertaken by Departments. The Directorate of Strategic Planning& Performance Contracting shall consolidate the annual report and prepare a council Paper which shall be reviewed by the University Management Board. Thereafter, the paper will be tabled to the council committee FPRMGPC for consideration and recommendation to the full council for consideration. The Annual Reports will be done using the templates provided in Table 8.3.

Annual reports shall be submitted to the Vision 2030 Delivery Secretariat (VDS) and any other Government institution as may be required

(III) Mid-term Reporting

The mid-term self-assessment of performance shall be undertaken by Departments. The Directorate of Strategic Planning & Performance Contracting shall consolidate the mid-term report and prepare a council
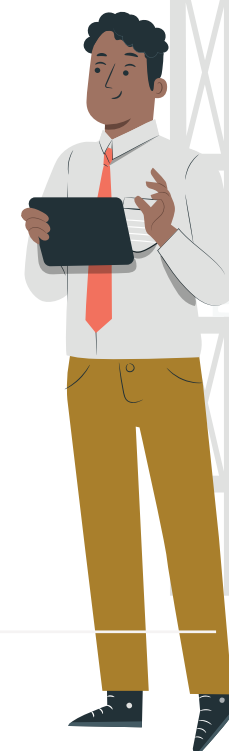
Paper which shall be reviewed by the university management board. Thereafter, the paper will be tabled in the council committee (FPRMGPC) for consideration and recommendation to the full council for consideration. The midterm reports will be done using the templates provided in Table 8.4. The mid-term reports shall be submitted to any other Government institution as may be required.

(IV) End-term reporting

The end-term self-assessment of performance shall be undertaken by Departments. The Directorate of Strategic Planning & Performance Contracting shall consolidate the end-term report and prepare a council

Paper which shall be reviewed by the university management board. Thereafter, the paper will be tabled in the council committee (FPRMGPC) for consideration and recommendation to the full council for consideration. The end-term reports will be done using the templates provided in Table 8.4. The end-term reports shall be submitted to any other Government institution as may be required.

Table 8.2: Quarterly Progress Reporting Template

University of Eldoret										
Quarterly Progress Report										
Quarter Ending….										
Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Reporting Template

<table>
<tr><td colspan="11" align="center">University of Eldoret</td></tr>
<tr><td colspan="11" align="center">Annual Progress Report</td></tr>
<tr><td colspan="11" align="center">Year Ending……</td></tr>
<tr>
<td rowspan="2">Expected Output</td>
<td rowspan="2">Output Indicator</td>
<td rowspan="2">Annual Target (A)</td>
<td colspan="3">Achievement for Year….</td>
<td colspan="3">Cumulative to Date (Year)</td>
<td rowspan="2">Remarks</td>
<td rowspan="2">Corrective Intervention</td>
</tr>
<tr>
<td>Target (B)</td>
<td>Actual (C)</td>
<td>Variance (C-B)</td>
<td>Target (E)</td>
<td>Actual (F)</td>
<td>Variance (F-E)</td>
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Table 8.4: Evaluation Reporting Template

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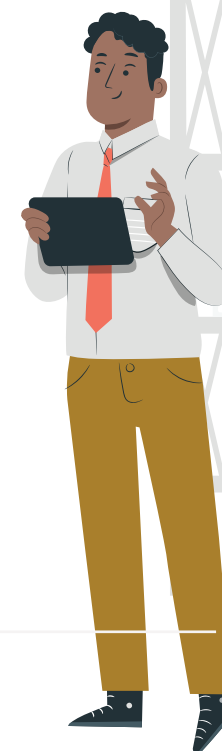<tr>
<td rowspan="2">Key Result Area</td>
<td rowspan="2">Outcome</td>
<td rowspan="2">Output Indicator</td>
<td colspan="2">Baseline</td>
<td colspan="2">Mid -term Evaluation</td>
<td colspan="2">End of Plan Period</td>
<td rowspan="2">Remarks</td>
<td rowspan="2">Corrective Intervention</td>
</tr>
<tr>
<td>Value</td>
<td>Year</td>
<td>Target</td>
<td>Achievement</td>
<td>Target</td>
<td>Achievement</td>
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<tr><td>KRA 1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
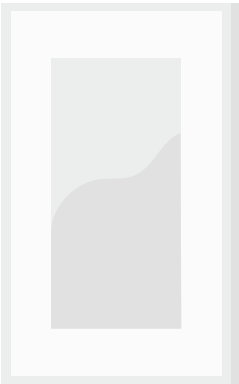<tr><td>KRA 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>KRA 3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>KRA 4</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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Annex

Annex 1: Implementation Matrix

Strategic Objective 1: To Promote Excellence in the Quality of Teaching and Learning

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Quality and Relevance of Academic Programmes															
Strategic Goal: Maintain excellence in teaching and learning															
KRA 1: Academic excellence and student development															
Outcome: Student's academic achievement with relevant skills and knowledge															
Strategic Objective 1: To promote excellence in the quality of teaching and learning															
1.1 Support teaching staff development and training initiatives to improve teaching methods, curriculum design, and assessment practices	Train faculty on teaching skills and pedagogical techniques.	Trained staff	Number of staff sensitized	500	100	100	100	100	100	1	1	1	1	1	DVC(ASA)
	Review the current-Programmes to match the industry needs	Curricula reviewed	Number of undergraduate curricula reviewed	54	10	12	12	10	10	12	12	12	12	12	
			Number of postgraduate curricula reviewed	92	21	22	17	18	14	17	17	17	17	17	
	Develop new market-driven academic Programmes	Curricula developed	Number of undergraduate Programmes developed	15	3	3	3	3	3	6	6	6	6	6	
			Number of postgraduate Programmes developed	10	2	2	2	2	2	4	4	4	4	4	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.1 Support teaching staff development and training initiatives to improve teaching methods, curriculum design, and assessment practices	Develop new market -driven academic Programmes	Curricula developed	% academic Programmes implemented	100	100	100	100	100	100	6.3	6.3	6.3	6.3	6.3	DVC(ASA)
	Entrepreneurship	Students on Businessincubation Programme	No. of final year students on incubation	70	14	14	14	14	14	10	10	10	10	10	
		Business/ startups developed	No. of Business plans/ startups developed	7	1	1	2	2	1	6	6	10	10	6	DVC(ASA)/ ODEL
1.2 Enhance online mode of Curriculum Delivery	Academic Programmes on Odel platform	Academic Programmes on blended mode of delivery	Per% academic Programmes under blended teaching and learning	100	20	20	20	20	20	10	10	10	10	10	
		Academic Programmes on pure online mode of deliver	Number of academic Programmes under pure online teaching and learning	3	0	1	1	1	0	3	6	6	6	3	
	Develop Short courses and ODEL	Short courses under ODeL developed	Number of short courses under ODeL developed	5	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	
		Income earned from short courses	Amount of money generated from short courses under ODEL	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
1.3 Preparation of CBC Readiness	Realign the curriculum to CBC	Academic Programmes aligned to CBC	Number of academic Programmes aligned to CBC	69	35	34	0	0	0	30	30	0	0	0	
	Train staff on Retooling for teaching CBC	Staff trained on CBC	% of trained academic staff on CBC	100	50	50	0	0	0	10	5	0	0	0	DVC(ASA)

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.4 Increase Student Enrolment, progression, and Completion	Automation of admission applications	Online admission process operationalized	Number of online admission applications received	3,000	600	600	600	600	600	0.2	0.2	0.2	0.2	0.2	DVC(ASA)
		Successful applicants	Number of successful applicants	2900	580	580	580	580	580	0.05	0.05	0.05	0.05	0.05	
	Students' enrolment	Students enrolled	Number of Undergraduate students enrolled	24,671	4041	4445	4890	5379	5916						
			Number of postgraduate students enrolled	1000	200	200	200	200	200						
			No of international Students enrolled	300	50	55	60	65	70						
			No of international Students enrolled	300	50	55	60	65	70						
	Analyse progression and completion rates	Progression of students from one level to another level	Average progression rate of undergraduate students	98%	98%	98%	98%	98%	98%						
		Undergraduate students graduating	undergraduate students Completion rate	92%	92%	92%	92%	92%	92%						

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.4 Increase Student Enrolment, progression, and Completion	Analyse progression and completion rates	postgraduate students graduating	Number of Postgraduate students graduated	780	125	140	155	170	190						DVC(ASA)
		Postgraduate students' progression to research	Progression rate of postgraduate student	98%	98%	98%	98%	98%	98%						
	Establish an international students' office	International Students' Office established	International Students Office	1	1										
	Support Mobility of Researchers	Exchange students on study Programmes	No. of international students and researchers	50	10	10	10	10	10	3	3	3	3	3	
1.5 Marketing ofProgrammes	Marketing through social media	Advertisements on social media done	Number of Social Media platforms	5	4	5	5	5	5	0.1	0.1	0.1	0.1	0.1	
		Career fairs held and Schools visited	Career fairs & School visits	30	6	6	6	6	6	5	5	5	6	6	
	Print media marketing	Advertisements on newspapers done	Number of advertisements in newspapers	60	12	12	12	12	12	3.6	4	4	4.2	4.2	
		Banners, posters, flyers produced and distributed	Categories of Printed marketing materials	30	6	6	6	6	6	2	2	2.5	2.5	2.5	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.5 Marketing ofProgrammes	Market through electronic media	Advert on Tv done	Number of advertisements on TVs	10	2	2	2	2	2	3	3	3	3.5	3.5	DVC(ASA)
		Advert on Radio shows done	Number of Radio shows	50	10	10	10	10	10	4	4	4	4.5	4.5	
		Digital content created and distributed	Number of digital contents created and distributed	10	2	2	2	2	2	0.3	0.3	0.35	0.35	0.4	
		Podcasts produced	Number of podcasts	20	4	4	4	4		0.5	0.5	0.5	0.5	0.5	
		Video platforms used	Number of Video platforms (e.g., YouTube, Vimeo)	60	14	14	14	14	14	0.3	0.3	0.3	0.3	0.3	
		Marketing campaigns done	Number of Email marketing campaigns	60	12	12	12	12	12	0.5	1	1	1	1.5	
		Webinars & virtual events done	Number of Webinars and virtual events	2 per Sem	4	4	4	4	4	0.35	0.4	0.4	0.4	0.45	
		Displays on websites and blogs	Display advertising on websites and blogs	1 per month	12	12	12	12	12	2	2	2	2	2	
		Newsletters coverage &e-publications done	Number of digital newsletters and e-publications	1 per sem	4	4	4	4	4	1.5	2	2	2	2.5	
	Open day	University hosted open day	University Open Day	100	20	20	20	20	20	0.1	0.1	0.1	0.15	0.15	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.6 Strengthen the quality management of Programmes delivery report from HoDs	Monitoring of curriculum delivery	teaching, exam and results monitored	Report	320	64	64	64	64	64						DVC(ASA)
	Evaluation of faculty staff performance by students	staff evaluated by students	Student evaluation report from QA	10	2	2	2	2	2						
	Course evaluation done by students	Course evaluation done	Course evaluation report from QA	10	2	2	2	2	2						
	External examination moderation report	moderation of results done	External examiners moderation report	5	1	1	1	1	1	5	5	5	5	5	
1.7 Equip laboratories	Procure laboratory equipment	laboratories equipped	Number of laboratories equipped	5	1	1	1	1	1	6	6	7	6	6	
1.8 Increase the library resources and services	Increased electronic resource utilization	registered users of electronic	Number of registered users	5,000	7%	7%	7%	7%							
		Searches from database	Number of database searches	12,000	21%	21%	21%	21%							
		online catalogue usage	Number of online catalogue visits	6,000	20%	20%	20%	20%							
		usage of websites in library	Number of web visits to the library website	7,000	1400	20%	20%	20%							
	Promote Ensure physical utilization of the resources	Physical Library users	Number of users	350,000	20%	20%	20%	20%							
	Provide information resource literacy including use of plagiarism software	Information on use of plagiarism software is been given	Number of users sensitized	15,000	25%	25%	25%	25%		0.5	0.5	0.5	0.5	0.5	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.8 Increase the library resources and services	Equip the printing production and binding services	Equipment for printing and binding procured	Printing equipment procured & operationalized	1							0.5			10	DVC(ASA)
		Documents printed and bounded	Number of documents produced / bound per year	500	100	100	100	100		0.6	0.6	0.6	0.6	0.6	
	Establish and Equip resource Centre	Resource Centre established	Number of services offered	4	1	1	1	1							
1.9 Improve library information management	Acquisition of information resources (physical)	Physical Books and periodicals for reference are Available	Number of library books and periodicals available	10,000	20%	20%	20%	20%		15	15	15	15		
	Acquisition of information e-resources	E-books and periodicals are available	Number of library books and periodicals available	50	6	6	6	7		12	12	12	12	12	
	Digitization of library documents	Documents digitized	Number of documents digitized	2,000	400	400	400	400							
	Archive documents	Documents available in archived	Number of documents archived	100%	20%	20%	20%	20%							
	Policy support	The repository volume has been increased	UoE research outputs made accessible (repository)	3,000	300	300	300	300							
		Policy review done	Library Management Policy reviewed	1											

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
1.10 Strengthen the PWD teaching and learning services	Provide adequate learning resources	Learning resources procured and operational	Learning resources procured	50	5	15	20	10		1	1	1	1		DVC(ASA)
	Provide a PWD Resource Centre	PWD Resource Centre established	one resource Centre established	1						1	1	1	1		

Strategic Objective 2: To Enhance Student Experience and Personal Development

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Student experience															
Strategic Goal: Increase student services															
KRA 1: Academic excellence and student development															
Outcome: Student's academic achievement with relevant skills and knowledge															
Strategic Objective 2: To enhance student experience and personal development															
2.1 Improve academic support services	Develop Mentorship policy	Policy developed	Policy developed	1	1					0.1					DVC(ASA)
	Review Rules and Regulations on Postgraduatestudies	Rules and Regulations reviewed	Reviewed Rules and Regulations	1	1					0.7					
	Develop postgraduate students Handbook	Postgraduate Handbook	Handbook developed	1	1					0.2					
	Provide academic counselling to support students in their academic pursuits.	Establish Students' Counselling Department	Students Counselling Department established	1	1										
		Students' counsellors in post	Number of students' counsellors employed	5	2	2	1								
		Peer counsellors engaged	Number of peer counsellors engaged	1000	200	200	200	200	200	0.1	0.1	0.1	0.1	0.1	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.1 Improve academic support services	Appoint academic advisers to provide advisory services	Academic advisors appointed	Number of academic advisors' appointment	61	61	61	61	61	61						DVC (ASA)
			% of students utilizing services	100	100	100	100	100	100						
	Provide mentorship Programmes to support students in their academic pursuits.	Mentoring Programmes provided	Number of mentoring Programmes (Faculty mentoring Programmes)	50	10	10	10	10	10	1	1	1	1	1	
	Operationalize career guidance services	Establish Career Guidance Department	Career Guidance Department established	1	1										
		Career and placement officer appointed	Career and placement officers appointed	3	1	1	1								
		Career workshop organized/held	Number of career workshops, seminars, and events organized	5	1	1	1	1	1	0.6	0.6	0.6	0.6	0.6	
		Students seeking career guidance	number of students utilizing career guidance services	10,000	2000	2000	2000	2000	2000						
2.2 The Students Welfare Services Policy	Review of the Students Welfare Policy	Policy reviewed	Seven (7) Students Welfare related Policies reviewed	7	4	3				1	0.5				

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.3 Increase the recreationalactivities	Encourage Participation in Clubs & Societies	Students participated in clubs and societies	Number of students Participating in Clubs & Societies	5,500	500	500	500	500	500						DVC(ASA)
		Active clubs and societies	Number of active clubs and societies	55	55	55	55	55	55						
	Engage in Games & Sports	Active games & sports	Number of active games and sports	30	30	30	30	30	30						
		Students participated in games/sports	Number of students participating in games and sports	5,500	5,500	5,500	5,500	5,500	5,500						
		Intra -mural games competition held	Number of intra-mural games competitions	45	9	9	9	9	9	3	3	3	3	3	
		Extra -mural games competition held	Number of extra-mural games competitions	150	30	30	30	30	30	7	7	7	7	7	
2.4 Support Talent and Performing Arts	Engage students in Talent Activities	Internal Talent Activities/ Competitions	Number of internal talent competitions/ activities	5	1	1	1	1	1	3	3	3	3	3	
		External Talent Activities	Number of external talent competitions/ activities	5	1	1	1	1	1	3	3	3	3	3	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2. 5 Organize student social events	Schedule students' social events	Events organized	Number of events attended/Participated	35	7	7	7	7	7	7	7	7	7	7	DVC(ASA)
		Students participated in social events	Number of students participating in social events and activities	15,000	50%	50%	50%	50%	50%						
		Best students awarded and given prizes	Number of awards and prizes	105	21	21	21	21	21						
2. 6 Provide affordable accommodation and catering services for the diverse student needs	Improved student accommodation	Beds allocated	Number of beds available for allocation	5,000	20%	20%	20%	20%	20%						
		Students residing in university hostels	Number of students residing in the University hostels per year	5,000	1000	1000	1000	1000	1000						
		Facilities for PWD provided in hostels and ablution blocks	Number of facilities for Persons with Disabilities, accommodation and ablution blocks.	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	
	Improve efficiency of catering service provision	Increased service points	Number of service points available	4	1	1	1	1		0.2	0.2	0.2	0.2		

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2. 6 Provide affordable accommodation and catering services for the diverse student needs		Separate area for PWDs and young mothers provided	Provide separate area / express service for Persons with Disability & young mothers to access catering facilities	1	1					0.2					DVC(ASA)
2. 7 Strengthen students' governance structure	Capacity building in leadership	Training of student leaders	Number of student Council members participating in leadership development Programmes or workshops	45	9	9	9	9	9	1.6	1.6	1.6	1.6	1.6	
			Number of students leaders participating in leadership development Programmes or workshops for congress, class representatives and club leaders	137	27	27	27	27	27	2	2	2	2	2	
		Student leader attended seminars and workshops	Number of leadership workshops and seminars	10	2	2	2	2	2						

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
2.8 Enhance financial support to needy students	Engage philanthropist	Received financial aid from well wishers	Amount of money realized	11	1.5	1.8	2.2	2.5	3						DVC(ASA)
		Students given bursaries	No of student on bursary support	2,250	350	400	450	500	550						
	Engage student on work study Programme	Students engaged on work study Programmes	No of students on work study	1,050	170	190	210	230	250	6	87	7.6	8	9	

Strategic Objective 3: To Enhance Capacity for Research and Innovations

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Research productivity															
Strategic Goal: Promote institutional research excellence															
KRA 2: Research, collaborations and extension services															
Outcome: Improved university scientific innovations that impact society.															
Strategic Objective 3: To enhance capacity for research and innovation															
3.1 Develop and establish centres to drivetransformative research	Establishing research centres of excellence/ institutes	Centre of excellence established	Number of centres of excellence / institutes established	5	1	1	1	1	1	2	2	2	2	2	DVC (PRE)
	Operationalize research centres	Centres of excellence are functioning	No. of active centres	4	1	1	1	1	1	2	2	2	2	2	
3.2 Source for more Research grants	Allocate at least 2% of the operational budget for R&D annually	Research funds allocation from budget	2% of budget allocated to R&D	10%	2%	2%	2%	2%	2%	0	0	0	0	0	
		Allocation of funds to internal projects	20% of 2% allocated to internal projects		20%	20%	20%	20%	20%						
		proposals developed	Number of successful proposals developed	70	14	14	14	14	14	0.7	0.7	0.7	0.7	0.7	
		projects that attracted funds	Number of projects internally funded	25	5	5	5	5	5	10	10	10	10	10	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.2 Source for more Research grants	Allocate at least 2% of the operational budget for R&D annually	Papers published	Number of publications	100	20	20	30	30	30	8	8	8	8	8	DVC (PRE)
		External proposals that attracted funds	Number of external Proposals funded	25	5	5	5	5	5	-	-	-	-	-	
		Iinnovations developed	Number of innovations	5	1	1	1	1	1	0.5	1.5	1.5	1.5	2.0	
	Intellectual Property protection and maintenance	Innovations protected	Number of protected innovations	20	5	5	5	5	5	0.4	0.4	0.4	0.4	0.4	
		IPs maintained	Number of maintained IPs	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	
	Promote the visibility of transformative research through publications, conferences, and media coverage	Dissemination of research outputs done	No. of workshops/ seminars	25	5	5	5	5	5	2.1	2.1	2.1	2.1	2.1	
		Conference held(local/ international)	No of conferences	15	3	3	3	3	3	3	3	3	3	3	
		staff attended conferences	Number of staff attending conferences	100	20	20	20	20	20	2.1	2.1	2.1	2.1	2.1	
		public lectures held	Number of public lectures	10	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	
		papers published	Number of high impact Publications	500	100	100	100	100	100	1	1	1	1	1	
		Issues /journals published	Number of issues of publications/Journals/ published	5	1	1	1	1	1	1	1	1	1	1	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.2 Source for more Research grants	Promote the visibility of transformative research through publications, conferences, and media coverage	innovations fairs hosted	Number of innovations fairs	5	1	1	1	1	1	0.7	0.7	0.7	0.7	0.7	DVC (PRE)
		workshops held	Research proposal development workshops	25	5	5	5	5	5	1	1	1	1	1	
		Researchers awarded recognized and awarded	Awards and Recognition	45	9	9	9	9	9	1.05	1.05	1.05	1.05	1.05	
3.3 Enhance and disseminateinnovations	Give incentives for innovations	staff & students trained	Number of staff and students trained	250	50	50	50	50	50	0.6	0.6	0.6	0.6	0.6	
		Trainings conducted	Number of training workshops/seminars	15	3	3	3	3	3	0.6	0.6	0.6	0.6	0.6	
		innovations developed	Number of innovations	100	20	20	20	20	20	1.5	1.5	1.5	1.5	1.5	
		fairs of exhibitions held	Number of exhibition fairs/weeks	15	3	3	3	3	3	1.4	1.4	1.4	1.4	1.4	
		innovations awarded	Number of innovations awarded	15	3	3	3	3	3	0.16	0.16	0.16	0.16	0.16	
		Researchers awarded recognized and awarded	Number of researchers incentivized	30	6	6	6	6	6	1.1	1.1	1.1	1.1	1.1	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
3.4 Establish and maintain mutually beneficial linkages, collaborations and partnerships	Forge partnerships with industry, government agencies, and other research institutions to leverage resources, share knowledge, and co-create innovative solutions to complex challenges	Projects from collaborative engagement	Number of active collaborative projects	35	7	7	7	7	7	3.5	3.5	3.5	3.5	3.5	DVC (PRE)
		Revenue generated	Amount of money generated from collaborative projects	15	3	3	3	3	3	0	0	0	0	0	
		Lab equipment received	Money spent on lab equipment for research	30	3	3	4	10	10	3	3	4	10	10	
		Signing of MoUs	Number of MoUs signed	23	3	5	5	5	5	0.3	0.3	0.3	0.4	0.5	
		MoUs implementation	Number of students on exchange Programme	40	5	5	10	10	10	0.5	0.8	1.5	1.5	1.5	
			Number of joint activities	14	3	3	2	2	4	0.5	0.8	1.0	1.0	1.5	
	Engage with industry partners to transfer research outcomes into practical applications and products	Engagement of industries/Partners	Number of industries engaged	7	3	1	1	1	1	1	1.5	1.5	2.0	1.0	
	Commercialization of innovations	Innovations for Value addition	Number of products commercialized	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
		Revenue Generation	Amount of money fromcommercialization	10	1.5	1.5	2	2	3	2	2	1	1	1	

Strategic Objective 4: To Strengthen Stakeholder Relationship and Community Service

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Stakeholder Engagement															
Strategic Goal: Strengthen stakeholder engagement															
KRA 2: Research, collaborations and extension services															
Outcome: Improved university scientific innovations that impact the society															
Strategic Objective 4: To Strengthen Stakeholder Relationship and Community Service															
4.1. Identify and Map Stakeholders	Stakeholder Mapping	Stakeholder Analysis Report	Report	1	1					2					DVC (PRE)
		Annual Stakeholder Engagement Plan	Report	5	1	1	1	1	1						
4.2. Upscale Outreach Activities	Conduct capacity building (On-site and off-site)	Farmers trained on-site and off-site	Number of farmers trained	3000	600	600	600	600	600	1	1	1	1	1	
		Report compiled	Activity report	5	1	1	1	1	1						
		Revenue generated	Amount of money raised	12M	2.4	2.4	2.4	2.4	2.4						
	Outreach Programmes	To create school outreachProgrammes	No of Outreach Programmes	7		1	2	2	2		0.7	0.7	0.7	0.7	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
4.3. Engage stakeholders	Hold Radio Talk Shows	Radio talk shows held	Number of talk shows	15	1	2	2	3	3	0.4	0.4	0.4	0.4	0.4	DVC (PRE)
	Conduct TV talk shows	TV talk shows conducted	No of TV shows	10	2	2	2	2	2	0.6	0.6	0.6	0.6	0.6	
	Host field days	Field/open days held	No of open/field days	20	4	4	4	4	4	0.6	0.6	0.6	0.	0.6	
		People attended field /open days	Number of people attending field days	4000	20%	20%	20%	20%	20%						
	Host Agribusiness trade fair (ABTF)	Agribusiness trade fair hosted	Number of stakeholders participating (Exhibitors, Sponsors)	100	20	20	20	20	20	1.5	1.5	1.5	1.5	1.5	
			Total number of students	18,000	20%	20%	20%	20%	20%	0.3	0.3	0.3	0.3	0.3	
			Number of farmers mobilized during ABTF	40,000	20%	20%	20%	20%	20%	2	2	2	2	3	
		Farmers trained	Number of farmers trained	1,000	20%	20%	20%	20%	20%						
		Amount of money collected	Revenue generated	15M	3	3	3	3	3						

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
4.4. Enhance Media Presence	Publish articles in Newspapers on Agriculture and other topical issues	Articles published	Number of articles published in mainstreamprintmedia	50	2	12	12	12	12	1	1	1	1	1	DVC (PRE)
	Develop a vibrant outreach sub-website	Sub-website Developed	Website	1	1					0.5					
		Sub-website viewership	No of visits	5000											
4.5. Community Services	Environmental Cleanup	Environmental cleanups	No of environmental cleanups	10	1	2	2	2	3	1	1	1	2	2	
	Planting of Trees in Kaptagat Forest and other catchment areas	Trees planted	No. of trees planted	10000	1500	1500	2000	2000	3000	1	1	1	2	2	
	Conduct regular health camps within needy communities	Health Camps conducted	No of Health Camps held	10	1	2	2	2	3	1	2	2	2	3	
4.6. Strengthen Collaboration with athletes	Establish a Sports Academy	A sports academy established	Sports Academy	1						5	6	7	8	9	
	Provide access to training facilities	Training facilities	No of training facilities	10	1	1	2	2	4						
	Athletes accessing the training facilities	Register of Athletes	No. of athletes	2000	200	200	400	400	800						
	Organize annual open sports events	Events organized	No. of events	10	1	2	2	3	3	2	3	4	5	6	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
4.6. Strengthen Collaboration with athletes	Capacity building for athletes	Programmes provided	No. of Programmes	10	1	1	2	3	3	5	4	3	3	2	DVC (PRE)
4.7. Undertake Incubation Programmes	Train youth on entrepreneur skills	Innovative ideas realized	No of innovation	20	4	4	4	4	4	1	1	1	1	1	
		Business plan developed	No of youth trained	600	120	120	120	120	120						
		Startup business	No of business startup	20	4	4	4	4	4	1	1	1	1	1	
	Organize boot camps	Products identified for commercialization	No. of products	10	2	2	2	2	2	2	2	2	2	2	
	New incubation products developed	Products developed	Number of products developed	20	4	4	4	4	4						

Strategic Objective 5: To Provide Technological and Physical Infrastructure for Conducive Learning and Working Environment

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: ICT, Learning and working environment															
Strategic Goal: Provide conducive learning and working environment															
KRA 3: Infrastructural Development and institutional capacity															
Outcome: Technological and physical Infrastructure for conducive learning and working environment developed															
Strategic Objective 5: To provide Technological and Physical infrastructure for conducive learning and working environment															
5.1 Provide adequate learning and research facilities	Construct School of Science	School of Science constructed	School of Science Building	1	0.17	0.33	0.25	0.25		500	1000	750	750		DVC (PRE)
	Construct School of Agriculture	School of Agriculture constructed	School of Agriculture Building	1			0.33	0.33	0.33			500	500	500	
	Build ICT Centre	ICT Centre constructed	ICT Centre building	1		0.17	0.50	0.33			50	150	100		
	Build additional lecture halls	Lecture rooms constructed	Lecture rooms	10	0.25	0.50	0.25			50	100	50			
5.2 Provide a conduciveworking environment	Develop Administration Block	Administration constructed	Administration Block	100			0.25	0.38	0.38			500	750	750	
	Develop Staff Common Rooms	Staff common room constructed	No of Staff Common Rooms	2			0.50	0.50				10	10		
5.3 Develop Student Centre	Construct additional eateries	Eateries	No. of Eateries	2			0.50	0.50				10	10		
	Construct groceries and services outlets	Outlets	No of Outlets	5	0.50	0.50				2.5	2.5				

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.4 Provide recreational facilities	Construct an indoor games hall	Hall	One Hall	1	0.50	0.50				2.5	2.5				DVC (PRE)
	Build Swimming Pool	swimming pool constructed	One Swimming Pool	1	0.50	0.50				25	25				
	Construct and equip a gym	gym equipped	one Gym built and equipped	1	0.33	0.67				5	10				
	Expand a hockey field	hockey field constructed	One Hockey Field	1	1.00					5					
	Expand additional ball games facilities	Ball games constructed	Number of Ball games facilities	2	0.20	0.20	0.20	0.20	0.20	2	2	2	2	2	
	Develop a high -performance training facility / Sports Academy	high-performance facility built / Sports Academy	one HP training facility / Sports Academy	1	0.38	0.63				200	250	300	350	400	
5.5 Provide social and Safety amenities	Build a Crèche (nursing bay for mothers)	Crèche constructed	Crèche building	1	1.00					10					
	Expand Paved walkways	paved walkways constructed	Length of Paved Walkways	2.5Kms	1.00	0.5	0.5	0.5	0.5	1	1	1	1	1	
	Increase Paved Roads	Paved roads constructed	length of Paved Roads	5Kms	1	1	1	1	1	10	10	10	10	10	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.5 Provide social and Safety amenities	Increase Murram Roads	Murram roads constructed	Length of Murram Roads	5Kms	1	1	1	1	1	5	5	5	5	5	DVC (PRE)
	Build Bicycle lanes	bicycle lanes constructed	Length of Bicycle Lane in Km	10Kms	2	2	2	2	2	5	5	5	5	5	
	Expand Bicycle Parking Bay	Parking bays constructed	Number of Parking Bay	2	0.25	0.25	0.25	0.25		0.5	0.5	0.5	0.5		
	Construct Discussion Gazebos	Discussion gazebos constructed	Number of Gazebos	25	0.33	0.17	0.17	0.17	0.17	0.5	0.25	0.25	0.25	0 .25	
	Increase CCTV Coverage	CCTV installed	Number of buildings covered by CCTV Cameras	20	4	4	4	4	4	5	5	5	5	5	
	Develop student hostels	Hostel Block	2000 Capacity Hostel block	1			0.5		0.5	500	500	500	500	500	
	Modernize student accommodation	Renovate Houses	No. of Houses renovated	20											
	Expand Health Centre to at least Level 4	Level 4 hospital	Hospital Square Metres		1.00					50	100	150	150	200	
5.6 Improve environmental and waste management	Expand solar coverage	Solar energy installed	Additional 100Kw	100kw	20	20	20	20	20	1	1	1	1		
	Increase rain water harvesting	Install water harvesting systems	Amount of storage in m3	200m3	0.20	0.20	0.20	0.20	0.20	2	2	2	2	2	
	Improve wastewater management	Wastewater management system	Amount of waste water.	100m3											

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.7 Improve network connectivity and communication	Assessment of current LAN infrastructure for improvement.	Assessment report	A report	100%	10	90				0.025	0.225				VC
	Implement LAN expansion to cover additional areas (building spaces)	Local Area Network (LAN) expanded	Percentage increase in LAN coverage.	80%	60	65	70	75	80	2	2	2	2	2	
	Expand university Fiber Optic backbone	Upgrade backbone to 10Gbps throughput	Length of fibre optic cable laid and terminated.	10 km			6	3	1			1.2	0.6	0.2	
	Upgrade wireless networkinfrastructure to extend coverage to outdoor areas, common spaces, and remote learning environments.	Wireless network extended	No. of access points installed	120	88	96	104	112	120	1	1	1	1	1	
	Upgrade the university's internet connection to increase available bandwidth and support the growing demand for high-speed connectivity.	University internet connection increased	Percentage increase in available bandwidth across the university network.	2,000 Mbps (2 Gbps)	950	1,156	1,512	1,768	2,024	12	15	18	21	24	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.7 Improve network connectivity and communication	Increase digital presence by increasing the number of websites and sub-websites.	Full website and sub-websites developed	No of Full-websites and sub-websites developed and published.	5	1	1	1	1	1	0	0	0	0	0	VC
	Conduct staff sensitization/ awareness on digital presence and online visibility.	Conduct capacity building trainings on online presence	Number of staff trained.	600	120	120	120	120	120	1	1	1	1	1	
	Increase number of University Cloud Services for redundancy.	Increased number of outsourced Virtual Machines (VMs)	Number of VMs increased	4		1	1	1	1		0.1	0.2	0.3	0.4	
	Deploy Voice over Internet Protocol (VoIP) systems to provide a cost-effective and efficient communication solution for voice calls across the campus.	VoIP deployed	Number of VoIP installations (terminals) completed across the campus.	210	50	35	35	35	35	3	0.7	0.7	0.7	0.7	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.8 Strengthen Security and Network Protection	Install access control management system at Gate A, B, and C to enhance campus security and monitor access.	Access management system installed at gate A, B and C	Percentage completion of access management system installation at 3 sites; Gate A, B, and C.	100%		10	50	40			1.5	7.5	4		VC
		Buildings with biometric access control systems installed.	No. of buildings with biometric access control installed and operationalized.	3		1	1	1			2	2	2		
	Train members of staff on cyber security and data protection.	Staff trained on cyber security/ data protection	Number of staff trained	1300		200	400	400	300		0.2	0.2	0.2	0.2	
	Upgrade and configure the firewall infrastructure to increase protection against external threats and unauthorized access to the university's network.	Upgraded and configured firewall at Main campus, Town Campus & Nairobi Office.	Decrease in the penetration level of the firewall to mitigate unauthorized access attempts and security breaches.	3		3					4.5	2.5	2.5	2.5	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.8 Strengthen Security and Network Protection	Implement intrusion detection and prevention systems to enhance the effectiveness of the firewall in detecting and mitigating security threats.	Intrusion detection & prevention systems implemented	Penetration level	0%	10%	0%	0%	0%	0%	0.2	0.2	0.2	0.2	0.2	VC
	Conduct network penetration testing to establish the security posture of the university network	Vulnerabilities on the network detected and reported	Network Vulnerability report (biennial)	3	1		1		1	1.2		1.2		1.2	
5.9. Increase Automation for efficiency	Subscribe to outsourced e-board Systems for conducting Council and UMB business and attain paperless status.	Adopted e-board solutions in transaction of Council and senate business.	No. of subscription licenses procured per year.	20	0	0	20	20	20		2.8	2.8	2.8	2.8	
	Install e-boards/ smart boards in the Council Boardroom and Senate to facilitate interactive presentations and efficient decision-making processes.	e-boards /smart board installed	Successful installation and utilization of e-boards	2		1	1				1.5	1.5			

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.9. Increase Automation for efficiency	Deploy additional smart boards in lecture halls to enhance the learning experience and promote interactive teaching methods.	Smart boards installed in lecture halls.	Number of smart boards installed in classrooms.	10		4	2	2	2		6	3	3	3	VC
	Identify key academic and administrative processes for automation.	Citizen -facing back- office services digitized	Number of citizen-facing and back-office services to be digitalized Identified	3		1	1	1			1	1	1		
		Services re-engineered	Number of services Re-engineered	4	1	1	1	1		0.6	0.6	0.6	0.6		
			Report		1	1									
		Implementation of therecommendations	Level of implementation	100%											
		Services digitized	Number of services Digitized	5	1	1	1	1	1	2	2	2	2	2	
		Citizen facing services on e-citizen platform	Number of citizen-facing services on-board to the e-citizen platform	3		1	1	1			1	1	1		

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.10 Evaluation of UniversitySystems	Conduct an assessment of current ERP System	Report	Report	1		1									VC
	Develop an inhouse ERP System	Inhouse ERP System Developed		New ERP System	1				1		6.6	6.6	1.8		
	Implement the developed ERP System	ERP System Implemented	Level of implementation	100%				50%	50%						
	Conduct a needs assessment on Teaching Softwares	Report	Report	1	1										

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
5.11 Expand ICT infrastructure	No. modern data Centre (Forestry and Administration block)	Forestry /admin block equipped	Percentage completion of an Operational Data Centre	100%		10%	30%	60%			3	9	18		VC
	Procure Computer & Network hardware equipment.	Hardware Equipment acquired and installed / operationalized	Procure Desktop computers	200		50	50	50	50		5	5	5	5	
			Procure Laptop computers	100		25	25	25	25		5	5	5	5	
			Procure Enterprise Server computers	6		2	2	1	1		3	3	1.5	1.5	
			Procure Enterprise Network Switches	40		10	10	10	10		2	2	2	2	
			Procure Tablet Computers	25	5	5	5	5	5	1	1	1	1	1	
			Procure Office Printers	50	10	10	10	10	10	2	2	2	2	2	
			Procured Copier Printers	10	2	2	2	2	2	1	1	1	1	1	

Strategic Objective 6: To Promote Employee Productivity and Sound Institutional Governance

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Employee productivity															
Strategic Goal: Enhanced staff productivity and sound institutional governance															
KRA 3: Infrastructural Development and institutional capacity															
Outcome: Enhanced productivity, performance & satisfaction and good governance															
Strategic Objective 6: To promote employee productivity and sound institutional governance															
6.1 Motivate and Incentivize Staff	Review and implement the Scheme of Service	Scheme of service	Scheme of Service	Version 2	1					1					DVC(A&F)
	Enhance Competitive benefit schemes	Benefit schemes Programmes operationalized	Number of schemes	1		1				0.1					
	Developed Categories, Criteria, recognize & Reward	best performing and productive staff recognized and awarded	No. of staff recognized and rewarded	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	
	Negotiate and conclude CBAs	CBAs implemented	No. of Signed CBAs	3		3				5					
6.2 Address career progression of staff and improve institutional performance	Undertake Institutional Skills Gap Analysis	Skills gap analysis done	Five-year Skills gap report	1	1					1					
	Undertake Staff Training Needs Assessment	TNA assessment report	Annual TNA report	1	1					0.5					

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.2 Address career progression of staff and improve institutional performance	Prepare annual staff training projections	schedules prepared to train staff	Staff Training calendars developed & implemented	5	1	1	1	1	1	6	6	6	6	6	DVC(A&F)
6.3 Undertake Employee Performance Management	Set individual employees annual performance targets	Each employee signed the PC with immediate supervise	Number of PCs signed	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	
	Undertake Staff Performance Appraisal for all employees	Performance appraisal was conducted for each employee	Number of Staff Appraised	100%	100	100	100	100	100	100	0	0	0	0	
	Compile the appraisal report	Reports compiled	Number of approved reports	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	
	Develop an action plan	Action plan developed	Number of action plans	5	1	1	1	1	1						
	Implement the recommendations emanating from the staff appraisal reports	Recommendations implemented	Level of implementation	100%	100	100	100	100	100	0	0	0	0	0	
6.4 Retain competent staff	Conduct regular surveys	work environment survey conducted	Work environment survey report	5	1	1	1	1	1	1	1	1	1	1	
			Work environment index	100%	75.1%	81.3%	87.6%	93.8%	100%	2	2	2	2	2	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target						Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.4 Retain competent staff	Conduct regular surveys	employee job satisfaction survey undertaken	Employee job satisfaction survey report	5	1	1	1	1	1	1	1	1	1	1	DVC(A&F)
			Employee satisfaction index	100%	75.7%	81.8%	87.8%	93.9%	100%	2	2	2	2	2	
	Implement approved surveys reports	survey report on employee job satisfactionapproved	Level of implementation of Employee satisfaction survey	100%	100	100	100	100	100	2	2	2	2	2	
		Survey report on work environment approved	Level of implementation of Work environment survey	100%	100	100	100	100	100	2	2	2	2	2	
	Mainstream cross cutting issues within University operations	Annual reports prepared	Number of annual reports	5	1	1	1	1	1	1	1	1	1	1	
6.5 Enhance environmental conservation activities	Organize Plant and sustain trees	The trees planted and grown	Number of trees planted	180,000	20%	20%	20%	20%	20%	1	1	1	1	1	
	Expand the tree Nursery	Tree nursery expanded for additional trees nursery seedlings	Tree Nursery expanded from 100,000 to 1,000,000 tree seedlings	1M	0.2M	0.2M	0.2M	0.2M	0.2M	1	1	1	1	1	
	Develop a nature trail and arboretum	Nature trail and arboretumdeveloped	Arboretum established	1			1					3			
	Establish a museum	Museum developed	Museum developed	1			1					20			

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.5 Enhance environmental conservation activities	Carry out Environmental Audits	EISA undertaken	Audit report	5	1	1	1	1	1	1	1	1	1	1	DVC(A&F)
	Carry out Energy and water Audits	Energy and water audit done	Audit report	2		1		1			1		1		
6.6 To establish governance structures that support the University in carrying out its functions	To develop and review University policies, statutes, guidelines and manuals	Policies/ procedures/ manuals reviewed	Number of policies and procedures manuals reviewed	12	2	3	3	2	2	0.5	0.5	0.5	0.5	0.5	
		Policies developed	Number of policies developed	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	VC
	To train council members on leadership and good corporate governance	Trainings held	Number of trainings	5	1	1	1	1	1	1	1	1	1	1	
		Workshops held	Number of workshops	5	1	1	1	1	1	1	1	1	1	1	
	Promotion of integrity and compliances in the institution (Council-mwongozo)	Sensitization held	No of workshops / sensitization	5	1	1	1	1	1	1	1	1	1	1	
		Council members sensitized	No of members attended	100%	100%	100%	100%	100%	100%	2	2	2	2	2	
		Carry out governance audit	Governance report	2		1	1				2		2		

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.7 Improve delivery of service	Review Citizen Service delivery charter (CSDC)	Committee constituted	Reviewed CSDC		1		1			0.2	0.2	0.2	0.2	0.2	VC
	Workshop/ Sensitization of staff	Students Sensitization	Number of student leaders sensitized	100%	20%	20%	20%	20%	20%	0.5	0.5	0.5	0.5	0.5	
		Staff sensitized	Number of staff sensitized	100%	100%	100%	100%	100%	100%	1	1	1	1	1	
		UMB sensitized	Number of UMB members sensitized	100%	100%	100%	100%	100%	100%	0	0	0	0	0	
		Council sensitized	Number of Council members sensitized	100%	100%	100%	100%	100%	100%	0	0	0	0	0	
	Implementation of Citizen service charter	CSDC cascaded	Number of Cascaded CSDC	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	
		Implementation done	Level of implementation	100%	2%	2%	2%	2%	2%						
	Track/Monitor the Service delivery timelines	Mechanism for monitoring is in place	Monitoring tool	50%	2	2	2	2	2	0.4	0.4	0.4	0.4	0.4	
		Report done	Analysis report	1	2	2	2	2	2	0.4	0.4	0.4	0.4	0.4	
	Record inquiries and complaints	Data Analysis done	Data analysis on enquires	20	4	4	4	4	4						
		Report compiled	Report		4	4	4	4	4						

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.7 Improve delivery of service	Undertake customer satisfaction survey	Customer satisfaction survey undertaken	No of Customer satisfaction surveys	5	1	1	1	1	1	0.4	0.4	0.4	0.4	0.4	VC
		Customer index computed	Customer satisfaction survey index	85%	69%	72%	76%	80%	85%						
		Report Compiled	Implemented Report	5	1	1	1	1	1						
	Review Communication policy	Committee constituted	Reconstitute committee	1		1									
		Communication policy reviewed	Policy Developed		1										
		Audits conducted	No of audits done	20	4	4	4	4	4	8	8	8	8	8	
6.8 Implement and maintain quality management systems	Maintain ISO 9001:2015 certification	Audits conducted	No of audits done	20	4	4	4	4	4	8	8	8	8	8	
		Internal Audits conducted	Report (internal audit		2	2	2	2	2						
		External Audits conducted	Report (external audit)		2	2	2	2	2						
	Train staff in ISO 9001:2015 QMS/ ISMS	Trainings done	No of trainings/ seminars	10	2	2	2	2	2						
		Staff sensitized	Per% of staff trained/ sensitized	100%	100%	100%	100%	100%	100%						
	Monitor and review evaluation tools for quality service	Evaluation tools developed	No of evaluation tools developed	10	2	2	2	2	2	0.4	0.4	0.4	0.4	0.4	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.8 Implement and maintain quality management systems	Monitor and review evaluation tools for quality service	Report compiled	Report on evaluation of quality of service												VC
	Accreditation to ISMS	Certifying body identified	One Certifying body	5	1	1	1	1	1	1	1	1	1	1	
		Certification to ISO/IEC 27001:2022	Certificate of ISO/ IEC 27001:2022												
	Maintain ISMS	Internal audits of ISMS done	No. of internal and external audits	20	4	4	4	4	4	8	8	8	8	8	
	Train staff on ISMS	Trainings conducted	Number of trainings done	5	1	1	1	1	1	1	1	1	1	1	
	Sensitization on ISMS	Staff sensitized on ISMS	Number of staff sensitized	1300						0.2	0.2	0.2	0.2	0.2	
6.9 To promote University image	Assess the international rating or ranking of the research outcomes in global indices	Compiled report	Report	1	1	0	0	0	0	0.2	0.2	0.2	0.2	0.2	
		Webometrics indicators captured	Identify and capture webometrics indicators												
		Staff sensitized	No of staff Sensitized	30%						0.6	0.6	0.6	0.6	0.6	
	Guidelines	Policy Developed	Brand policy developed	1											
	Internal customer to be brand ambassadors of university	Participation in brand of UoE	Number of participants	100%	20%	20%	20%	20%	20%						

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
6.9 To promote University image	Implementation of webometricrequirements	Mechanism in placeforwebometric monitoring	Monitoring tool Report	30%	2	2	2	2	2	0.6	0.6	0.6	0.6	0.6	VC

Strategic Objective 7: To Promote Asset Management and Financial Sustainability

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issue: Asset Management and Financial Sustainability															
Strategic Goal: Attain optimal asset use and financial sustainability															
KRA 4: To promote Institutional capacity															
Outcome: Optimal utilization and financial sustainability															
Strategic Objective 7: To promote asset management and financial sustainability															
7.1Assets utilization	Efficiently use assets to generate revenue	Increased Assets Turnover Ratio (ATO)	Change in Assets Turnover Ratio (ATO)	50%	10%	10%	10%	10%	10%	2	4	6	8	10	DVC(A&F)
	Minimize repair cost	Minimized repair cost	Per% reduction in repair cost	50%	10%	10%	10%	10%	10%	0	0	0	0	0	
	Operationalize Asset/Facilities Management System	Level of automation of Asset/Facilities Management System Facility optimization	% Level of automation	100%	20%	40%	60%	80%	100%	2	2	4	4	4	
7.2 Secure university Assets	Secure assets	Assets secured	Per % of the class of Assets secured	100%	100%	100%	100%	100%	100%	1	1	2	2	4	
		level of high-value assets tracked	% of assets digitally tagged	100%	20%	40%	60%	80%	100%	0	0	0	0	0	
7.3 Compliance with the relevant laws and regulations	Monitor adherence to regulatoryrequirements and internal policies governing asset management.	Compliance with the relevant laws and regulations	100 % Compliance	100%	100%	100%	100%	100%	100%	0	0	0	0	0	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
7.4 Enhancing GOK Capital Grants support	Lobby additional funds for Capital Grants from the national treasury	Additional funds	Amount (Kshs. Millions)	7,000	550	1150	1950	2100	1250	2	2	3	4	4	DVC(A&F)
7.5 To enhance fee collection	Implement online fee collection	Integrated fee collection systems	Integrated system	100%	100%	100%	100%	100%	100%	0	0	0	0	0	
	Operationalize ERP for optimal collection of fees	Zero Fee Balance	Attain 100% fee collection	100%	80%	85%	90%	95%	100%	0	0	0	0	0	
7.6 Enhance the performance of IGUs	Increase revenues from IGUs	Income generated from IGUs	% increase in IGU revenue	100%	20%	20%	20%	20%	20%	5	5	5	5	5	
7.7 Strengthen internal systems, processes, and risk management systems	Implement a budgetarymanagement process	Approved budgets, procurement plans, & work plans	Utilization performance reports	100%	100%	100%	100%	100%	100%	3	3	4	4	4	
7.8 Track changes in financial ratios over multiple periods to assess financial health and performance	Improve the working capital ratio	Improved working capital ratio	Change in working capital ratio	2:1	1.2:1	1.4:1	1.6:1	1.8:1	2:1	0	0	0	0	0	

Strategy	Key Activities	Expected output	Output indicators	Target 5 years	Target					Budget (Ksh. Mn.)					Responsible
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
7.9 Alternative sources of funding	Develop capacity for consultancy	Increased capacity on consultancy	Number of personnel	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DVC AF
		Train and sensitize	Number of personnel sensitized	120	24	24	24	24	24	0.2	0.2	0.2	0.2	0.2	DVC(PRE)
	Bid for National, regional and international consultancies	Successful consultancies	successful bids	20	2	3	4	5	6	1	1.5	2	2.5	3	
		Revenue generated	Amount of money generated from consultancies	30	3	4.5	6	7.5	9						
7.10 Identify and engage potential investors	Negotiate with potential partners for projects (local, regional, international/PPP)	Projects negotiated/PPP	Number of negotiated projects	10	2	2	2	2	2	1	1	1	1	1	

Annex 2: Terms of Reference for Strategic Theme Teams

Preamble	The institution acknowledges the need for a Strategic Theme Team (the 'STT') which will be responsible for the execution of the University Strategic Plan (2023- 2027). The purpose of the Terms of Reference (the 'TOR') is therefore to set out the STTs role and responsibilities as well as the requirements for its composition and meeting procedures. This TOR is subject to the provisions of the relevant legal framework, regulatory and supervisory prescripts, and all applicable corporate governance doctrines and industry best practices.
Purpose of the Strategic Theme Team	The STT is established to provide oversight and ensure effective governance and execution of the Strategic Plan (2023-2027) and if need be, make recommendations to the university council for its consideration and final approval. The STT will contribute towards achievement of the following thematic areas drawn from the Strategic Plan (2023- 2027): (a) Quality teaching & Learning (b) Student experience and personal development (c) Research and Innovation (d) Stakeholder relations & Community outreach services (e) Employee productivity (f) Development of Physical and Technological Infrastructure (g) Good corporate governance & image (h) Safeguard and maintain university asset (i) Information, communication and technology (j) Financial sustainability
Role and Responsibilities of the Strategic Theme Team	In meeting its responsibilities and fulfilling its role, the STT will be guided by the institutions' vision, mission, core values, strategic goals and mandate as outlined in the Universities ACT, 2012 and it shall perform all the functions necessary to fulfil its role, to include: (a) Responsible for the execution of the relevant theme of the institutions Strategic Plan (2023- 2027) (b) Develop an annual theme operation plan. (c) Implement execution of the annual theme operation plan. (d) Review and control of the annual theme operation plan (e) Data collection for the respective Key Result Areas. (f) Implement recommendations of the Management.

Membership	(a) The membership the STTs shall be as indicated in Annex STT1. (b) Members can be co-opted onto the STT as the need arises to help fulfil the duties and obligations of the STT. These appointments shall be made by the Board on the recommendation of the STT. (c) Unless otherwise determined by the Board, the duration of appointments of members of the Committee and of co-opted members shall be for the period of the Strategic Plan (2023- 2027). (d) The STT shall appoint a Secretary for the team.
Meetings Attendance	(a) Every member has a duty to attend the STTs meetings regularly and to effectively participate in the conduct of the business of the STT. (b) In the absence of the Chair of the STT, the remaining members present shall elect one of themselves to chair the meeting. (c) The CEO shall be a permanent invitee to the STT meetings.
Frequency	The STT shall meet as regularly as required and at least quarterly in a financial year, to ensure effective and efficient discharge of its role and responsibilities
Quorum	The quorum necessary for meetings of the STT shall be one greater than half of the number of members of the STT
Agenda and Minutes	(a) The Secretary shall be responsible for issuing proper notices of meetings, preparation of agenda and circulation of the relevant papers at least seven (7) days before a meeting. (b) The Secretary shall be responsible for taking minutes and resolutions of all STT meetings and safe custody of the same. (c) The minutes of the Meetings shall be considered at the next meeting, approved and signed by the Chairperson of the meeting
Conflict of interest	The STT Members shall disclose to the Chairperson and/or the STT any actual, perceived or potential conflicts of interest which may exist as soon as the Member becomes aware of any such issue and shall recuse themselves from discussions and/or decisions which may involve that conflict.
	Reporting The STT shall compile and submit a quarterly progress report on the work of the Committee in discharging its responsibilities to the Executive Management and make appropriate recommendations.
Review of the Terms of Reference	The TORs will be reviewed every two (2) years or at such shorter intervals as the institution may determine and if need be, make appropriate recommendations for any required changes through the CEO to the Board of Directors for consideration and approval

Annex 3: Strategic Theme Teams (STT)

S/No.	Theme	Chairperson	Members
1	Quality teaching & learning	Registrar, Academics	Dean, SEDU Dean, SENG Dean, SSCI Dean, AGRI HoD, Physics HoD, Curriculum & Instructions Director, Odel Director, PBGS University librarian Director, QA Dean, SBUS Director, Town Campus
2	Student experience & Development	DVC(ASA)	Registrar, Academics Dean of Students HoD, Medical Services HoD, Public Health Dean, School of Arts & Humanities HoD, Security& Safety Director, Town Campus

S/No.	Theme	Chairperson	Members
3	Research & Innovation	DVC(PRE)	Director, Research &Innovation Director, ILPC Director, PBGS Dean, AGRI HoD, OISC Finance Officer
4	Stakeholder relations & Community outreach services	DVC(PRE)	HoD, OISC Director, RM Director, IGU Director, ILPC HoD, Environmental Sciences
5	Employee productivity	DVC(AF)	Finance Officer All registrars Human Resource Senate representatives Dean, School of Arts& Human Development Dean, SEDU Dean, SENG Director, Town Campus Director; Gender, Equity & Diversity

S/No.	Theme	Chairperson	Members
6	Development of Physical and Technological Infrastructure	DVC(PRE)	Registrar, Planning Senior Procurement Officer HoD, OISC Dean, SEDU Director, Town Campus Dean, SENG
7	Good corporate governance & image	Senior Legal Officer	Council Secretariat Hod, Corporate Affairs Director, QA HoD, CAM
8	Information, communication and technology	Director, ICT	Senior Procurement Officer Dean, AGRI Director, Town Campus Dean, SSCI Director, PBGS Dean, SEDU Dean, School of Arts &Human Development Registrar, Administration University Librarian Finance Officer Dean, SENG Director, ODEL Dean, School of Environmental Science & Natural Resources

S/No.	Theme	Chairperson	Members
9	Safeguard and maintain university asset	DVC(AF)	Finance Officer All registrars Senior Legal Officer Senior Procurement Officer Security Principal Officer Director, Town Campus University Librarian Dean, SENG Director, ICT Director, ODEL HoD, Estates HoD, Farm Director, RM Director, IGU
10	Financial sustainability	DVC(AF)	Finance Officer All registrars Senior Legal Officer Senior Procurement Officer Security Principal Officer Director, Town Campus University Librarian Dean, SSCI Director, PBGS Dean, SEDU Dean, AGRI

Notes

01 Academic excellence and student development

02 Research, Collaboration and Extension services

03 Infrastructural Development & organizational capacity

04 Institutional Governance & transformative leadership

2024-2029
STRATEGIC PLAN

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