



## TEACHING AND LEARNING POLICY

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Short description	Teaching and Learning Policy
Relevant to	Lecturers and Students
Approved by	University Council
Responsible officer	Deputy Vice-Chancellor (ASA)
Responsible office	Office of the Deputy Vice-Chancellor (ASA)
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University Related legislation	Universities Act, 2012, Public Finance Management Act, 2012, University statutes and relevant University Policies
Key words	Teaching and Learning

July , 2025

## ACKNOWLEDGEMENT

The University Council and University Management Board appreciate the invaluable contribution of the members of the Committee of Deans and staff in formulating this Policy.

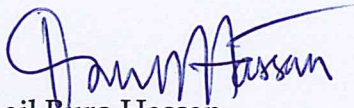
## APPROVAL

The University of Eldoret having been awarded its Charter on 11<sup>th</sup> February 2013 set on a growth path guided by its vision of being “A premier University that natures global Leaders and Innovators”.

As part of laying its foundation, the University developed its Statutes in November 2013 followed by its first strategic plan, which was rolled out in 2014, and subsequently its second strategic plan approved on 19<sup>th</sup> September 2019 and the 3<sup>rd</sup> one on 12<sup>th</sup> September, 2024. The University is consistent in the process of developing its policies, which guide decisions of the different organs of the University in order to achieve national outcomes geared towards its growth. This revised Teaching and Learning Policy is just one of the many policies that the University has rolled out, and it addresses emerging issues in teaching and learning in the Higher Education sub sector.

My special thanks go to all those who put in their time, effort and skills to review this Policy.

By virtue of the authority vested in me as the Chairman of Council of the University of Eldoret and in reference to the approval granted by Council in its meeting of 14<sup>th</sup> July, 2025 I hereby sign this revised Teaching and Learning Policy, version 3 to take effect from the 14<sup>th</sup> July, 2025.



Dr. Ismail Buro Hassan


CHAIRMAN OF COUNCIL

## FOREWARD

The University of Eldoret strives to make a positive contribution to the development of the society by offering quality training, teaching, research, consultancy and outreach services. The university achieves this by hiring qualified staff. Due to ever-increasing demand for education, there is always a deficit of full time staff and therefore the need for part-time lecturers to fill up gaps left out due to inadequate or contractual staff. The additional cost due to part-time teaching claims and the need for ensuring quality of teaching requires proper policy guidelines.

Notably the monetary benefits of part-time teaching may lure staff to take too many courses per semester thus compromising quality of teaching and marking resulting in poor student assessment, grading and delayed release of examination marks.

The University came up with this Part-Time Policy Guidelines to control causes of high expenditure as well as processing of part-time lectureship appointments, and rationalizing payment of part-time claims. In addition, the policy revised the way of assigning staff workloads to ensure high quality teaching, research and scholarship, and community service by the academic staff consistent with the Vision and Mission of the University.



Prof. Thomas K. Cheruiyot  
Vice-Chancellor

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## **PURPOSE**

The purpose of this policy is to provide guidelines on hiring part-time lecturers, their teaching workload and payments to ensure quality teaching and reduce malpractices associated with false claims. In addition, this policy provides guidelines in relation to part-time ODeL and blended teaching. Overall, this policy provides the framework within which engagement of part-time lecturers; facilitation, quality teaching and learning are assured.

## **POLICY STATEMENT**

This policy outlines the principles of fairness in the engagement of quality part-time lecturers and accountability with regard to part-time teaching claims. The guiding principles ensure quality teaching and learning that leads to nurturing innovation and leadership at the University. The policy rationalizes part-time teaching claims based on programme levels and integrates ODeL and blended teaching adapted by the University due to technological development and diversification of modes of offering programmes to wider society.

## SCOPE

This policy covers matters relating to part-time teaching both internal and external; appointment of part-time lecturers and their remunerations considering online , blended and face-to-face teaching and learning.

## DEFINITION OF TERMS

**Blended Learning** means Teaching and learning by use of traditional approach of face-to-face lecture methods integrated with modern pedagogical approaches mediated through ICT and other technologies.

**Distance Learning** means a form of learning where the learners are not physically present at the University.

**E-Learning** means form of learning that makes use of electronic resources via modern technology and the internet.

**Open Learning** means form of learning that offers learners the flexibility of enhancing their learning within the formal education systems or extends it beyond formal education systems.

**Policy** means deliberate guiding principle designed to guide decisions and achieve rational outcomes.

**Teaching load** means number of courses a lecturer is expected to teach in a semester.

**University** means the University of Eldoret

## ACRONYMS

DVC (ASA):	Deputy Vice-Chancellor (Academic and Students' Affairs)
GSSP:	Government Sponsored Students Programme
HoD:	Head of Department
ICT	Information and Communication Technology
ODeL:	Open, Distance and electronic-Learning
PGD:	Postgraduate Diploma
PhD:	Doctor of Philosophy
PSSP:	Privately Sponsored Students Programme
UoE:	University of Eldoret

## INTRODUCTION

The University of Eldoret (UoE) is located 10 km from Eldoret town along the Eldoret-Ziwa -Kitale road. The large track of agricultural land makes it ideal for the realization of its mandate as a University of Science, Agriculture and Technological innovations. UoE 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 in Education programme. Due to the double intake crisis, the College was taken over by Moi University in 1990 as a Campus and renamed it Chepkoilel Campus offering life, basic and applied science programmes. In August 2010, through Legal Notice No. 125 of 13 August 2010 the Campus was upgraded into a University College with the name Chepkoilel University College, a Constituent College of Moi University. Upon the award of Charter by the President of the Republic of Kenya on 11<sup>th</sup> February, 2013, the University College was renamed to University of Eldoret. The University currently has eight (8) schools, namely: Agriculture and Biotechnology; Arts and Social Sciences; Business, Economics and Management Sciences; Education; Engineering; Environmental Science and Natural Resource Management; Health Sciences and Wellness; and Science. However, this policy will also be applicable to any other new school or where the name changes. The university brides in providing quality education, training, research and consultancy services in Science, Agriculture and Technology to meet the needs and aspirations of a dynamic society. The University has established a Town Campus in Eldoret Town, housed in MUSCO building and has a Liaison Office in Nairobi housed on the 12<sup>th</sup> Floor of Pension Towers. The Teaching and Learning Policy serves as a guide to engaging and remuneration of part-time staff to enhance quality training through distance and blended learning modes implemented at the University.

### 1. MISSION, VISION AND CORE VALUES

#### *1.1. Vision*

A Premier University Nurturing Global Leaders and Innovators for Sustainability.

#### *1.2 . 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

#### *1.3 Core Values*

At the University of Eldoret, we are committed to:

Customer Centric

Integrity

Innovativeness

Equity

Excellence

## **2. BACKGROUND INFORMATION**

The University of Eldoret normally employs the services of part-time lecturers to supplement its teaching force. These are normally sourced from outside the University (external part-timers). In addition to these, there are also internal part-time lecturers so long as they have met the maximum load of three (3) courses per semester.

The University is committed to delivering high quality programs and services to our students, research collaborators, development partners and other stakeholders including society. Resources are scarce and therefore the University strives to make maximum use of the limited resources through the implementation of stringent measures. Part-time payments can lead to high cost if not properly managed. In addition, if course allocation is not controlled, staff may take many courses per semester thus compromising on the quality of teaching and marking, resulting in poor student assessment, grading and delayed release of examination marks. Part-time lecturing may also impact negatively on research and scholarship if lecturers devote most of their time to part-time lecturing while ignoring research.

The University has come up with Part-Time Policy Guidelines to control causes of high expenditure as well as the processing of part-time lectureship appointments, rationalizing payment of part-time claims. In addition, the policy revision of the way of assigning staff workloads to ensure high-quality teaching, research and scholarship, and community service by the academic staff consistent with the Vision and Mission of the University.

When implemented, the policy will ensure good teaching, reduced cost of part-time lecturing and allow academic staff to rededicate themselves to teaching, research and community service. It will also set up clear structures for monitoring teaching and interaction of learners with part-time lecturers as well as with the University. In this way, the University of Eldoret will remain competitive in the global academic arena.

## **3. RATIONALE FOR THE POLICY**

The need for guidelines of recruitment of part-time staff, the workload they may take and streamlining of part-time claims and the ultimate enhancement of quality of teaching and learning, increased research and scholarship among academic staff forms the basis for developing this policy.

## 4. GUIDELINES

### *4.1. Part-time Expenditure*

The University of Eldoret Policy on Part-Time Lecturing is put in place as a result of a felt need to eliminate the problems in this procedure that have been realized by different sections of the University including Academic Division, Schools, Finance, Management and Council. These sections have agreed that appropriate measures must be put in place to rationalize the expenditure on part-time lecturing at the University.

### *4.2. Recruitment process*

Requests for part-time lecturers should be made before teaching starts. This will facilitate timely appointments and payments as required.

### *4.3. Quality of Teaching and Grading*

Part-time lecturers are expected to offer high-quality teaching, marking and grading of the designated courses within the specified deadlines. It is only after submission of the results to the head of the department that the part-time lecturer can submit a payment claim. Class attendance lists for all lectures conducted in the semester, including the make-up ones, must accompany the claims for both in-person (face-to-face), blended and online teaching.

### *4.4. Research and Scholarship*

The lecturers are recruited to teach, undertake research and community service. The internal part-time lecturers should engage in high-quality research and scholarship to earn promotion as appropriate and in the process improve the University's global ranking and participate in community service. All these would contribute to the realization of the Vision and Mission of the University.

### *4.5. Postgraduate Contribution to Global Recognition*

Postgraduate teaching and research is an invaluable function of the University of Eldoret and contributes largely to the realization of university education globally. Over the years, the University has made tremendous efforts to increase enrolment of postgraduate students to the internationally required standards of a quarter of student population at any given time in the University.

The postgraduate students are besides other students enrolled in diploma and undergraduate programmes, hence the need to involve part-time lecturers becomes inevitable given the inadequate staffing and the heavy work-load of the full-time lecturers. Part-time lecturing for both in-person (face-to-face), blended or online teaching will be implemented with the necessary caution and monitoring for the University to maintain the desired quality of education, research and extension ensuring global competitiveness.

#### ***4.7. Harmonized Part-time Rates***

The part-time payment rates shall be harmonized across the schools to attract and maintain high-quality staff.

#### ***4.8. Part-time Payment Rates outside University of Eldoret***

The University of Eldoret will pay a consolidated package per contract depending on the level of courses of engagement: certificate, diploma, undergraduate and postgraduate.

### **5. CATEGORIES OF PART-TIME LECTURING**

#### ***5.1. Payment for Integrated PSSP and GSSP classes***

The Policy for Privately Sponsored Students (PSSP) gives guidelines on this issue for internal part-time lecturers.

#### ***5.2. Payment for Modular, Practical and Pool Teaching***

The example of this can be found in some schools e.g. School of Business, Economics and Management Sciences and School of Education. Sometimes specific topics within a course are taught by particular lecturers and therefore the need to be compensated. Each lecturer shall claim the specific component of the course covered provided that the total number of credit hours claimed amounts to forty (40) per course per semester.

#### ***5.3. Conditions for teaching by Administrative And Technical Staff***

Qualified members of administrative and technical staff who have volunteered for a minimum of 2 years may apply for appointment as part time lecturers outside their normal working hours. The number of hours for such teaching appointments is 3 hours per week on average, for most administrators and technicians teach, 6 hours or more per week in a semester on part-time basis. Such part-time teaching should be carried out outside their normal office hours and/or weekends and shall be compensated as per this policy.

#### *5.4. Part-time Lecturing by Staff on study leave and sabbatical*

Sometimes staff on study leave request to teach on a part-time basis. Study leave is supposed to assist a member of staff to concentrate on studies to finish within the stipulated time hence there is no logic in engaging such staff in part-timing. Staff on sabbatical leave is on salary hence there is no logic in them being employed as part-timers at the same time.

### **6. CAUSES OF STAFF SHORTAGE**

Part-time lectureship has been used by the University to supplement its teaching force. The part-time lecturers are used as a stopgap measure to alleviate the shortage of lecturers. The main cause of the shortage of lecturers at the University of Eldoret is the low level of funding that does not allow recruitment of an adequate number of lecturers. The shortage may also arise from brain drain as lecturers' seek greener pastures elsewhere; undertake leave of absence, study leave or sabbatical.

### **7. POLICY GUIDELINES**

Part-time teaching is inevitable since it supplements the shortage of full-time staff and hence its cost must be properly rationalized by the guidelines provided. In addition, the quality of teaching, marking and grading must be upheld for the University to achieve its Vision and Mission. This policy gives guidelines for teaching University programmes for both internal and external part-timing.

#### *7.1. Recruitment Process for Part-time Lecturers*

- (a) Only qualified persons according to Senate criteria will be employed as part-time lecturers as follows:
  - (i) Masters degree holder and above for Undergraduate teaching;
  - (ii) PhD holder and above shall normally conduct Postgraduate teaching;
  - (iii) Bachelors degree or above for Diploma teaching;
  - (iv) Higher National Diploma or above for Certificate teaching
  - (v) Must be qualified in the specific area of need.
  - (vi) Must demonstrate ability to use word processing, spreadsheet and presentation software among others, which are required for electronic learning as well as open and distance learning.
  - (vii) Must be ready to participate in training on ODeL access and use

The Head of Department shall be responsible in ensuring that those appointed to teach courses do so in person. In cases where a replacement for a part-time lecturer is inevitable, the Head of Department shall seek approval of the Vice-

Chancellor through the Deputy Vice-Chancellor (ASA) and Dean of the respective School for a replacement.

- (b) Only where a vacancy exists, as shown by workload or where a staff member is on leave of absence, sabbatical or study leave may a part-time lecturer be engaged. A part-time lecturer may also be appointed in cases where there is no specialist to teach the course or topic or where a departmental staff member who could have taught the courses or topic is overloaded according to the workload formula
- (c) Request and appointment of part-time lecturers (both internal and external) shall be done a month before the end of each semester for the following semester. This is to ensure that all courses are matched by teaching staff and to ensure appointment letters are out before a lecturer starts teaching.
- (d) The University shall advertise, recruit, develop and maintain a database of part-timer lecturers centrally for all departments before the start of the academic year.
- (e) The Registrar (Academic) shall process appointments of internal part-time lecturers and desired external part-timers that would have competitively been recruited for appointment by DVC (A&F). The Registrar (Academic) shall ensure that letters of appointment for the part-timer lecturers are issued at least two weeks before the beginning of the semester.
- (f) The following documents from the desired part-time lecturer shall facilitate the appointment:
  - (i) Official University of Eldoret Appointment Request Form duly signed by the Head of Department, curriculum vitae, certified copies of certificates and transcripts, a copy of the identity card or passport;
  - (ii) Departmental timetables, workload and minutes to support the desired appointment.  
*Clauses (i) apply when it is the first appointment, whereas not necessary in subsequent appointment.*
- (g) In the case of undergraduate teaching courses shall normally be mounted or offered, if the programme has a minimum of 20 students registered for the course or the part-time staff shall be paid as per the prorated payment.

- (h) Internal full-time staff shall normally teach three (3) courses regularly per Semester, within the University to qualify to teach two (2) additional courses on part-time. Internal contractual staff shall normally teach a minimum of three (3) courses regularly per Semester, within the University to qualify to teach two (2) additional courses on part-time.
- (i) The external Part-time lecturer shall teach a maximum of four (4) courses per semester.
- (j) Administrators and technicians with the necessary qualification engaged to teach on a part-time basis, shall do so outside working hours.
- (k) Members of senior management of the University comprising of the University Management Board, Deans of Schools and Heads of Department shall normally not engage in part-time teaching for payment to avoid conflict of interest and to provide an avenue for arbitration in case of complaints. However, members of senior management and Directors may teach one course regularly in their department; or one course on a part-time basis in another department if the situation demands and will still qualify to teach one more course on part-time for payment but shall do so after 5.00 p.m. or weekends.

#### *7.2. Minimum Number of Students to be taught on External Part-Time*

- a) At the certificate level, the minimum should be 30 students
- b) At the diploma level, the minimum should be 25 students.
- c) At the undergraduate, the minimum should be 20 students.
- d) Postgraduate Diploma, the minimum should be 15 students
- e) At the masters, the minimum number of students is 8 students.
- f) At the doctorate, the minimum is 4 students, but one student may be taught under University staff development.

However, in cases where student numbers are lower than the numbers stated above, they will be taught by internal lecturers on normal duty arrangement or the lecturer shall be paid pro-rata as per the pro-rata guidelines at the time.

The maximum class size for all online common courses shall be determined by the number allowed by the platform. while the maximum number for face-to-face undergraduate courses will be 200 students for science and 300 for arts courses.for.

#### *7.3. Conditions for Part-Time Teaching*

- a) The internal part-time lecturer must have taught at least three (3) courses per semester or six (6) courses per academic year to qualify for a maximum of two (2) part-time courses per semester. The internal contractual lecturer must have

taught at least three (3) courses per semester or six (6) courses per academic year to qualify for an additional two (2) part-time course per semester.

- b) HoDs must teach two (2) courses per semester to qualify for a maximum of two (2) Part-time courses per semester.
- c) Deans and Directors must teach at least one (1) course per semester to qualify for part-time up to a maximum of two (2) courses.
- d) To teach the number of courses beyond the allowed maximum, the HoD must seek approval from DVC (ASA) through the Dean with justification for the part-time lecturer to teach the extra load. Such approvals may be applicable to schools with third sessions among other reasons.
- e) Teaching a blended or online course accounts for the same portion of a staff member's teaching load credits (TLC) as an in-person or face-to-face course as stipulated in parts a) to e) above.

#### ***7.4. Part-Time Teaching Cost-Cutting Measures by Heads of Departments***

All claims made by part-time lecturers must be on an official claim form, duly signed by the claimant accompanied by a copy of the letter of appointment and the time table duly signed by the Head of Department and the Dean. The claim must be made in the same academic year.

#### ***7.5. Quality Teaching and Grading***

Quality of teaching, marking and grading of students performance will be enhanced through course evaluation by students. Quality of teaching and learning shall be done through an assessment of curriculum and course delivery by students.

#### ***7.6. Research and Scholarship***

Heads of Departments shall be required to encourage academic staff to undertake research and scholarship to keep abreast of the latest developments in their discipline to be current in part-time teaching.

#### ***7.7. Part-Time Rates and Payments***

- (a) Part-time rates will be reviewed by the Senate from time to time and recommendations made to the Council for approval.

- (b) Flat rate payment mode for part-time lecturing shall be adapted to the programme to be taught, regardless of the part-time lecturers' grade and shall apply to both external and internal part-time staff.
- (c) External part-time lecturers shall be appointed on a semester-based contract period.
- (d) Contractual claims for payment should be made per semester upon handing in examination results to the HoD and before the end of the academic year in which the teaching occurred.
- (e) The part-time teaching payment rates for normal classes (face-to-face, blended and online) for the various levels will be within the following range:

***Part Time Teaching Payment Rates for normal classes***

S/NO	Programme	Rate/Hour (Kshs)
1	Certificate	500-1,000
2	Diploma	500-1,500
3	Undergraduate	1000-2,000
4	Post-graduate Diploma	1000-1,700
5	Masters	1500-2,500
6	PhD	1500-2,700

These rates will be implemented based on the approved annual budget by a committee appointed by the Vice-Chancellor.

***Part Time Teaching Prorata Payment Rates***

Programme	No. of Students	Rate/Hour (Ksh)
Diploma	Above 10 students	500
	Between 5-10 students	400
	Below 5 students	200
Degree	Above 10 students	800
	Between 5-10 students	600
	Below 5 students	300
Masters	Above 5 students	1300
	Between 3-5 students	1200
	Below 5 students	600
PhD	3 students	2000
	Below 3 students	800

- (g) Payment of approved rates shall be made upon completion of the course (handing in results and marked scripts to the HoD).
- (h) The part-time staff shall make and submit the part-time claims within the academic year in which the course(s) was/were offered.

- (i) The Head of Department shall be responsible for processing of the part-time payment.
- (j) Taxable rates of payment for part-time lecturing for Certificate, Diploma, Postgraduate Diploma, Undergraduate, Masters and PhD courses for normal classes shall be based on approved rates for both normal classes and those below the quorum.
- (k) Part-time staff teaching an online or blended class will be compensated at the same rate as a face-to-face course.

#### **8. ENGAGEMENT OF POSTGRADUATE STUDENTS IN TEACHING**

University of Eldoret Postgraduate students will be given priority when part-time courses are being assigned. However, the students will be voluntarily assigned one (1) course for professional development before being allocated another course on part-time per semester.

#### **9. TEACHING AND PAYMENT FOR SHORT AND PROFESSIONAL COURSES**

This will be determined and approved by Council from time to time.

#### **10. THE WORKLOAD FOR POSTGRADUATE LECTURING AND SUPERVISION**

For effective and sustenance of a culture of quality in postgraduate teaching, research and supervision:

- (i) Undergraduate and Postgraduate teaching/lecturing workload shall be allocated at the departmental level as per the existing approved work-load policy for both internal and external part-time lecturers; and
- (ii) A supervisor shall supervise a maximum of eight (8) postgraduate students at any one given time, irrespective of whether the student is attending in-person supervision sessions or online research

#### **11. EFFECTIVE DATE**

This policy will be effective from the date it is approved by Council.

#### **12. REVIEW**

This Policy shall be reviewed in intervals of five (5) years or as need arises to ensure its continued application and relevance.

Appendix

RISK MATRIX FOR IMPLEMENTATION OF TEACHING AND LEARNING POLICY

S/N	RISK EVENT	RISK FACTORS	RISK EFFECTS	I	V	IV	MITIGATION MEASURES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	TIMEFRAME
1.	• Double payments	• Omissions in payment book records	• Pilferage and Over-expenditure	5	3	1 5	• Examination and proper record of payment schedules	• Numbers of double payment cases detected in books during audit	• DVC (A&F) • Finance Office	Continuous
2.	• Overpayment of part-time claims	• Calculation errors	• Over-expenditure	5	3	1 5	• Careful scrutiny of claims at all levels (Departments, Schools and finance office	• Number of errors detected in payment schedules	• DVC (ASA) • DVC (A&F) • Finance Office	Continuous
3.	• Engagement of unqualified Part-time lecturers	• False certificates and exaggerated CVs	• Quality teaching and customer satisfaction compromised	4	2	8	• Use of certified academic certificates and other credentials and close scrutiny at all levels	• Student exit rating	• DVC (ASA) • Registrar Academic Quality Assurance Office	Before hiring the staff
4.	• Overload part-time Lecturers hence lack of time for preparation	• Excess allocation of courses driven by desire for money	• Quality teaching and customer satisfaction	4	3	1 2	• Maximum course limits and Teaching workload	• Number of Part-time lecturers overloaded	• DVC (ASA) • Registrar Academic	Before the start of Semester

S/N	RISK EVENT	RISK FACTORS	RISK EFFECTS	I	V	IV	MITIGATION MEASURES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	TIMEFRAME
			affected				matrices verified at all levels	with course units above requisite maximum		
5.	• Delayed payment	<ul style="list-style-type: none"> <li>Lack of appointment letter(s)</li> </ul>	<ul style="list-style-type: none"> <li>Dissatisfaction and loss of qualified part-time staff</li> </ul>	4	3	1 2	<ul style="list-style-type: none"> <li>Requests for part-time lecturers to be made before teaching starts</li> </ul>	<ul style="list-style-type: none"> <li>No of Part time lecturers without appointment letters</li> </ul>	<ul style="list-style-type: none"> <li>DVC (ASA)</li> <li>DVC (A&amp;F)</li> <li>Registrar Academic</li> </ul>	Before start of the Semester
6.	• Part-time lecturers failing to submit marks	<ul style="list-style-type: none"> <li>Un-submitted scripts</li> </ul>	<ul style="list-style-type: none"> <li>Incomplete marks</li> </ul>	4	3	1 2	<ul style="list-style-type: none"> <li>Head of Department ensures the part-time lecturer submits results before a payment claim.</li> </ul>	<ul style="list-style-type: none"> <li>No students missing marks due to un-submitted scripts</li> </ul>	<ul style="list-style-type: none"> <li>DVC (ASA)</li> <li>Registrar Academic</li> </ul>	One month after end of Semester exams
7.	• Non-paid Part-time lecturer claims	<ul style="list-style-type: none"> <li>Students numbers below the minimum requisite numbers</li> </ul>	<ul style="list-style-type: none"> <li>Dissatisfaction and loss of qualified part-time staff</li> </ul>	3	4	1 2	<ul style="list-style-type: none"> <li>Prorated payment schedule applied to such special cases</li> </ul>	<ul style="list-style-type: none"> <li>No of unpaid part time lecturers due to low number of students</li> </ul>	<ul style="list-style-type: none"> <li>DVC (ASA)</li> <li>DVC (A&amp;F)</li> <li>Registrar Academic</li> <li>Finance Office</li> </ul>	Continuous
8.	• Engaging an external part-time lecturer to teach one course unit in a semester	<ul style="list-style-type: none"> <li>Lack of additional course to meet the minimum requirement for engagement of External part-time</li> </ul>	<ul style="list-style-type: none"> <li>Economies of scale compromised</li> </ul>	4	3	1 2	<ul style="list-style-type: none"> <li>Waiver of the condition by approval of senate for special circumstances</li> </ul>	<ul style="list-style-type: none"> <li>Number of deferred course units</li> </ul>	<ul style="list-style-type: none"> <li>DVC (ASA)</li> <li>DVC (A&amp;F)</li> <li>Registrar Academic</li> </ul>	Before start of the Semester

S/N	RISK EVENT	RISK FACTORS	RISK EFFECTS	I	V	IV	MITIGATION MEASURES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	TIMEFRAME
0		Lecturer								

**I = IMPACT, V = VULNERABILITY, IV = IMPACT × VULNERABILITY**

**Extreme (E) High (H) Medium/Moderate (M) Low (L)**