



# KISII UNIVERSITY

## STRATEGIC PLAN

2019-2024



# **KISII UNIVERSITY**



## **STRATEGIC PLAN**

**2019-2024**

**June 2019**

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## **Vision**

A World Class University in the advancement of academic excellence, research and social welfare.

## **Mission**

To train human resource that meets the development needs of the country and the international labour market, sustain the production of quality and relevant research, disseminate knowledge, skills, values and competencies for the advancement of humanity.

## **Core Values**

Professionalism, teamwork, accountability, transparency, responsiveness and integrity.

## **Philosophy**

Creative, scientific, technological and innovative, responsive to social needs and service to humanity.

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## Abbreviations and Acronyms

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>A-in-A</b>	Appropriation in Aid
<b>CLE</b>	Council for Legal Education
<b>CUE</b>	Commission for University Education
<b>DVC (ARSA)</b>	Deputy Vice-Chancellor (Academic, Research and Student Affairs)
<b>DVC (APF)</b>	Deputy Vice-Chancellor (Administration, Planning and Finance)
<b>ICT</b>	Information and Communication Technology
<b>ISO</b>	International Organisation for Standardisation
<b>Kshs.</b>	Kenya Shillings
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NACOSTI</b>	National Council for Science, Technology and Innovation
<b>NRF</b>	National Research Fund
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>SSS</b>	Self Sponsored Students
<b>ST</b>	Science and Technology
<b>STI</b>	Science, Technology and Innovation
<b>SWOT</b>	Strengths, Weakness, Opportunities and Threats



## Foreword



**Dr. Mildred A. Mudany, PhD**

**CHAIRPERSON, KISII UNIVERSITY COUNCIL**

Kisii University has been implementing a ten-year strategic plan, a clear testimony of our growth and development path towards attaining the coveted world-class status. However, according to the 2018/2019 Performance Contracting Guidelines, all ministries, departments and agencies were required to align their strategic plans with Kenya Vision 2030 Third Medium-Term Plan and the Big Four Agenda. In this regard, Kisii University has developed a revised five-year Strategic Plan which covers the period 2019-2024. The Strategic Plan is intended to further strengthen the University's already solid foundation of achievement and in so doing contribute towards driving its agenda of quality teaching, research, innovation and community extension. Its preparation process was a result of participatory consultations, informed consensus and unconditional commitment to the principles of excellence. In view of this, I am confident that our stakeholders will claim ownership of the Plan and support its full implementation.

I am particularly delighted to note that Kisii University is venturing in conducting its core mandates of teaching, research, extension and innovation, in a very professional and efficient manner. This Plan is therefore pro-active, focused on restructuring and mission-driven. Well-grounded on this foundation, the Plan launches six strategic objectives that inform the University's mandate, vision, mission and philosophy. I am indebted to members of the University Council, Management Board and Senate, for their readiness to engage in the inventive exercise of interpreting the key performance indicators and initiating a productive dialogue on the future of Kisii University.

## Preface



**Prof. John S. Akama, PhD**  
**VICE-CHANCELLOR**

As an institution of higher learning, Kisii University has a focal role to play in the achievement of national development goals. The need to review the first strategic plan, 2009-2019, arose from the demand to integrate current national development guidelines as articulated in the Third Medium Term Plan for Kenya Vision 2030, and recently, the Big Four Agenda, into the University's operational framework. This Strategic Plan therefore endeavours to consolidate and institutionalize action plans that the University will pursue to improve quality and efficiency in the provision of higher education. The plan covers a five-year timeframe, and will among other issues, assist the University to improve its performance by targeting and allocating resources in high priority areas. It will similarly provide a framework for teamwork in order to achieve a competitive advantage in an increasingly globalized world. Effective implementation of this Strategic Plan is equally expected to provide the necessary framework for management, teamwork and development of institutional structures that will enhance strategy implementation.

Last but not least, I am grateful for the time and commitment that members of staff who participated in various strategic planning meetings at departmental/School levels have dedicated to this process. I am also grateful for the support and input provided by the University Council towards transforming the University to a world-class institution. On behalf of the University Management Board, we look forward with confidence to the realization of strategic objectives and key performance indicators that we have set out in this Second Strategic Plan.

## Executive Summary

Kisii University has been implementing a ten-year Strategic Plan, whose implementation elapsed in June 2019, hence the need to prepare a new and more focused five-year plan, 2019-2024. This is in line with the national and international development pronouncements such as the Vision 2030 Medium Term III, the “Big Four Agenda” and the Sustainable Development Goals. The revised Plan undertook a situational analysis that accounted for the key milestones in the implementation of the 2009-2019 Strategic Plan, along with key challenges experienced in its implementation. From this background, a detailed environmental scan that covers SWOT, PESTEL and stakeholder analyses were undertaken. A strategic model is further presented to address the University’s core mandate. The Plan is consequently anchored on six strategic objectives that include: to produce skilled and competent human resource; generate and disseminate knowledge; provide technological solutions to the community and industry; establish, network and strengthen partnerships with strategic institutions; establish and maintain infrastructure and services, and improve financial sustainability.

The Plan thereafter presents an implementation and coordination framework depicting governance and administrative structure that will guide the University’s operations. Projected estimates show that the University will, on average require Kshs 507 million per year to actualize implementation of the six strategic objectives over the five year period, where much of the budgetary allocation will cater for the fifth strategic objective, to establish and maintain infrastructure and services, accounting for 70% of the proposed budget allocation. However, from projections undertaken, it is manifest that existing revenue streams will not adequately fund the Plan. Thus, for a successful implementation, the University will identify alternative sources of income to bridge the anticipated budgetary shortfalls. Implementation framework will be driven through annual work plans, recasting the activities identified for implementation. Monitoring and evaluation shall be based on measurable targets and will be undertaken on a quarterly basis. The Plan will be evaluated internally after half cycle and externally at its full cycle of implementation to gauge the extent of its success.



# Chapter

# 1

## INTRODUCTION

# CHAPTER 1: INTRODUCTION

## 1.1 Overview

This chapter gives an account of the historical background of the Kisii University. It as well presents the core mandate of the University as per its Charter and thereafter highlights the role that the University anticipates to play towards addressing the emerging issues at the international and national development fronts, with a specific reference to the Vision 2030, the Big Four Agenda and Sustainable Development Goals (SDGs). It caps by presenting a comprehensive methodology that was adopted in preparing the Strategic Plan.

## 1.2 Background

Kisii University was founded in 1965 as a Primary Teachers' Training College on 61 acres of land under the sponsorship of the Kenya and British Governments. The College was in 1966 temporarily moved to Kabianga Agricultural Training College in Kericho, and continued up to 1983 when it was upgraded to a Secondary Teachers' College to offer Diploma programmes. Over the years, the College trained many teachers who got posted to primary schools in different parts of the country. Many of the teachers rose to ranks of head teachers and others got promotions to work in various educational institutions.

The Government of Kenya mandated Egerton University to take over the College as its campus in 1994. In 1999, the Faculty of Commerce established Bachelor of Business and Management as its first-degree programme within the Campus to run alongside Post Graduate Diploma in Education, which was phased out in 2001. On 23<sup>rd</sup> August 2007, Kisii University College was established as a Constituent College of Egerton University.

Finally, the College was on 6<sup>th</sup> February 2013, awarded a Charter to become the 13<sup>th</sup> public university in Kenya. The University's Main Campus is situated in a scenic and congenial environment which is ideal for academic pursuit. It is located approximately 2 km from Kisii Town Centre, off the Kisii – Kilgoris Road. Since being elevated to a University, the institution has expanded rapidly in terms of academic programmes, research output, extension services, student enrolment and staff establishment.

### 1.3 Aims of Kisii University

The aims of Kisii University, according to its Charter, are to:

- a) Produce competent and high-quality graduates in line with the mandate of the University;
- b) Generate appropriate knowledge, skills, competencies, and innovation outputs that impact on the national development goals and social welfare; and,
- c) Produce, transfer and disseminate appropriate technology for the benefit of the University, industry and society in general.

### 1.4 Role of Kisii University in National Development Agenda

The long-term objective of the Government of Kenya is the realization of universal access to basic education and training. The development of a competent human resource is also central to the attainment of national goals for industrial development. Through this, the sector will provide the requisite skills for steering the country towards realizing the achievements of national priorities. The following sub-sections present the role that the University will play towards the realization of national development priorities through implementation of this Strategic Plan. The sub-section culminates by illuminating key justifications necessitating preparation of a new Strategic Plan, 2019-2024.

#### a) Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a collection of 17 goals set by the United Nations in 2015 to cover social and economic development issues, including poverty, hunger, health, quality education, climate change, gender equality, water, sanitation, energy, urbanization, environment and social justice. Goal four (4) has set a target that by 2030, countries should ensure that all learners acquire the knowledge and skills needed to promote sustainable development. In tandem with its mandate, Kisii University will realign its strategies by focusing on delivering quality teaching, research, extension and innovation that would have a global impact because one of the attributes of world-class universities is renowned reputation in academic excellence and innovation.

## **b) Kenya Vision 2030**

Kenya's quest towards prosperity, according to Vision 2030, requires building a just and cohesive society that enjoys equitable social development in a clean and secure environment. This underpins the basis for transformation in key social sectors, with attention to higher education. Along these lines, Kisii University ought to complement the Government's efforts by training human resource through the promotion of equity in access to quality education. The University has therefore reviewed its 10-year Strategic Plan to a more focused 5-year Strategic Plan (2019-2024) with the intention of aligning its vision and mission with the Vision 2030 Third Medium Term Plan, whose implementation scope traditionally covers a time frame of five (5) years.

## **c) The Big Four Agenda**

In an effort to address the nexus between accelerated national economic planning and attainment of Vision 2030, the Government of Kenya introduced "The Big Four Agenda", initiated on 12<sup>th</sup> December 2017, by President Uhuru Kenyatta to realign the country's development framework for the period 2018 - 2022. The Agenda focuses on key tenets that are critical in uplifting the standard of living of Kenyans towards the path of becoming an upper middle-income country by the year 2030.

The central focus is on affordable and decent housing; affordable health care; employment creation through manufacturing and food security. Through implementation, the strategy is expected to bolster strong, inclusive economic growth. In order to fast track implementation, the Government, through 2018/2019 Performance Contracting Guidelines, expected all public institutions to review their strategic plans and align them with the Big Four Agenda.

In this regard, Kisii University commits to realign its objectives towards addressing these national development agenda as advanced by the National Government. The University, while reviewing its academic programmes and key policies, will specifically ensure that the curricula and such policies are deliberately designed to address the Big Four Agenda. The same will apply to research, conferences and community outreach programmes conducted by the University.

## 1.5 Methodology for Developing the Strategic Plan

This Strategic Plan has been prepared pursuant to the Kisii University Charter, 2013 which outlines the statutory objects of Kisii University. The planning process was participatory and specifically involved the following:

- a) The appointment of the Strategic Planning Committee by the Vice Chancellor to coordinate the planning process (**Appendix II**) and reviewing relevant literature that included but not limited to Strategic Plans developed by other Universities and Government departments, in addition to the Government of Kenya publications.
- b) Consultation with internal and external stakeholders. Internal stakeholders included members of staff and students. This was attained through departmental meetings where members of staff were given an opportunity to suggest the strategic issues that the revised Strategic Plan should address. Consultation with external stakeholders targeted key institutions such as the county governments where the University has campuses (Migori, West Pokot, Uasin Gishu, Kericho and Kisii), Commission for University Education (CUE); Ministry of Education; National Treasury, and Public Procurement Regulatory Authority (PPRA), Higher Education Loans Board (HELB) and National Council for Science, Technology and Innovation (NACOSTI). This was capped by the determination of strategic direction where the strategic objectives were formulated. The end result was the formulation of strategies to address the identified strengths or opportunities, or mitigate against weaknesses and threats, including risks and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analyses.
- c) Designing an implementation strategy through an action plan where strategic objectives were linked to Key Performance Indicators. The action plan further outlined the responsibility for implementing each target and time frame for executing each activity. The resource requirement for implementing the Strategic Plan was determined by the Strategic Planning Committee in reference to proposals submitted to it by stakeholder departments.
- d) Presentation of Draft Strategic Plan to the University Management Board and the University Council for approval.





# Chapter

2

## SITUATIONAL ANALYSIS

## CHAPTER 2: SITUATIONAL ANALYSIS

### 2.1 Overview

Kisii University undertook a comprehensive situational analysis that highlighted the success in the implementation of the 2009-2019 Strategic Plan along with key challenges experienced in its implementation. Situational analysis afterwards provided the rationale for preparing the revised 2019-2024 Strategic Plan and concluded by presenting an environmental scan that covered: SWOT, PESTEL and stakeholder analyses. Situational analysis concluded by taking stock of the University's resources and capacity at the onset of the planning period (2019), as a result providing a broad-based framework and sense of direction for projecting towards the desired planning horizon of 2024.

### 2.2 Objectives of the 2009-2019 Strategic Plan

The first Strategic Plan was anchored on key strategic issues that were likely to affect the then University College's present and future operations, out of which the following 10 strategic objectives were formulated to provide a framework for planning, development and policy formulation for a period of 10 years:

- a) To develop quality academic programmes and teaching pedagogy.
- b) To attract, develop and retain highly motivated staff.
- c) To establish and maintain learning facilities, infrastructure and facilities.
- d) To increase the revenue base.
- e) To cultivate and maintain an improved positive corporate image.
- f) To establish, network and strengthen partnerships with relevant institutions.
- g) To promote and participate in research, consultancy, dissemination of knowledge, skills and competency development.
- h) To produce graduates who are competent, sociable and who can integrate well with members of the society.
- i) To provide a framework for addressing HIV and AIDS.

The objectives were translated into tangible action plans where each strategy was linked with an activity as a means of realising a strategic objective. The Plan envisioned to guide the University College for a period of great impact towards attaining its overarching vision of a world-class university.

### **2.3 Milestones/Key Achievements of the 2009-2019 Strategic Plan**

It is important to evaluate the achievements realised by Kisii University from the implementation of the first Strategic Plan. This will form the basis for developing a new five-year strategic plan which is more focused towards addressing the institution's overarching vision. The following subsections, therefore, give an account of the achievements realized from the first strategic planning period.

#### **a) Expansion of Accredited Academic Programmes**

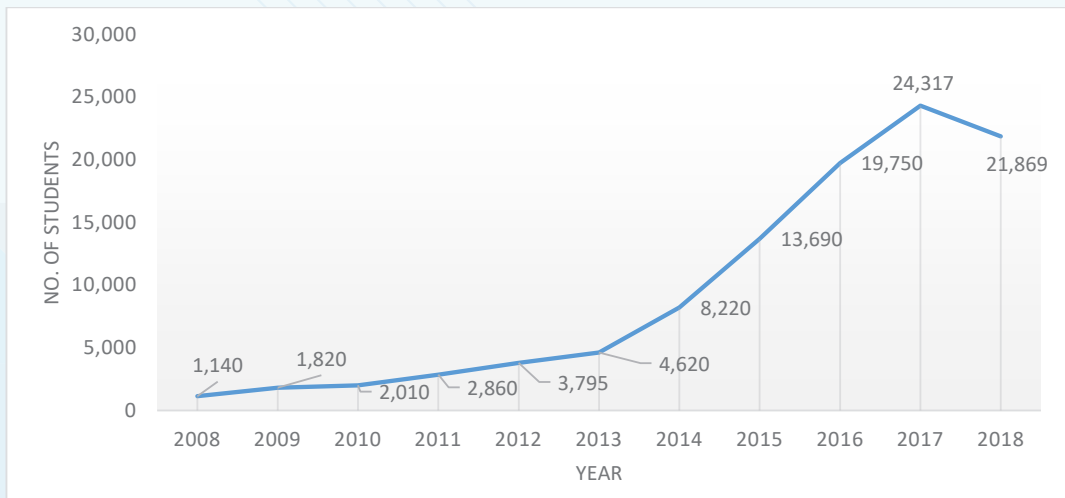
The central focus of Kisii University in 2009 was to increase access to quality education in line with Vision 2030. Notably, when elevated to a University College status in 2007, the University had only one Faculty (Commerce) offering one academic programme with less than 400 students. It was therefore apparent that there was a need to expand the existing capacity towards admitting more students. On account of this strategic issue, the University embarked on developing new Faculties, Schools, Institutes, Campuses and physical infrastructure, aimed at increasing student enrolment from diploma to PhD. The following Schools/Faculties/Institutes were consequently introduced:

- a) School of Health Sciences;
- b) School of Law;
- c) School of Pure and Applied Sciences;
- d) Faculty of Information Science and Technology;
- e) Faculty of Arts and Social Sciences;
- f) Faculty Education and Human Resource Development;
- g) Faculty of Agriculture and Natural Resource Management.
- h) Institute of Gender and Development Studies; and
- i) Institute of Peace and Conflict Studies.

Academic departments were also increased from one (1) in 2007 to 37 by 2018, across all Faculties and Schools. The University currently offers 207 academic programmes comprising diploma, Bachelors, Masters and PhD respectively. All the programmes are fully accredited by CUE. It is also important to state that Kisii University is among the very few universities in Kenya whose Bachelor of Laws (LLB) degree programme is fully accredited by the Council of Legal Education (CLE), and currently the only institution authorised to offer legal education in the entire Western Kenya region. Moreover, other professional academic programmes that have been fully accredited by relevant regulatory bodies include Bachelor of Science in Clinical Medicine, Bachelor of Science in Public Health, and Bachelor of Science in Nursing.

#### **b) Increase in Students Enrolment and Access to Higher Education**

Related to the expansion of academic programmes, Kisii University had less than 400 students in 2007 upon being upgraded as a Constituent College of Egerton University. The rapid growth of the student population was therefore identified as one of the strategic issues towards increasing access to higher education. By August 2018, the University had a student population of more than 20,000 compared to 400 in 2007, as demonstrated in Figure 1. Through these initiatives, the University is currently playing a crucial role in complementing the National Government's policy initiative on human resource development, a strategy for attaining Vision 2030 as well as the "Big Four Agenda".



**Figure 1: Trends in Students' Enrolment, 2008-2018**

The observed decline in students' enrolment from 2017 is attributable to recent reforms in the education sector where all KCSE candidates with a mean grade of C+ got direct university admissions, an issue that needs to be timely addressed. Kisii University has so far held six graduations with 22,038 students graduating since 2018, a clear indication of a commitment to its mission. Needless to say, most of the alumni are already making their impact felt in the job market and society at large. The data depicting trends for the past graduations at the University between 2013 and 2018 are presented in Table 1:

**Table 1: Graduation Statistics, for 2013 to 2018 Congregations**

Programme	2013	2014	2015	2016	2017	2018	Total
Doctorate	-	-	-	-	09	05	14
Masters	72	89	124	80	103	63	468
Bachelors	984	1,710	2,634	2,209	3,333	4,009	10,870
Diploma	522	626	660	1,174	2,111	1,443	5,093
<b>Totals</b>	<b>1,578</b>	<b>2,420</b>	<b>3,418</b>	<b>3,463</b>	<b>5,556</b>	<b>5,603</b>	<b>22,038</b>

In order to improve access to higher education, 14 campuses were established between 2010 and 2015: Kericho, Kapenguria, Eldama Ravine, Kabarnet, Eldoret, Migori, Kisumu, Nyamira, Ogembo, Keroka, Kitale, Nairobi, Isebania and Kehancha. However, during the strategic planning period, nine (9) campuses were closed in line with the policy on cost reduction as advised by the University Management Board.

### c) Infrastructure Development

Kisii University adopted limited building infrastructure of the former Kisii Campus of Egerton University. Some of these included office block, student hostels and a small tuition block. The College had also no library or science laboratories. The infrastructure was insufficient for teaching, learning and research. As such, the first University Council and University Management Board developed a comprehensive Master Plan for guiding the development of new buildings. At present, a number of buildings in the Master Plan are at various stages of development, whereas some have been completed (Table 2):

**Table 2: Status of Development Projects (2008-2019)**

Project	Status	Year Completed
ICT Learning and Business Centre (Phase 1)	Ongoing, at 34%	Ongoing
Lecture theatre	Ongoing, at 15%	Ongoing
Sakagwa Academic Block Phase 2	Construction is ongoing. Progress 65%	Ongoing
Two blocks of lecture halls complex (Science Complex)	Completed and handed over	2010
Two hostel blocks	Completed and handed over	2010
One office block	Completed and handed over	2010
School of Law Complex	Completed and handed over	2014
Drilling of two boreholes at Main Campus	Completed and handed over	2015
Faculty of Agriculture Complex	Completed and handed over	2016
Sakagwa Academic Block Phase 1	Phase 1 completed and handed over. The block has 200 offices for academic staff	2016
Extension of students' Catering Unit	Completed and handed over	2016

Project	Status	Year Completed
Construction of University Main Gate	Completed and handed over	2016
Cabro paving road networks within the Main Campus	Phase 1 completed and handed over	2017
Chancellors Graduation and Sports Pavilion	Completed and handed over	2018

Further, when upgraded to a Constituent College in 2007, the University had 25 hectares of land at the Main Campus. In the realization that this was inadequate for development, the institution lobbied and was allocated the following parcels of land through donations by the Nyamira and Kisii County Governments:

**Table 3: Land Donated to the University**

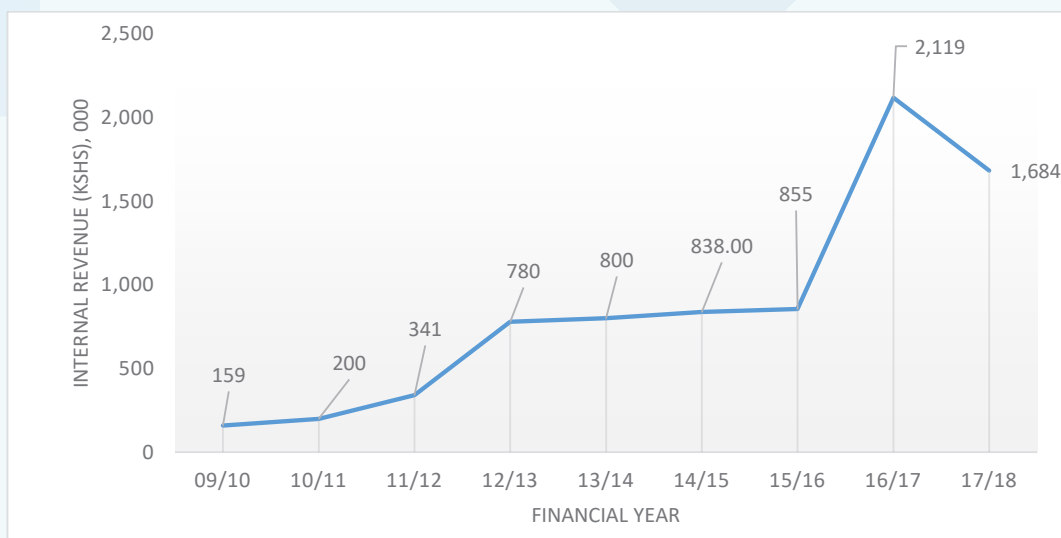
Year	Land Title No.	Location	Proposed Use	Size (ha)
2010	Nyaribari Chache/Keumbu /1028	Nyosia, Kisii County	Establishment of the School of Agriculture and Natural Resource Management and Large scale commercial farming	25
2011	South Mugirango/Nyataaro/2359	Nyangweta, Kisii County	Research Centre in Agriculture and Natural Resources	24
2011	North Mugirango/Boisanga/4942	Ekerenyo, Nyamira County	Research Station on Community Outreach and Development	6
<b>Total</b>				<b>55</b>

The University in 2018 was additionally allocated 81 hectares of land by the County Government of Kisii in Nyanturago. The process of acquiring the title deed is at an advanced stage. Upon formal acquisition, the land shall be used to establish a Centre for Research on Forestry and Environmental Conservation.

#### d) **Internal Revenue Generation**

As regards revenue generation, at the onset of the first strategic planning period in 2009, the University's sustainability depended on an adequate and reliable revenue stream, a strategy for supporting the expansion of teaching, research, community extension and infrastructure development.

During the same period (2009/2010 financial year), the University generated Kshs. 158,960,000 which was not sufficient to support the implementation of the core mandate. A resource mobilization strategy that included aggressive marketing was therefore initiated, leading to improvement in revenue generation to Kshs 2.1 billion by 2016/2017 financial year as demonstrated in Figure 2. While a significant increase in revenue between 2013/2014 and 2016/2017 was attributed to establishing and running of new campuses, the comparative decline between 2016/2017 and 2017/2018 financial years is accounted for by the closure of some satellite campuses owing to a reduction in student enrolment.



**Figure 2: Trends in Revenue Generation, 2009/2010-2017/2018**

### e) Collaborations, Research and Community Extension Services

Collaborations, community extension and research have always been at the core of the University’s operations since its inception as a Constituent College. So far, Kisii University has established Memoranda of Understanding (MOU) on research with international and local institutions as hereunder:



## **i) Collaborations**

### ***Collaborations with International Universities (2011-2016)***

- Nanchang University, China, 2011.
- Mzuzu University - Malawi, 2011.
- Helsinki Metropolitan University of Applied Sciences – Finland, 2012.
- East Tennessee State University, USA, 2012.
- General Agreement for academic cooperation (MOU) with the University of Guelph, 2013.
- Northampton University, UK, 2013.
- Apollo Hospital Management Board, New Delhi, India, 2014.
- University of Minnesota, USA, 2014.
- Bowling Green State University. MOU signed on 14<sup>th</sup> August 2014.
- Linkoping University, Sweden. MOU 4<sup>th</sup> December 2014.
- The Open University of Tanzania (OUT). MOU signed on 18<sup>th</sup> February 2015.
- Texas State University. MOU signed on 26<sup>th</sup> July 2016.
- Jingdezhen University. MOU signed on 24<sup>th</sup> October 2016.

### ***Collaborations with Local Research Institutes (2012-2014)***

- Kenya Industrial Research and Development Institute (KIRDI), 2012.
- Kenya Forest Research Institute (KEFRI), 2012.
- Kenya Sugar Research Foundation (KESREF), 2012.
- Kisii Level 5 Hospital, 2012.
- Program for Appropriate Technology (PATH) and AIDS Population Health and Integrated Assistance (APHIAPLUS) Health Service Delivery Project Zone 2, Western and Nyanza Provinces, 2012.
- Kenya Marine Fisheries Research Institute (KEMFRI), 2014.

### ***Other Collaborations (2013-2015)***

- International Center for Research in Sustainable Development (ICRSD) and Agua Inc.Global (AGAIN). Signed on 25<sup>th</sup> October 2013.
- Medanta Hospital and Kisii Teaching and Referral Hospital. MOU signed on 21<sup>st</sup> June 2014.
- Dr.B.L.Kapur Memorial Hospital and Kisii Teaching and Referral Hospital. MOU signed on 17<sup>th</sup> June 2014.
- University and Green Acres Rabbitry Limited. MOU signed on 3<sup>rd</sup> August 2012
- ESRI Eastern Africa (ESRI EA).MOU signed on 20<sup>th</sup> June 2016.
- HawkHill Holdings Limited. MOU signed on 23<sup>rd</sup> September 2015.
- Indian Institute of Foreign Trade, India. MOU signed on 9<sup>th</sup> June 2015.
- Friends of Biodiversity for Collaboration in Training, Research and Community Service. MOU signed on 15<sup>th</sup> April 2015.

### **ii) Research (2010-2018)**

The University organized the following international research workshops/conferences towards disseminating the research findings:

- Kisii University Indigenous Knowledge Systems Conference, 2016, 2<sup>th</sup>-15<sup>th</sup> July 2016. The Conference was a comprehensive multi-disciplinary review of Indigenous Knowledge Systems.
- 1st Annual Multidisciplinary International Conference, 20<sup>th</sup> -22<sup>nd</sup> June 2017. The conference brought to the academic and general public various research activities and innovations that have been developed by various researchers in achieving the SDGs.
- Inaugural international Lake Region Health Investment Conference, 29<sup>th</sup> – 30<sup>th</sup> March 2017. The conference was held in partnership with 13 counties in the Lake Region Economic Bloc (LREB) with the theme of strengthening health systems through partnership for socio-economic prosperity.

To complement the above conferences, over 40 public lectures were organised as a strategy for further disseminating research findings. As the case of community extension, research is alike at the University's core mandate. Research discovers, elucidates and evaluates new knowledge, ideas and technologies essential towards driving the future of society and humanity. Without research, the relevant and modern curriculum cannot be effectually delivered. In view of this, Kisii University's research agenda was conceptualised to offer pragmatic solutions towards addressing recurring socio-economic development issues. To accomplish this, research grants were attracted from various sources with the aim of enhancing international rating. Some of these include:

- a) National Research Fund cumulatively amounting to Kshs. 9,218,194.00 where 20 students spread across all Faculties have benefited.
- b) AUTHORAID/INASP amounting to Kshs. 500,000.
- c) USDA, United States Department of Agriculture, amounting to Kshs. 400,000.
- d) AstraZeneca to the tune of Kshs. 500,000.
- e) International Foundation for Science amounting to Kshs. 1,204,920.
- f) DAAD Scholarships of Kshs. 7,188,000 tenable to PhD and masters students.
- g) African Development Bank (ADB) amounting to Kshs. 8,371,000 in favour of PhD and masters students.
- h) European Union that funded masters students at Kshs. 5, 469,367.

Apart from externally sourced research grants, Kisii University awarded competitive internal research grants at the tune of Kshs. 8,469,250 towards supporting research undertaken by academic staff. To date, 37 academic staff have benefited from this initiative. A summary of publications and research projects (internal and external) funded since 2010 is presented in Table 4.

**Table 4: Publications and Research Projects funded, 2010-2018**

Year	No. of Publications in peer-reviewed journals	No. of Research Projects Funded		
		Internally	Externally	Total
2010/2011	4	1	-	1
2011/2012	11	3	1	4
2012/2013	24	2	5	7
2013/2014	27	5	1	6
2014/2015	45	19	8	27
2015/2016	48	7	6	13
2016/2017	50	-	14	14
2017/2018	81	-	3	3

Based on the number of academic staff, Information presented in Table 4 suggests that the University should target to increase research output in order to improve its national and international ranking in addition to positively impacting on community development.

### iii) Community Extension Services

With respect to extension services, Kisii University has progressively undertaken various activities and programmes towards enhancing participatory community development through skills transfer and knowledge management between 2009 and 2018. These include:

- Training workshops on Orange Flesh Sweet Potato (OFSP) to women farmer groups in Kisii and Nyamira Counties.
- Conducting continuous Artificial Insemination (AI) services to local dairy farmers.
- Training farmers in effective seed production, multiplication and cultivation techniques, including contemporary aquatic farming systems.
- Established a 1/8 acre chilli pepper experimental plot currently used for community demonstration exercise on chilli pepper farming on Nyosia Farm.
- Conducting soapstone empowerment training to carvers in Kisii County.
- Holding banana platform meetings on analysis of banana value chain to farmers in Kisii County.

- Conducting leadership and proposal development workshops of the Agricultural Sector Development Programme (ASDSP) for Nyamira County.

#### f) **Staff Establishment**

As at the onset of the first strategic planning period, Kisii University had 158 staff spread across faculties, departments, sections and satellite campuses. Out of this, only 10 were full-time academic staff. The rest, 148, comprised administrative and support staff. However, by 2018, the total number of staff had increased to 1138, with academic staff now accounting for 19% of the total staff establishment at the University as indicated in Table 5:

**Table 5: Trends in Staff Establishment, 2009-2018**

Financial Year	Staff Category		Total
	Academic	Administrative	
2008/2009	10	148	158
2009/2010	22	307	329
2010/2011	52	427	479
2011/2012	59	513	572
2012/2013	100	597	697
2013/2014	133	628	761
2014/2015	187	1047	1234
2015/2016	235	1166	1401
2016/2017	241	1171	1412
2017/2018	259	879	1138

Suffice it to say that for the University to realise its vision, the number of staff must be increased to optimal levels, with a particular reference to academic staff who steers the core mandates of teaching, research, extension and innovation.

#### g) **Policy Formulation, Performance Management and Quality Assurance**

Regarding administrative policies and performance management, a number of policy documents critical to the institution in realizing its vision have been developed since 2013. These include:

- Disability Mainstreaming Policy, 2009
- Kisii University Statutes, 2013

- Staff Training Policy, 2013
- Gender Mainstreaming Policy, 2014
- Fee Payment Policy, 2015
- Human Resource Manual, 2015
- Alcohol and Substance Abuse Policy, 2015
- Anti-Corruption Policy, 2015
- Code of Conduct and Ethics, 2015
- Research and Extension Policy, 2016
- Collaboration and Partnership Policy, 2016
- Academic Integrity Policy, 2016
- Library Policy, 2016
- Institutional Repository Policy, 2016
- Campus Establishment Policy, 2016
- ICT Policy, 2016

The above policies are at various stages of implementation.

Turning to performance management, performance contracting has proven to be a success story for the Kisii University since 2009. In 2010/2011 financial year, the University was ranked 10 out of 178 state corporations and recognized by the former President Mwai Kibaki as one of the top performing public institutions in Kenya. Internally, performance contracts are annually cascaded from the University Council to Deans and Heads of Departments. This has helped in streamlining the implementation of Annual Work Plans. In relation to Quality Management System (QMS), Kisii University attained ISO 9001:2008 certification on 4<sup>th</sup> October 2013, after its QMS, was independently audited by an external certification body, SGS Limited, and found to meet international standards. The external certification audit confirmed that the University's mandate of teaching, research and extension were of quality, and can be benchmarked with international best practices within the higher education

sector. The certification also affirmed the University’s credentials in quality service provision and complemented the Charter, which was granted by the President of the Republic of Kenya on 6<sup>th</sup> February 2013. The University in the process of transiting to the ISO 9001:2015 International Standard.

## 2.4 Key Challenges in Implementing the 2009-2019 Strategic Plan

Despite the stated achievements, Kisii University continues to face numerous challenges, which, if not addressed, might make the institution not attain its overarching vision. These challenges are highlighted below:

### a) Underfunding of Development Expenditure by the Government

Since 2008/2009 when the University received the first budgetary allocation from the Government, consequent yearly allocations from 2012/2013 have witnessed unpredictable variations. For example, although the University requested KShs. 3,458,781,000 in 2013/2014 financial year when upgraded to a fully-fledged public university, it received a paltry KShs. 118,800,000 (3.41% of request) (Table 6).

**Table 6: Trends on Development Budget, 2008/2009-2018/2019**

Financial Year	Requested Budget (Kshs)	Amount Allocated by Government (Kshs)	% of Requested Budget
2009/2010	1,853,000,000	160,000,000	8.63
2010/2011	2,296,144,000	200,000,000	8.72
2011/2012	2,949,000,000	250,000,000	8.48
2012/2013	3,450,281,000	230,000,000	6.67
2013/2014	3,458,781,000	118,800,000	3.41
2014/2015	3,466,807,866	117,360,000	3.76
2015/2016	4,048,035,000	174,360,000	4.29
2016/2017	4,044,307,000	279,846,000	6.89
2017/2018	4,044,307,000	66,000,000	0.14
2018/2019	2,295,534,365	500,418,000	21.80

As Table 6 further demonstrates, the challenge has continued to date. As a case in point, in 2017/2018 financial year, only Kshs. 299,921,143 were approved. Though the University proceeded and readjusted its budget so as

to fit within the allocation, it received a circular from the National Treasury in May 2018, indicating that the budgetary allocation had been reduced to Kshs. 66,000,000 (0.14% of the requested budget). Over the years, trends in low budgetary allocation have progressively limited the capacity to complete ongoing development projects, such as ICT Learning and Business Centre and Lecture Theatres. These projects were conceptualised to be completed within a time frame of five (5) years upon their inception in 2009. Inadequate funding further prohibited the University from initiating other proposed development projects in the Master Plan such as administration block and student centers.

#### b) **Underfunding of Recurrent Expenditure by the Government**

As in the case of development expenditure, underfunding of recurrent expenditure by the Government has correspondingly impacted negatively on the University's operations. For instance, in the 2009/2010 financial year, the University made a proposal of Kshs. 707,307,479 to the National Treasury. However, only Kshs. 123,055,528 were approved, representing 17% of the requests (Table 7).

**Table 7: Trends on Recurrent Budget, 2009/2010-2018/2019**

Year	Requested Budget (Kshs)	Government Allocation (Kshs)	% of Requested Budget
2009/2010	707,307,479	123,055,528	17
2010/2011	1,111,180,000	248,000,000	22
2011/2012	1,129,860,806	288,000,000	26
2012/2013	1,232,599,836	388,000,000	32
2013/2014	1,369,976,730	491,166,500	36
2014/2015	1,532,553,444	819,496,500	55
2015/2016	2,038,713,000	958,497,000	47
2016/2017	4,516,468,000	924,497,000	20
2017/2018	4,516,468,000	986,163,685	22
2018/2019	3,270,529,435	1,010,616,000	31

Recurrent allocations granted range between 20% and 55% of the University's budget request. Noticeably, this is not sustainable. On account of this, the University has not been able to recruit additional academic staff as per approved staff establishment, consequently intensely relying on part-time lecturers.



### c) **Decline in Internally Generated Revenue from Self-Sponsored Students**

As a result of underfunding by the Government, Kisii University was largely dependent on revenue generated from fees paid by students, particularly from self-sponsored students (SSS), to meet some of its obligations, with a particular reference to the funding of recurrent and development expenditures. However, with the new strategy change within the education sector where all students with a mean grade of C+ are now directly admitted as the Government sponsored students to public and private universities, most universities in Kenya, Kisii University not being an exception, have witnessed a significant decline in the enrolment of SSS. This shift in strategy at the national level has significantly reduced the University's income, hence affecting key operations (see Figure 2).

### d) **Industrial Strikes/Unrest by Staff**

Kisii University has over the years witnessed problems occasioned by industrial strikes by respective staff unions, with a root cause of either lack of implementing the negotiated Collective Bargain Agreements (CBAs) or failure to negotiate new CBAs. This has always contributed to the disruption of the academic calendar along with the implementation of the University's Annual Work Plan and performance contracting targets.

## **2.5 Rationale for Preparing 2019 – 2024 Strategic Plan**

It is evident that Kisii University realized several milestones in the implementation of the 2009-2019 Strategic Plan. Nevertheless, in view of internal and external factors that have in the past impacted on the University's operations, the University Council and Management Board deemed it necessary to review the Plan in an attempt to address the emerging challenges that may have hindered the full realization of its strategic objectives. The following gives an account of the key factors that have warranted preparation of the current Strategic Plan:

### **2.5.1 Internal Factors**

- a) Upgrade of Kisii University College in 2013 to a fully-fledged public university through the award of the charter and subsequent development of the Kisii University Statutes (2013) has significantly restructured the University both in terms of administrative and academic functionalities. The status of a

fully-fledged public University has further prompted the rebranding of the institution so that it can favourably compete with other institutions of higher learning.

- b) A decline in the revenue stream, elicited by the corresponding drop in enrolment of SSS, which has moreover been heightened by a progressive annual reduction in funding by the Exchequer. There is, therefore, a need for the University to appropriately address this emerging strategic issue of financial sustainability.
- c) The need to contain increasing operational costs to ensure the University remains financially viable.

### **2.5.2 External Factors**

The following changes in policy and legislative agenda have also presented external factors that have prompted the preparation of this Strategic Plan.

- a) Enactment of the Universities Act (2012) and Universities Amendment Act (2016) that repealed the former individual Acts of public universities. The Act not only empowers CUE to regulate and charter universities but equally resulted in the restructuring of the governance structures in public universities, especially on accreditation of programmes.
- b) Implementation of the Universities Regulations (2014) through Legal Notice 76 that provides for requirements such as institutional quality audits; collaboration; establishment of campuses colleges and launch of academic programmes.
- c) Introduction of the Universities Standards and Guidelines (2014) by CUE which addresses key thematic areas of quality assurance that universities need to focus on. The Guidelines require all universities to articulate their governance and management structures as per the Universities Act of 2012, in addition to demonstrating evidence of long and medium-term plans towards ensuring sustainability, among other requirements.

- d) The Constitution of Kenya, 2010, entrenched decentralised system of governance through the transfer of powers to the 47 county governments. This offered citizens a chance to exercise their sovereign power to meaningfully participate and play an oversight role in the governance process. The transitional process has therefore been made a success through the enactment of laws to operationalize devolution and further ensure that there is equity in economic development. Kisii University should, therefore, develop long-term strategies to ensure that it actively participates in the devolution process. As such, the University should proactively engage in collaborative agreements with County Governments towards promoting devolution through research, extension and innovative initiatives. Consequently, the University needs to realign its strategic plan to enable it proactively initiate innovative research, partnerships and community development that are responsive to the County Governments' local economic development priorities as articulated in their respective Intergraded Development Plans. The University as well need to reposition itself towards addressing opportunities related to devolution such as the emergence of regional economic blocks.
- e) The first strategic plan (2009-2019) was prepared when the institution was a Constituent College. In view of several changes that Kisii University has undergone over time, the institution needs to rebrand and repackage itself as a destination of choice in innovative teaching, research and extension, by timely reviewing its strategic and vision plan. This will provide the University with a clear platform for setting itself apart from key competitors in the higher education sector, in addition to reflecting on new goals, products and innovations with an impact on society's needs.

**Note** – While the internal factors represent inner strengths and weaknesses that the University exhibits, and includes those factors over which the University has some degree of control; the external factors on the other hand denote outside influences that the University has no control over, and may therefore adversely impact its operations.

## 2.6 Environmental Scan

### 2.6.1 SWOT Analysis

Based on the challenges faced in the implementation of the 2009-2019 Strategic Plan as well as the rationale for preparing the 2019-2024 Strategic Plan, the University undertook the following Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis that was envisaged to potentially characterise and condition its operations within the next five years of strategic planning period.

**Table 8: Summary of SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Competitive and fully accredited academic programmes</li> <li>• Highly trained and competent academic and administrative staff</li> <li>• High potential land within the Kisii Highlands capable of sustaining research leading to high agricultural production</li> <li>• Ease of access through Nairobi-Kisumu transportation corridor</li> <li>• A scenic environment conducive for teaching learning and research</li> <li>• Location within one of the rapidly growing urban areas in Kenya.</li> <li>• Adequate land for expanding infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate physical infrastructure such as lecture rooms and staff offices.</li> <li>• Unreliable supply of electricity and water.</li> <li>• A limited number of academic and administrative staff,</li> <li>• Inadequately developed ICTs</li> <li>• Over-dependence on Government funding,</li> <li>• Limited university-industry linkages</li> <li>• Limited database of alumni</li> <li>• Limited research and extension output</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Goodwill and support from the community, national and county governments</li> <li>• Growing demand for higher education locally, nationally and internationally</li> </ul>	<ul style="list-style-type: none"> <li>• Unforeseen students and staff unrests,</li> <li>• Decline in revenue</li> <li>• The decline in students enrolment</li> <li>• Increasing poverty levels in the region and the entire country,</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Presence of various Government departments in Kisii County which are willing to support the expansion and operation of the University,</li> <li>• Devolution</li> <li>• Existence of readily trained and skilled labour force in the Kenyan job market,</li> <li>• Potential support from the alumni,</li> <li>• Diverse areas for research and extension with donor interests.</li> <li>• Collaborations with other universities and institutions in research</li> <li>• Technological advances, such as learning, e-library, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition from other universities,</li> <li>• Inadequate and untimely disbursement of funds from the Government,</li> <li>• The potential loss of key members of staff to other institutions</li> <li>• Unpredictable security and political scene in the country,</li> <li>• Corruption</li> <li>• Compromise of academic quality assurance due to high students enrolment</li> <li>• Perception of joblessness and higher education</li> <li>• Legal issues</li> <li>• Unfavourable organizational culture</li> <li>• Cyber crimes</li> </ul>

### 2.6.2 PESTEL Analyses

This Strategic Plan is designed to cover a period of five years. Within this period, it is expected that there could be various emerging challenges within the implementation process as elicited by Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors. In view of this, the following PESTEL analysis was undertaken (Table 9).

**Table 9: Summary of PESTEL Analysis**

Category	Issue	Potential Effects	Mitigation Measures
Political Factors	Restructuring of the parent ministry due to change of national political leadership	<ul style="list-style-type: none"> <li>Change of higher education policies</li> </ul>	<ul style="list-style-type: none"> <li>Align policies with new ministry policies</li> </ul>
		<ul style="list-style-type: none"> <li>Inadequate resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Readjust budget to suit the available resources</li> <li>Develop other strategies for resource mobilization</li> </ul>
	Delays in the appointment of the University Council members and Chancellor upon elapse of their contracts	<ul style="list-style-type: none"> <li>Delays in approval of relevant policies</li> <li>Delays in approval of expenditure framework</li> </ul>	<ul style="list-style-type: none"> <li>Advise the parent ministry to begin the process of appointing new members at the earliest opportunity</li> <li>Sensitise new members on Kisii University policy priorities</li> </ul>
	The unpredictable political scene in Kenya	<ul style="list-style-type: none"> <li>Reduced enrolment of students</li> <li>A decline in revenue collection from tuition</li> <li>Relocation of key employees to other institutions</li> </ul>	<ul style="list-style-type: none"> <li>Sensitise KSU and its environs on national cohesion through extension services</li> <li>Establish a cohesion committee</li> </ul>
Economic Factors	Change in the Government's fiscal policies	<ul style="list-style-type: none"> <li>Change in capitation from the Government</li> <li>Change in the expansion of infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>Diversify sources of revenue</li> <li>Partner with donor institutions</li> </ul>
	Increased poverty	<ul style="list-style-type: none"> <li>Decrease in students enrolment due to increased household poverty</li> <li>Decreased revenue</li> </ul>	<ul style="list-style-type: none"> <li>Offer extension service on economic empowerment</li> <li>Offer financial assistance to needy students</li> <li>Diversify sources of funding</li> <li>Revise the expenditure budget</li> </ul>
	Inflation	<ul style="list-style-type: none"> <li>Increased costs of operations leading to the unfavourable operational environment</li> </ul>	<ul style="list-style-type: none"> <li>Review of Strategic Plan budget and activities</li> <li>Initiate stringent cost reduction measures</li> </ul>

Category	Issue	Potential Effects	Mitigation Measures
	Global financial crisis	<ul style="list-style-type: none"> <li>Reduced donor support for financing higher education</li> <li>Reduced international linkages in research</li> </ul>	<ul style="list-style-type: none"> <li>Review Strategic Plan budget and activities</li> <li>Diversify sources of revenue</li> </ul>
Social Factors	Rapid population increase	<ul style="list-style-type: none"> <li>Increased demand for higher education against limited infrastructure and services</li> <li>Increased unemployment of graduates</li> <li>Increased dependency</li> </ul>	<ul style="list-style-type: none"> <li>Expand the capacity of infrastructure</li> <li>Equip students with entrepreneurship skills</li> <li>Establish a career service center</li> </ul>
	Outdated cultural beliefs	<ul style="list-style-type: none"> <li>Reduced access to higher education</li> </ul>	<ul style="list-style-type: none"> <li>Sensitise community through outreach</li> </ul>
	Insecurity	<ul style="list-style-type: none"> <li>Injuries or loss of lives of staff and students</li> <li>Loss and/or destruction of properties including key infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with District Security Committee in addressing security issues</li> <li>Sensitise KSU community on security matters</li> </ul>
		The decline in extension services	<ul style="list-style-type: none"> <li>Improve security in the University</li> </ul>
	Drug and substance abuse	<ul style="list-style-type: none"> <li>College dropouts, loss of manpower, deferment of studies, reduced productivity</li> </ul>	<ul style="list-style-type: none"> <li>Enforce Drug and Substance Abuse Policy</li> </ul>
Technological Factors	The rapid change in technology	<ul style="list-style-type: none"> <li>More resources required for technological innovations</li> </ul>	<ul style="list-style-type: none"> <li>Increase budgetary allocation for innovations</li> </ul>
	Cyber crimes	<ul style="list-style-type: none"> <li>Resistance to change by staff</li> <li>Demand for new technological innovation</li> </ul>	<ul style="list-style-type: none"> <li>Harness new technologies and discoveries by facilitating more rapid technology transfer</li> </ul>
		Loss of data and revenue	<ul style="list-style-type: none"> <li>Enhance the integrity of all automated systems, including regular backups</li> </ul>

Category	Issue	Potential Effects	Mitigation Measures
Environmental Factors	Changes in environmental conditions	<ul style="list-style-type: none"> <li>High energy costs due to unfavourable climatic changes</li> <li>Reduced water supply due to climatic changes</li> <li>Environmental degradation</li> </ul>	<ul style="list-style-type: none"> <li>Explore alternative sources of energy</li> <li>Explore alternative source of water</li> <li>Sensitise campus community on environmental conservation</li> </ul>
Legal Factors	Delays in compliance with statutory obligations	<ul style="list-style-type: none"> <li>Payment of hefty penalties</li> </ul>	<ul style="list-style-type: none"> <li>Regular legal audits</li> <li>Timely compliance with statutory obligations</li> </ul>
	Delays in payment of suppliers/ contractors	<ul style="list-style-type: none"> <li>High expenditure on legal fees</li> </ul>	<ul style="list-style-type: none"> <li>Pay suppliers/ contractors on time</li> <li>prepare a service delivery charter</li> <li>Hold regular meetings with suppliers/ contractors</li> </ul>

### 2.6.3 Stakeholders Analysis

In the framework of this Strategic Plan, stakeholders denote all people or groups who have an interest in or affects or are affected by the operations or activities of the University. In order to identify the interests and needs of her stakeholders, Kisii University conducted an analysis of her stakeholders' needs.

The University will consistently strive to meet and exceed the expectations of all its stakeholders in line with its mandate, vision, mission and core values. The customer service standards will be spelt out in the Service Delivery Charters and the ISO 9001 International Standard Quality Policy statement and further guided by the University's core values. Analysis of stakeholders' interaction is presented in the succeeding subsections:

#### a) The Government

The Ministry of Education is responsible for improving the quality, relevance, equity and access to higher education in Kenya. The vision of the Ministry as per its strategic plan is to provide "quality education for development". The Government has further identified education and training as critical in providing the necessary and appropriate manpower requirements for the delivery of Vision



2030. Public universities in Kenya, Kisii University being no exception, are therefore expected to complement the Government's efforts towards delivering the enunciated national agenda through the provision of quality education, one of the key recommendations of Sustainable Development Goals (SDGs). At the same time, Kisii University is expected to meet the stipulated accreditation and regulatory requirements of key Government agencies such as CUE; CLE; and the Nursing Council of Kenya (NCK), among others. Table 10 has summarized the expectations of these key stakeholders:

**Table 10: Stakeholders Requirement: Government and its Agencies**

Stakeholder Type	Stakeholder Expectations	Success Indicators
National Government	<ul style="list-style-type: none"> <li>Prudent management of public resources</li> <li>Contribute to the meeting of national development goals</li> </ul>	<ul style="list-style-type: none"> <li>Areas of contribution to national development</li> <li>Number of graduates</li> <li>Number of innovations</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>Compliance with local by-laws</li> <li>Collaborations in Local Economic Development (LED)</li> </ul>	<ul style="list-style-type: none"> <li>Level of compliance with local by-laws</li> <li>Number of collaborations</li> </ul>
Regulatory bodies (e.g. CUE, CLE, Nursing Council of Kenya)	<ul style="list-style-type: none"> <li>Compliance with approved regulatory standards</li> </ul>	<ul style="list-style-type: none"> <li>Level of compliance as per accreditation reports</li> </ul>

#### b) **Students, Parents and Guardians**

Kisii University has two fundamental goals, that is, to create and to disseminate knowledge. While the creation of knowledge is generally attained through research, dissemination of knowledge is undertaken through interactive teaching. In both cases, the target is to ensure that upon completion of training, students are well educated, skilled and competent citizens. With this background, in addition to the information presented in Table 11, students are among the key stakeholders of Kisii University.

At the same time, parents or guardians who sponsor and guide them equally expect the University’s administration to offer relevant and quality education that would guarantee their children a brighter future, for that reason becoming better citizens who can contribute towards the national development agenda.

**Table 11: Stakeholders Requirements – Students, Parents and Guardians**

Stakeholder Type	Stakeholders Expectations	Success Indicators
Students, parents and guardians	<ul style="list-style-type: none"> <li>• A valued degree leading to further study and employment.</li> <li>• A competitive graduate in the job market</li> <li>• Relevant academic training</li> </ul>	<ul style="list-style-type: none"> <li>• Employment rates</li> </ul>
	<ul style="list-style-type: none"> <li>• Conducive environment, quality teaching and learning facilities.</li> <li>• A University to be proud of</li> </ul>	<ul style="list-style-type: none"> <li>• Satisfaction index</li> <li>• No. of active alumni</li> </ul>

The success indicators from meeting students and guardians/parents’ expectations are therefore seen in the context of employability rates, levels of satisfaction by the training offered at University, impacts that the graduates have in the industry and the extent to which alumni gives back to the University.

### c) **Employers and Industry**

A university that responds quickly to the job market expectations will not only attract potential employers, but equally appeal to the industries looking for competent staff that would drive their agenda. Kisii University has therefore identified employers and industry as one of its stakeholders.

This is in recognition that if students are not well equipped with the right skills, their academic qualifications will be of little practical use, regardless of how they were supported through their academic journey. Kisii University for that reason commits to work closely with prospective employers in addition to responding to the emerging needs of the industry as summarized in Table 12.

**Table 12: Stakeholders Requirements: Employers and Industry**

Stakeholder Type	Stakeholders Expectations	Success Indicators
Employers and Industry	Employable students with the right skills and capabilities.	<ul style="list-style-type: none"> <li>Graduate-level employability rates</li> </ul>
	Research and innovation with beneficial, measurable impact on the industry	<ul style="list-style-type: none"> <li>No. of patented innovations with impact on the industry</li> <li>No. of joint research with relevant industries</li> </ul>
	Market-driven academic programmes responsive to the needs of the industry	<ul style="list-style-type: none"> <li>No. of academic programmes collaboratively developed</li> <li>No. of students placed on industrial attachment</li> </ul>

Kisii University will continue to closely partner with relevant industries and potential employers when mounting academic programmes to ensure that they are not the only market driven, but also innovative, thus making the students more valuable. Employers and industry expect the University to train all round and innovative students who can significantly address their operational needs.

**d) University staff**

Kisii University has identified its staff who as key stakeholders, play a central role in mentoring both undergraduate and postgraduate students through teaching, administration of academic programmes as well as curriculum development. All staff are, moreover, expected to drive the core mandate of the Kisii University through scholarly research, innovation and community extension, in the end contributing towards knowledge-transfer to the industry and community. However, in order for them to realize their full potential, as stakeholders, the staff expects the University Management Board to play a complementary role in addressing their needs. Apart from academic staff, other relevant stakeholders in academia include research institutions that the University partners with in mutual research and collaborations. Some of these include NACOSTI, which develops, in consultation with universities, the priorities in scientific, technological

and innovation activities; and international universities that have signed various MOUs and MOAs with the University covering a broad range of thematic areas. Table 13 presents a summary of stakeholders' analysis in academia.

**Table 13: Stakeholders Requirements: Academia**

<b>Stakeholder Type</b>	<b>Stakeholders Expectations</b>	<b>Success Indicators</b>
University staff	Security of tenure; fair remuneration; defined career progression; equity	<ul style="list-style-type: none"> <li>• Staff satisfaction index.</li> <li>• Staff retention levels</li> </ul>
	Prioritization and allocation of adequate funds to support teaching, research and extension agenda	<ul style="list-style-type: none"> <li>• Amount of funds set aside for enhancing teaching research and extension</li> <li>• No. of research and extension undertaken by staff</li> </ul>
	Provision of adequate physical infrastructure to support teaching and learning.	<ul style="list-style-type: none"> <li>• Adequacy, diversity and quality of physical infrastructure</li> <li>• Well maintained physical infrastructure</li> </ul>
Research institutions, e.g. NACOSTI, DAAD, NRF, external and internal donor communities etc.	Transparency in the utilization of allocated research funds by the University.	<ul style="list-style-type: none"> <li>• No. of successfully completed research projects</li> <li>• Impact of completed research to the society</li> </ul>
Collaborating universities	Honouring of the signed MOUs and MOAs.	<ul style="list-style-type: none"> <li>• The extent of cross-institutional impact of joint MOUs and MOAs</li> <li>• Transparency in the execution of MOUs and MOAs</li> </ul>

# Chapter

3

## STRATEGIC MODEL

## CHAPTER 3: STRATEGIC MODEL

### 3.1 Overview

From the situational analysis, it is imperative that a clear strategic model for guiding Kisii University be contextualised towards addressing its core mandate. This chapter hence provides the model anticipated to guide the University during the five years strategic planning period. Issues covered include vision, mission, core values, philosophy, strategic issues, and their corresponding objectives and strategies.

### 3.2 Vision, Mission, Core Values and Philosophy

#### 3.2.1 Vision

A World Class University in the advancement of academic excellence, research and social welfare.

#### 3.2.2 Mission

Training human resource that meets the development needs of the country and international labour market, sustaining the production of quality and relevant research, disseminating knowledge, skills, values, and competencies for the advancement of humanity.

#### 3.2.3 Core Values

Professionalism, teamwork, accountability, transparency, responsiveness, and integrity.

#### 3.2.4 Philosophy

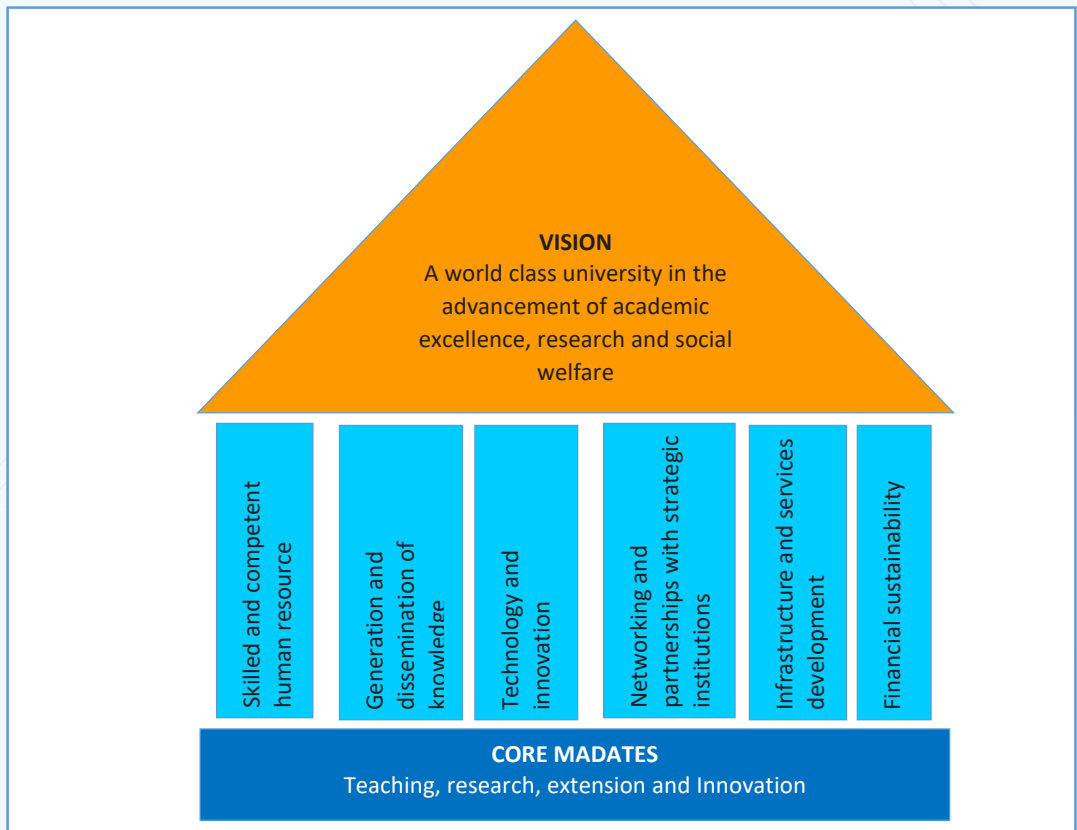
Creative, scientific, technological, innovative and critical thinking, responsive to societal needs and service to humanity.

### 3.3 Strategic Issues, Objectives and Strategies

Strategic issues are fundamental and critical challenges facing an institution's core mandate, vision, mission and stakeholders. Identifying strategic issues will, therefore, enable Kisii University to focus on the immediate and future challenges that may impact on its sustainability. After a review of the situational analysis, the following six strategic issues were identified for action planning:

- a) Quality and relevance of academic programmes and services;
- b) Limited dissemination of knowledge;
- c) Low uptake in technology and innovation;
- d) Limited partnerships, collaborations and linkages;
- e) Inadequate Infrastructure and facilities; and
- f) Limited mobilization of resources.

From the above issues, this five-year Strategic Plan is anchored in six thematic areas, acting as pillars, namely: skilled human resource; generating and disseminating knowledge; technology and innovation; networking and partnerships with strategic institutions; infrastructure and services development; and financial sustainability (Figure 3).



**Figure 3: Thematic Framework for the Strategic Plan**

These pillars are also linked to the core mandate of the University as enunciated under section 6 of the Kisii University Charter, 2013, as read with section 7, which further outlines the functions of the University. In reference to the strategic issues identified, the following six strategic objectives and their corresponding strategies have been formulated to provide a framework for guiding the planning, development and policy formulation for the University in the next five years, thus a strategy for the aspirations of Vision 2030 and the Big Four Agenda:

- a) To produce skilled and competent human resource;
- b) To generate and disseminate knowledge;
- c) To provide technological and innovative solutions to the community and industry;
- d) To establish, network and strengthen partnerships with strategic institutions;
- e) To improve the financial viability of the University; and
- f) To establish and maintain adequate infrastructure and services.

### **Strategic Issue 1: Quality and Relevance**

The first and perhaps foremost determinant of excellence in top universities is the presence of a critical mass of top students and outstanding academic staff. Because of this, world-class universities are able to select the best students and attract the most qualified professors and researchers. To promote the culture of self-reliance of its graduates, Kisii University shall offer competitive, relevant and quality academic programmes that are fully accredited and relevant to the dynamic job market. The programmes will be designed with unique content so as to address national development priorities as enunciated under Vision 2030 and the Big Four Agenda. Similarly, the University commits to maintain an academic quality assurance and standards at all levels to ensure that:

- a) Relevant curricula, as well as teaching and learning materials, are developed;
- b) There is an adequate number of qualified teaching staff for efficient delivery of the sound curriculum; and
- c) Appropriate physical infrastructure and equipment are provided.



The University Management Board and Senate will place the student affairs in the centre of their operations by considering them as key stakeholders in the advancement of higher education. This will include involving students' in areas such as evaluation of teaching methods and curricula, policy formulation and institutional management. In this context, the University will provide a conducive learning environment for students towards enhancing their academic, social lives and subsequently nurture them into responsible citizens. A dialogue will also be promoted among staff and students at all levels. For Kisii University to produce competent and skilled graduates, members of staff who train and mentor them must also be competent in service delivery. In this regard, the University shall always endeavour recruit, develop and retain skilled and competent staff. Thus, improving staff welfare through strategies such as continuing professional development and staff welfare services will be of paramount importance in addressing this first strategic issue.

**i) Strategic Objective 1**

To produce the skilled and competent human resource.

**Strategies**

- a) Introduce new competitive and innovative academic programmes.
- b) Review existing programmes to suit the dynamic market needs
- c) Strengthen quality assurance.
- d) Promote the use of pedagogical models.
- e) Seek financial support for needy students.
- f) Monitor students' retention in all programmes.
- g) Identify and nurture talent, creativity, professionalism and leadership among students.
- h) Enhance cohesiveness and social integration amongst staff and students.
- i) Strengthen University Library services and resources.
- j) Improve learning and working environment.
- k) Attract, recruit, develop and retain high calibre staff.

## **Strategic Issue 2: Limited Dissemination of Knowledge**

Universities cannot continue to be centres of knowledge and excellence by isolating themselves from society and the community where they belong. The recent past has also witnessed a significant increase in the concern towards the university-community partnership dimension. It has been recognized that such partnerships have great potential to not only helping the universities in fulfilling their social objectives but may also facilitate the development of their strategic competencies. Some of the avenues for enhancing the relevance of higher education are, therefore, through participation in addressing the needs of the communities through research, extension and publications. This significantly crystallizes the role of academia in sharing its knowledge and resources towards the betterment of the wider community. From the foregoing, Kisii University shall offer various innovative extension services that target the Big Four Agenda and Vision 2030 to uplift the social economic environment of the community. For instance, research activities shall address key areas such as food security, health, housing and unemployment within Kisii County and the surrounding regions. The University shall, therefore, provide a conducive environment that recognizes and supports excellence in innovative research and extension.

### **ii) Strategic Objective 2**

To generate and disseminate knowledge.

#### **Strategies**

- a) Undertake scholarly research and publications by staff and students to enhance international ranking and presence.
- b) Increase basic expenditure in research and extension as a percentage of the approved budget.
- c) Promote knowledge transfer through learning workshops, public lectures and seminars to disseminate research findings.
- d) Initiate and participate in community training and development.

### **Strategic Issue 3: Low Uptake of Science, Technology and Innovations**

Science, Technology and Innovations (STIs) have been identified as key to Kenya's socioeconomic transformation as envisaged in Vision 2030. Countries that have strong innovation systems have excellent performance in university science and technology programmes. Similarly, new global indicators for development have been tied to investment in STIs. Kisii University is, therefore, positioning itself towards making a significant impact on the local and wider community through meeting the demands for tangible solutions that will enhance economic growth and industrialization. From this proposition, the University will endeavour to be a beacon of excellence in the development of new technologies by providing technological solutions to society and industry through innovations. STIs developed will at all times be realigned to address the aspirations of the Big Four Agenda and Vision 2030 Medium Term Plan III.

#### **iii) Strategic Objective 3**

To provide technological solutions to the community and industry.

#### **Strategies**

- a) Prepare and implement a policy framework for STIs for the University.
- b) Prepare and implement a policy on intellectual property rights.
- c) Support the participation of students in national and international innovation exhibitions and competitions.
- d) Support ICT development, investment and application in administration, teaching, learning and research.
- e) Establish and support an incubation and innovation centre to transform scientific knowledge and innovation into goods and services for community development.

### **Strategic Issue 4: Limited Partnerships and Linkages**

Leading universities world over are actively engaged in broad-based partnerships that have been beneficial both to themselves and the broader constituents they serve. In this regard, effective partnerships with universities and industries in support of economic development are formed around mutual needs, market

demands, and the potential of value added because of partnerships.

Kisii University will therefore advantageously position itself towards developing strong external linkages and partnerships to enhance mutual learning, research and innovation. This will provide opportunities for:

- a) Undertaking joint procurement of research equipment;
- b) Carrying out collaborative research and mobilize research funding;
- c) Providing exposure to state-of-the-art technology to students and staff through exchange programmes;
- d) Improving internships and industrial attachments, and employment opportunities for students; and
- e) Enhancing dissemination of research findings and innovations, and further integrating community service into the University's programmes.

#### **iv) Strategic Objective 4**

To establish, network and strengthen partnerships with strategic institutions

##### **Strategies**

- a) Implement a policy framework on collaboration and partnership with strategic institutions.
- b) Promote University-Industry linkages and partnerships.
- c) Promote University - research institutes and middle-level colleges linkages and partnerships.
- d) Promote University - International and multinational organizations linkages.
- e) Promote University - relevant professional and regulatory bodies linkages and partnerships.
- f) Support the Kisii University Alumni Association.
- g) Partner with County Governments in regional development planning.

#### **Strategic Issue 5: Inadequate Infrastructure and Facilities**

Kisii University faces numerous challenges in developing key infrastructure

and facilities. To date, the University has limited transportation system, office space, lecture rooms and laboratories among others. This presents an adverse environment for teaching, learning and research. To attract the best academic staff, graduate and undergraduate students, the University shall support modern infrastructure and state-of-the-art facilities within the plan period.

#### **v) Strategic Objective 5**

To establish and maintain infrastructure and services.

##### **Strategies**

- a) Complete development of ongoing projects.
- b) Initiate development of new projects.
- c) Undertake regular repairs and preventive maintenance of infrastructure and facilities.
- d) Ensure that physical development in the University is sustainably planned.
- e) Establish and maintain an effective transportation system.
- f) Expand water supply to sustainable levels.

#### **Strategic Issue 6: Limited Mobilization of Financial Resources**

Availability of resources is one of the elements that characterize most world-class universities in response to the huge costs involved in running a complex, research-intensive university. These universities have several sources of financing such as government budget funding for operational expenditures and research, contract research from public organizations and private firms, the financial returns generated by endowments and gifts, investments and tuition fees collected from students.

On the contrary, public universities in Kenya largely rely on the Government's funding and internally generated revenue, mainly tuition fees, to fund their expenditure. However, due to unfavourable economic conditions witnessed over the recent past, the Government's support of these institutions has seen a steady decline. This has in turn conditioned public universities to operate under very constrained budgets.

In the wake of such recurring deficits, the most strategic move by the Kisii University over the next five (5) years is to diversify its revenue base by exploring other alternative source income. This is because teaching, research, innovation, and extension can only be achieved if adequate resources are availed.

#### **vi) Strategic Objective 6**

To improve the financial sustainability of the University.

#### **Strategies**

- a) Expand the University resource base through diversification of revenue streams.
- b) Establish and support an enterprise company to manage commercial activities of the University.
- c) Undertake prudent management of financial resources.

Having examined the six strategic objectives alongside their corresponding strategies, the next section delves on the implementation and coordination framework for the Strategic Plan.



# Chapter

# 4

## IMPLEMENTATION AND COORDINATION FRAMEWORK

# CHAPTER 4: IMPLEMENTATION AND COORDINATION FRAMEWORK

## 4.1 Overview

This chapter presents the implementation and coordination framework for this Strategic Plan. It begins by delineating the University's governance and management organs, which are crucial for the Plan's implementation and sustenance. The chapter, thereafter, analytically discusses financial aspects regarding the Plan's implementation, under which resource requirements, resource gaps and justification for resource mobilization are presented. Risk analysis is similarly presented, after which a detailed framework for the Plan's implementation is explicated in the form of an implementation framework, which demonstrates the nexus between the strategic objectives, strategies, activities, key performance indicators, responsibility and budget per financial year.

## 4.2 Governance and Administrative Structure of Kisii University

### 4.2.1 University Governance Organs

Governance in higher education broadly involves the authority to make decisions regarding policies and practices in critical areas with respect to strategy implementation. This section, therefore, highlights the prevailing governance and management organs that will be responsible for guiding the implementation of this five-year Strategic Plan.

In the legal context, Kisii University's governance organs, according to section 36 of the Universities Act (2012), consist of the University Council, Senate and Management Board. Their functions are described as follows:

#### a) University Council

The functions of the University Council, according to the Universities Act (2012) include:

- i) Employment of staff;
- ii) Approving of the policies of the statutes of the University and cause them to be published in the Kenya Gazette;



- iii) Approving the budget; and
- iv) Recommend for the appointment of the Vice-Chancellor, Deputy Vice-Chancellors and Principals of Constituent Colleges through a competitive process.

The University Council further performs other functions as set out under the Kisii University Charter, 2013, and the Kisii University Statutes, 2019. For efficiency, the Council operates under committees as provided for under the Kisii University Statutes. This bestows it with the exclusive responsibility of not only approving Strategic Plans but also overseeing their implementation progress.

### **b) University Senate**

The Senate is generally in charge of all academic matters of the University. It also operates under committees whose membership and terms of reference are also provided for under the Kisii University Statutes 2019. Apart from these committees, the Senate oversees the operation of several boards as additionally determined under the Kisii University Statutes 2019.

The specific functions of the Senate are provided for under section 21 (4) of the Kisii University Charter, 2013. Particular reference is made to the promotion of research, extension and innovation work in the University; promoting co-operation and linkages with other institutions of higher learning and industry; and developing, implementing and promoting quality assurance systems and structures in all University operations.

### **c) University Management Board**

Specific responsibilities of the University Management Board are provided for under section 24 (4) of the Kisii University Charter, 2013. Concerning the implementation of the Strategic Plan, the Charter mandates the Board to coordinate and control development, planning, management and administrative functions of the University, including its resources in accordance with the approved policies, rules and regulations. This forms the basis for implementing this Strategic Plan.

## 4.2.2 Administrative Divisions of the University

The University has two divisions: Administration, Planning and Finance Division; and Academic Research and Students Affairs Division. According to Kisii University Statutes 2019, the Vice-Chancellor is the head of the University as well as the Chief Executive and Accounting Officer. The Vice-Chancellor is supported by two Deputy Vice-Chancellors (Academic, Research and Students Affairs; and Administration, Planning and Finance), each heading respective Division. Their responsibilities are described as follows:

### **i) Academic, Research and Student Affairs Division**

- a) Formulating and providing policy guidelines on planning, development and management of academic programmes;
- b) Preparation of curricula and syllabi, and rules and regulations governing the implementation of academic programmes;
- c) Formulation of guidelines for the effective management, implementation and evaluation of academic programmes;
- d) Co-ordination of both continuous assessment and final examinations;
- e) Guiding Chairpersons of Departments, Deans of Schools and Directors of Campuses on the running of academic programmes;
- f) Overseeing the administration of the student welfare services;
- g) Working closely with the Deputy Vice-Chancellor (APF) on staff development, training, research and extension programs; and
- h) Guiding the University in research, extension, linkages and innovation.

### **ii) Administration, Planning and Finance Division**

- a) Human resource management and development;
- b) Financial and asset management;
- c) Planning and development;
- d) Management of medical services;

- e) Central services (Estates, transport, catering, farm and accommodation);
- f) ICT services; and
- g) Income Generation Unit (IGU).

The Academic, Research and Student Affairs Division of the University constitute of the following:

- a) Academic Affairs Department;
- b) Students Affairs Department;
- c) All academic Directorates;
- d) Schools;
- e) All academic departments;
- f) Campuses;
- g) Library Department;
- h) Career Services Department; and
- i) Research, Extension, Innovation and Resource Mobilization Department.

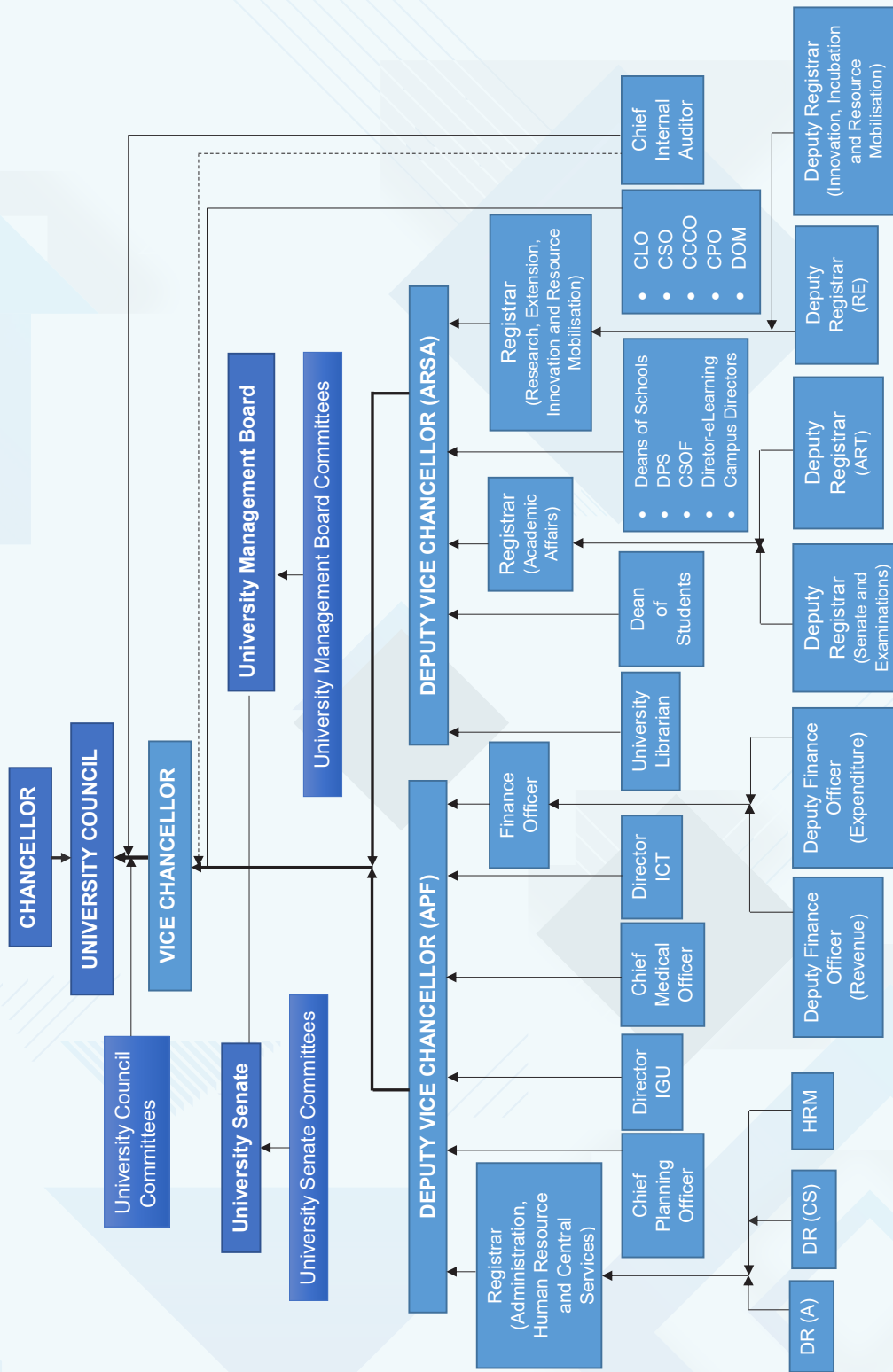
The Departments under the Division of Administration, Planning and Finance are listed hereunder:

- a) Administration Department;
- b) Finance Department;
- c) Planning and Development Department;
- d) Medical Department;
- e) Central Services Department;
- f) ICT Directorate; and
- g) Income Generating Unit.

Procurement and Supplies, Marketing, Security, Internal Audit and Corporate Communication are Departments within the Office of the Vice-Chancellor. Catering and Accommodation, Construction and Maintenance, Tailoring and Farm are sections under the Central Services Department. Each of these sections will retain their identity as distinct administrative units, however, for coordination purpose, their heads will be responsible to the Deputy Registrar (Central Services) (see Figure 4, page 50).

**Note to Figure 4:**

DR (A) = Deputy Registrar (Administration); DR (CS) = Deputy Registrar (Central Services); HRM = (Human Resource Manager); CLO = Chief Legal Officer; CSO = Chief Security Officer; CCCO = Chief Corporate Communications Officer; CPO = Chief Procurement Officer; DOM = Director of Marketing; ART = Admissions, Registration and Time Tabling; RE = Research and Extension; DPS = Director Post Graduate Studies; CSOF = Career Service Officer



**Figure 4: Governance and Management Structure**

## 4.3 Financial Resources

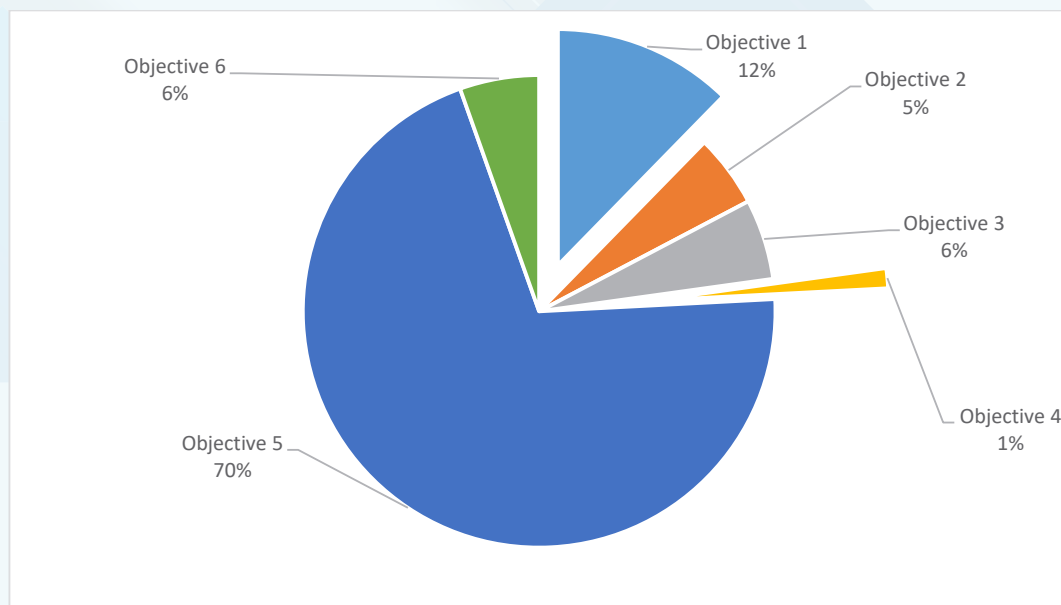
### 4.3.1 Financial Resource Requirements

Kisii University is committed to attaining fiscal stability by providing academic programmes and facilities in support of strategies needed to serve students, besides attracting and retaining quality staff. The University is for this reason gearing towards consolidating its operations by allocating and managing resources in a manner consistent with its stated six strategic objectives. The cost of implementing the objectives, cumulatively amounting to Kshs 2.5 billion over the planning period, is presented (Table 14).

**Table 14: Summary of Budget Proposals, 2019/2020- 2023/2024**

Strategic Objective		Financial Year and Estimated Cost (Kshs.000,000)					
		19/20	20/21	21/22	22/23	23/24	Total
1	To produce skilled and competent human resource	60.4	54.5	60.2	71.7	64.3	311.1
2	To generate and disseminate knowledge	22.0	21.4	18.9	28.9	34.4	125.6
3	To provide technological solution to community and industry	23.0	26.2	27.3	27.5	35.2	139.2
4	To establish, network and strengthen partnerships with strategic institutions	5.7	6.1	7.0	7.5	8.3	34.6
5	To establish and maintain infrastructure and services	428.1	416.6	418.1	269.3	255.9	1,788
6	To improve financial viability of the University	32.6	26.5	24.7	26.7	26.7	137.2
<b>Total</b>		<b>571.8</b>	<b>551.3</b>	<b>556.2</b>	<b>431.6</b>	<b>424.8</b>	<b>2535.7</b>

Figure 5 further presents the proportional budgetary allocation towards the implementation of the six strategic objectives. It brings to light that much of the allocation will cater for the fifth strategic objective, “To establish and maintain infrastructure and services”, (70%), and the first strategic objective, “To produce skilled and competent human resource”, (12%).



**Figure 5: Proportional Budgetary Allocation per Objective**

In reference to the cost of implementing the six strategic objectives, as alluded to in Table 14, the University Management Board and Council are steadfast towards attaining the University’s overarching vision through the provision of adequate resources. From this background, Table 15 in consequence, presents revenue projections over the strategic planning period, 2019/2020 to 2023/2024.

**Table 15: Projected Income, 2019/2020 to 2023/2024**

Year	Type/Source of Income (Kshs. 000 )			
	Recurrent (GoK Funding)	Development (GoK funding)	A-in-A	Total
2019/2020	1,944,273	350,160	1,580,450	3,874,883
2020/2021	2,757,956	380,000	1,540,650	4,678,606
2021/2022	3,258,435	420,211	1,501,698	5,180,344
2022/2023	3,500,321	450,000	1,700,452	5,650,773
2023/2024	3,800,250	460,300	1,800,400	6,060,950

**Note:**

The actual figures for recurrent, development and A-in-A for 2016/2017 to 2018/2019 financial years were used as the preliminary base years for the subsequent financial year's projections. The projection is premised on the assumption that 10% of revenue generated internally will be apportioned to fund development expenditure, while 90% will fund recurrent expenditure over the strategic planning period. This is necessary because capitation from the National Treasury cannot support all operations of the University. Tables 16 and 17 shows the projected budget on recurrent and development expenditure during the planning period, 2019/2020 to 2023/2024.

Recurrent budget in Table 16 covers general administrative costs that include, but not limited to personnel emoluments, stationeries, utility bills and insurance; besides costs associated with implementing strategic objectives 1,2,3,4 and 6 of the strategic plan, which is recurrent in nature.

**Table 16: Projected Recurrent Budget, 2019/2020- 2023/2024**

Expenditure	Financial Year and Amount (Kshs. 000)					Total
	19/20	20/21	21/22	22/23	23/24	
General Administrative/ costs	4,677,402	4,767,402	4,887,402	5,037,402	5,197,402	24,567,010
Costs for implementing strategic plan	143,700	134,700	138,100	162,300	168,900	747,700
<b>Total</b>	<b>4,821,102</b>	<b>4,902,102</b>	<b>5,025,502</b>	<b>5,199,702</b>	<b>5,366,302</b>	<b>25,314,710</b>

Objective 5 focuses on establishing and maintaining infrastructure and services. It essentially covers development/capital costs as projected in Table 17.

**Table 17: Projected Development Budget, 2019/2020- 2023/2024**

Expenditure	Financial Year and Amount (Kshs. 000)					Total
	19/20	20/21	21/22	22/23	23/24	
Capital cost	428,100	416,600	418,100	269,300	255,900	<b>1,788,000</b>



### 4.3.2 Resource Gaps

From projections presented in Tables 15 to 17, it is manifest that funds generated through tuition as well as allocation by the National Treasury cannot adequately fund the Strategic Plan as summarized. As a way forward, alternative sources of funding will be sought to bridge the anticipated budget deficit. Table 18 and 19 present the annual resource gaps/deficit projections (recurrent and development) for implementing the plan in the next five (5) years. The projected figures relate to incomes derived from capitation funds (National Treasury allocation) and generated internally funds, Appropriation- in-Aid (A-in-A).

**Table 18: Resource Gaps on Recurrent Budget, 2019/2020-2023/2024**

Type of Recurrent Expenditure	Financial Year and Estimated Cost (Kshs.000000)					Total
	19/20	20/21	21/22	22/23	23/24	
Allocation - <sup>1</sup> (A-in-A + Government allocation)	3,367	4,145	4,610	5,031	5,421	22,574
Expenditure <sup>2</sup> (Administrative costs and strategic plan costs)	4,821	4,902	5,026	5,200	5,366	25,315
<b>Total Variance</b>	<b>(1,454)</b>	<b>(757)</b>	<b>(416)</b>	<b>(169)</b>	<b>55</b>	<b>(2,741)</b>

**Note:**

- a) Allocated<sup>1</sup> expenditure was computed based on the assumption that 90% of revenue generated (A-in-A) will be used to fund recurrent expenditure (Table 15), in combination with the projected yearly allocation from the Government.
- b) Expenditure<sup>2</sup> denotes the total projected administrative/operational costs for running the University in addition to the total cost of implementing the strategic plan's objectives, 1,2,3,4 and 6 (see Table 16).

**Table19: Resource Gaps on Development Budget, 2019/2020-2023/24**

Type of Development Expenditure	Financial Year and Estimated Cost (Kshs.000)					Total
	19/20	20/21	21/22	22/23	23/24	
Allocation - <sup>1</sup> (A-in-A + Government allocation)	508,205	534,065	570,381	620,045	640,340	<b>2,873,036</b>
Expenditure <sup>2</sup> (Costs for implementing )	428,100	416,600	418,100	269,300	255,900	<b>1,788,000</b>
<b>Total Variance</b>	<b>80,105</b>	<b>117,465</b>	<b>152,281</b>	<b>350,745</b>	<b>384,440</b>	<b>1,085,036</b>

**Note:**

- a) Allocated<sup>1</sup> expenditure is computed guided by the assumption that 10% of revenue generated (A-in-A) will fund development expenditure (see Table 15), in combination with the projected yearly allocation from the National Treasury.
- b) Expenditure<sup>2</sup> represents the projected costs for implementing the 5<sup>th</sup> strategic objective (see Table 17), focusing on infrastructure development.
- c) It is assumed that the National Treasury's allocation of the development budget will progressively increase across the five years (see Table 15).

**4.3.3 An Insight into Resource Mobilization Strategies**

Competitiveness of Kisii University needs to be increased if it is to have a realistic chance of becoming one of the leading universities in Kenya. Such improved competitiveness may not really be anticipated without reconfiguration and expansion of the present income base. The University will, therefore, target to consolidate its resource to enable it to be competitive at the highest levels. By the end of the strategic planning period, it is projected that Kisii University will have enhanced its financial base to meet all its operations. In this regard, the University will have increased enrolment of students; established an Income Generating Units (IGUs) to manage its commercial activities; mobilized financial support from the international organizations, private sector, industry, alumni and individuals, including participation in build, operate transfer arrangements in physical infrastructure development; attained cost reduction and saving measures; extended health services to the community and enhanced its

capacity in consultancy services. Concerning the envisaged deficit in resources, the University will develop a resource mobilization policy framework. Financial resources will be used according to the annual work plans and accounts reported in line with the International Finance Reporting Standards (IFRS).

#### 4.4 Risk Analysis

Implementation of this Strategic Plan is likely to face potential risks that have to be mitigated if Kisii University’s strategic objectives are to be attained. The following risk analysis was therefore undertaken.

**Table 20: Summary of Risk Analysis**

Type of Risk	Risk Issue	Risk Level	Mitigation Measures
Strategic	<ul style="list-style-type: none"> <li>Lack of commitment and ownership of the Plan by stakeholders</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Ensure entire planning process is participatory</li> <li>Undertake regular monitoring and evaluation of plan implementation process</li> <li>Sensitize stakeholders on the importance of the strategic plan</li> </ul>
Financial	<ul style="list-style-type: none"> <li>Lack of prudent management of financial resources</li> </ul>	Low	<ul style="list-style-type: none"> <li>Ensure prudent management of funds through budgeting and adherence to the Government financial regulations</li> <li>Undertake regular internal audits</li> <li>Convene regular University Budget Committee meetings</li> </ul>
	<ul style="list-style-type: none"> <li>Reduced capitation from the Government</li> <li>Reduced revenue collection</li> </ul>	High	<ul style="list-style-type: none"> <li>Diversify sources of revenue stream</li> <li>Initiate measures for cost reductions and savings</li> <li>Ensure full compliance with University Fee Payment Policy</li> </ul>

Type of Risk	Risk Issue	Risk Level	Mitigation Measures
Technological	<ul style="list-style-type: none"> <li>The low pace in embracing current technology in operations</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Keep abreast with global technological changes</li> <li>Undertake regular training of staff on modern ICTs applications</li> <li>Allocate more funds for ICT development</li> </ul>
	<ul style="list-style-type: none"> <li>Failures by adopted technologies</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Develop reliable and alternative backup systems</li> </ul>
	<ul style="list-style-type: none"> <li>Compromise of system integrity, e.g. hacking</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Ensure adopted systems are controlled only by unauthorised access.</li> <li>Enforce University ICT Policy</li> </ul>
Operational	<ul style="list-style-type: none"> <li>Unrest by employees and/or industrial strikes</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Hold regular meetings with employees to build participatory management</li> <li>Ensure that all internal CBAs are timely negotiated and fully implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Unrest by students</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Encourage dialogue with students and timely address of their concerns as they arise</li> </ul>
	<ul style="list-style-type: none"> <li>Time and resource wastage due to duplication of duties</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Review the schemes of service to clearly indicate the roles of each staff and departments</li> </ul>
	<ul style="list-style-type: none"> <li>Conflicts between departments</li> </ul>	Low	<ul style="list-style-type: none"> <li>Review organisational structure to clearly spell out roles and status of departments</li> </ul>
Legal and Regulatory	<ul style="list-style-type: none"> <li>Not meeting statutory and regulatory obligations</li> </ul>	Low	<ul style="list-style-type: none"> <li>Ensure compliance with all regulatory and statutory requirements</li> </ul>

Type of Risk	Risk Issue	Risk Level	Mitigation Measures
Reputational	<ul style="list-style-type: none"> <li>Negative coverage from media</li> </ul>	Low	<ul style="list-style-type: none"> <li>Strengthen the University's public relations functions</li> </ul>
	<ul style="list-style-type: none"> <li>Poor perception of Kisii University by stakeholders</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Undertake regular corporate social responsibility activities</li> <li>Rebrand the University as a destination of choice in employment, teaching and research</li> </ul>
Human Resource/ capital	<ul style="list-style-type: none"> <li>High staff turnover</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Review schemes of service and job descriptions to attract and retain quality staff.</li> </ul>
	<ul style="list-style-type: none"> <li>Low staff morale</li> </ul>	Low	<ul style="list-style-type: none"> <li>Ensure fairness in staff promotion/reward</li> <li>Hold regular consultative meetings with staff</li> </ul>
	<ul style="list-style-type: none"> <li>Lack of clear succession planning</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Ensure that all key positions are competitively filled</li> </ul>
	<ul style="list-style-type: none"> <li>Staff incompetency /Lack of appropriate skills</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Undertake regular staff training and development</li> <li>Conducting skills audit to assess the skills gap among staff</li> </ul>

A description rating levels of identifying risks is presented in Table 21

**Table 21: Description of Risk Level Rating**

Risk Level	Consequence
Low (very unlikely)	Insignificant consequences that are very low and can lead to nil/ minor disruptions. Results to no financial losses
Medium (Possible)	Moderate consequences leading to less disruption of operations. Leads to minimal financial loss to the University.
High (likely to almost certain)	Adverse serious consequences. May lead to prosecutions, unfavourable media coverage, investigations by relevant statutory bodies. Mainly leads to significant financial loss as well as non-realisation of the University's core mandate and vision.

To safeguard against the above risks, the University Council through the Audit and Risk Management Committee will conduct regular risk assessments and advise the University Council and Management Board accordingly. Additionally, the University will prepare and implement a comprehensive framework for institutional risk-based management in line with ISO 9001:2015 Quality Management Systems, whose main focus is risk-based thinking and management. This will enable the University to develop specific approaches by putting in place contingencies and control measures for managing identified risks using accepted risk assessment, management and control strategies. In this context, a Risk Management Policy framework will be prepared, approved and fully implemented.

#### **4.5 Framework for Implementing the Strategic Plan**

For Kisii University to successfully implement this five-year Strategic Plan, it will review and improve its current performance management system through a deliberate transformative change management process. The implementation process, which will involve key stakeholders, shall comprise:

##### **a) Workshops on the University Strategic Plan**

For optimal results, it is critical that all members of staff clearly understand their roles in the implementation of this Strategic Plan. Sensitization workshops on the Plan's implementation will, therefore, be held for all staff after its launch as a first activity in the implementation process.

##### **b) University Performance Contract**

The University shall prepare annual performance contracts with the National Government based on the objectives and key performance indicators of this Strategic Plan. In this regard, annual performance contracts will form the cornerstone for its implementation in the next five years.

##### **c) Preparation of University Annual Work Plans**

The University will prepare Annual Work Plans derived from the key performance indicators of this Strategic Plan, and will further indicate the priority activities to be implemented in each financial year.

#### **d) Preparation of Divisional and Departmental Annual Work Plans**

Every Division, Campus, School and Department will be required to prepare their detailed annual work plans which shall be derived from the approved University Annual Work Plan. Further, all School Boards and campuses of the University will prepare and align their strategic plans with this Strategic Plan.

#### **e) Staff Performance Appraisal Systems**

Every Head of Division will sign Performance Contract with their respective Heads of Departments/Deans at the beginning of each financial year based on the University Performance Contract and Annual Work Plan derived from this Strategic Plan. Heads of Departments/Deans will in turn sign Performance Appraisal Forms with their members of staff.

#### **f) Individual Work Plans**

Every member of staff will draw their Individual Annual Work Plans from the Departmental Annual Work Plan. This will ensure each of them contributes to the achievement of the University Strategic objectives. In this case, each Department will be responsible for the implementation of its Work plans which will be tied into agreed performance contracts.

#### **g) Preparation of Budget Proposals**

In line with this Strategic Plan, the University through the Budget and Resource Allocation Committee will prepare all budget proposals for submission to the National Treasury for allocation of the required resources. To ensure efficiency in budgeting and expenditure process, the University's Budget and Resource Allocation Committee will on a quarterly basis, review performance of the approved University budget, in addition to that of individual departments or schools, and based on the findings, advise the University Management Board accordingly. To this end, the proposed action plan as presented in Table 22 in the form of an implementation framework outlines how each of the six strategic objectives will be accomplished within a period of five financial years.

TABLE 22: IMPLEMENTATION FRAMEWORK FOR THE STRATEGIC PLAN											
STRATEGIC OBJECTIVE 1: TO PRODUCE SKILLED AND COMPETENT HUMAN RESOURCE											
Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs) and Timeframe					
						FINANCIAL YEARS					
						19/20	20/21	21/22	22/23	23/24	Total
A	Introduce new competitive and innovative academic programmes	Developing curricula for new programmes on specific niche area to enhance teaching, research and innovation status of the University	<ul style="list-style-type: none"> <li>Market survey report</li> <li>No. of new programmes developed and accredited by CUE</li> </ul>	Continuous	DVC (ARSA)	1.0	1.0	1.0	1.0	1.0	5.0
B	Review existing programmes to suit the dynamic market needs	Reviewed curricula	<ul style="list-style-type: none"> <li>No. of programmes reviewed and fully accredited by CUE</li> </ul>	Continuous	DVC (ARSA)	2.0	2.0	2.5	2.5	2.5	11.5
C	Strengthen quality assurance	Academic Quality Assurance Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (ARSA)	0.1	0.2	0.2	0.2	0.2	0.9
D	Promote the use of pedagogical models	ISO 9001:2015 certificate	<ul style="list-style-type: none"> <li>No. of internal and external audits conducted</li> <li>No. of Management Review Meetings</li> </ul>	Continuous	DVC (APF)	2.5	2.5	2.5	2.5	2.5	12.5
E	Seek financial support for needy students	Examination Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Report on policy implementation</li> </ul>	Continuous	DVC (ARSA)	0.1	0.2	0.2	0.2	0.2	0.9
D	Holding workshops on contemporary instructional models to enhance continuous professional development for academic staff	Contemporary instructional models workshops	<ul style="list-style-type: none"> <li>No. of academic staff trained per school</li> <li>No. of workshops convened</li> <li>Workshop reports</li> </ul>	Continuous	DVC (ARSA)	0.5	0.5	0.5	0.6	0.6	12.5
E	Establishing e-learning platforms	Fully operational E-learning platform	<ul style="list-style-type: none"> <li>No. of modules developed for e-learning per school</li> </ul>	Continuous	DVC (ARSA)	1.5	1.5	2.0	2.0	2.5	9.5
D	Using new technological approaches to support the teaching and learning process	New Technological approaches developed	<ul style="list-style-type: none"> <li>No. of classes conducted using new technological approaches</li> </ul>	Continuous	DVC (ARSA)	2.5	2.5	2.5	2.5	2.5	12.5
E	Mobilizing potential donors to support fellowship, scholarship and bursaries fund	Database of identified donors	<ul style="list-style-type: none"> <li>Amount of funds raised from potential donors</li> </ul>	Continuous	DVC (ARSA)	0.1	0.1	0.1	0.1	0.1	0.5
E	Increasing budgetary allocation to work study programme	Budgetary allocation	<ul style="list-style-type: none"> <li>% increase in budgetary allocation for the work study programme</li> </ul>	Continuous	DVC (ARSA)	2.0	2.5	3.0	3.0	3.5	14



Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)													
						FINANCIAL YEARS													
						19/20	20/21	21/22	22/23	23/24	Total								
F	Establishing a foundation to fundraise on behalf of the needy students	A fully operational foundation	<ul style="list-style-type: none"> <li>Foundation in place</li> <li>No. of beneficiaries</li> <li>Amount of money raised</li> <li>Annual monitoring reports</li> </ul>	Continuous	DVC (ARSA)	0.1	0.1	0.1	0.1	0.1	0.6								
						Collecting data to monitor completion rates	Data on completion rates	Annual monitoring reports	Continuous	DVC (ARSA)	0.1	0.1	0.1	0.1	0.5				
											Computerizing students admission process	A fully automated Admission process	<ul style="list-style-type: none"> <li>Updated students' database</li> <li>ERP implemented 100%</li> </ul>	Continuous	DVC (ARSA)	-	-	-	-
																Training students on leadership and peacebuilding skills	Training reports	No. of students trained	Continuous
G	Identify and nurture talent, creativity, professionalism and leadership among students	Facilitating student leaders participation in local, national and international events/competition	<ul style="list-style-type: none"> <li>No. of students attending leadership forums</li> </ul>	Continuous	DVC (ARSA)	0.5	0.5	0.6	0.6	0.7	2.9								
						Preparing and implementing mentoring and guidance policy	Comprehensive Mentoring and Guidance Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (ARSA)	0.1	0.1	0.1	0.1	0.6				
		Establishing and support a Career Development Centre	A fully operational Career Development Centre	<ul style="list-style-type: none"> <li>No. of career talks held per year</li> <li>No. of tracer studies conducted per year</li> </ul>	Continuous	DVC (ARSA)	0.5	0.5	0.5	0.5	0.5	0.6							
							Involving students in governance issues that affect their welfare	Participatory reports involving students	No. of meetings held per year	Continuous	DVC (ARSA)	0.3	0.3	0.35	0.35	0.4	1.7		
Organizing co-curricular activities	Reports on co-curricular activities organized	<ul style="list-style-type: none"> <li>No. of co-curricular activities organized per semester</li> </ul>	Continuous	DVC (ARSA)	1.6	1.6	1.7	1.7	1.7	8.3									
					Facilitating students participation in local, national and international moot court competitions	Reports moot court competitions	<ul style="list-style-type: none"> <li>No. of students facilitated</li> <li>No. of competitions held per year</li> </ul>	Continuous	DVC (ARSA)	0.1	0.1	0.1	0.1	0.1	0.5				

Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)					
						FINANCIAL YEARS					
						19/20	20/21	21/22	22/23	23/24	Total
H	Holding regular consultative meetings with students	Report on meetings held	<ul style="list-style-type: none"> <li>No. of meetings held per semester</li> <li>Minutes of meetings held</li> </ul>	Continuous	DVC (ARSA)	0.2	0.2	0.4	0.4	0.4	1.6
		Report on professional talks held	<ul style="list-style-type: none"> <li>No. of motivational seminars held,</li> <li>Number of students sensitised</li> </ul>	Continuous	DVC (ARSA)	0.2	0.2	0.4	0.4	0.4	1.6
	Holding free and fair elections	Report of students elections held	<ul style="list-style-type: none"> <li>No. of elections held per year</li> </ul>	Annually	DVC (ARSA)	0.4	0.4	0.5	0.5	0.5	2.3
	Instilling forums that encourage and promote peaceful and harmonious co-existence	Reports on forums held	<ul style="list-style-type: none"> <li>No. of peace caravan, dialogue, forums conducted to promote peace</li> <li>Report on peace caravan, dialogue, and forums conducted</li> </ul>	Continuous	DVC (ARSA)	0.5	0.5	0.5	0.5	0.5	2.5
I	Sensitising students and staff on national cohesion and values mainstreaming	Sensitization reports	<ul style="list-style-type: none"> <li>No of staff and students sensitised per year</li> </ul>	Continuous	DVC (APF)	0.5	0.5	0.5	0.5	0.5	2.5
		Report on the effectiveness of library resources	<ul style="list-style-type: none"> <li>No. of volumes increased</li> <li>No. of e-resources increased</li> <li>% increase in budgetary allocation for library resources</li> </ul>	Continuous	DVC (ASA)	5.0	6.0	7.0	8.0	10.0	36.0
		Health, Occupation and Safety Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (APF)	0.1	0.2	0.3	0.3	0.4	1.3
J	Reviewing and implementing Disability Mainstreaming Policy	Disability Mainstreaming Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>% of policy implemented</li> </ul>	Continuous	DVC (APF)	0.1	0.2	0.2	0.2	0.2	0.9
		Reviewed Gender Mainstreaming Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (APF)	0.1	0.2	0.2	0.2	0.2	0.9
	Reviewing and implementing Alcohol and Substance Abuse Policy	Reviewed Alcohol and Substance Abuse Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (APF)	0.1	0.2	0.2	0.2	0.2	0.9
	Conducting annual customer satisfaction surveys	Survey report	<ul style="list-style-type: none"> <li>% change in satisfaction index</li> </ul>	Continuous	DVC (APF)	0.8	1.0	0.1	0.1	0.1	2.1

Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)					
						FINANCIAL YEARS					
						19/20	20/21	21/22	22/23	23/24	Total
K Attract, recruit, develop and retain high calibre staff	Providing a framework for resolving all public complaints	A documented framework for handling complaints	<ul style="list-style-type: none"> <li>No. of complaints received and resolved</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	-
	Developing and implementing staff induction manual	Staff induction manual	<ul style="list-style-type: none"> <li>Manual approved by Council</li> <li>No. of staff inducted</li> </ul>	Continuous	DVC (APF)	0.1	0.1	0.1	0.1	0.1	0.5
	Review and implement Staff Training and Development Policy	Staff Training and Development policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>No. of staff trained as per training needs assessment</li> </ul>	Continuous	DVC (APF)	1.0	1.5	2.0	2.5	3.0	10.0
	Strengthening performance contracting and appraisal systems to increase staff accountability and productivity	Performance contracting and appraisal systems strengthened	<ul style="list-style-type: none"> <li>Evaluation reports</li> <li>No. of staff on staff performance appraisal</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	-
	Preparing and implementing a comprehensive staff establishment policy	Staff establishment policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>No. of staff recruited per year</li> </ul>	Continuous	DVC (APF)	45	45	50	50	50	240.0
	Regular review of employees terms and conditions of service	Current employees terms and conditions of service	<ul style="list-style-type: none"> <li>Timely review of terms and conditions of service through staff unions CBAs</li> </ul>	Continuous	DVC (APF)	8.0	-	-	10.0	-	18.0
	Reviewing and implementing a comprehensive scheme of service	New Scheme of service	<ul style="list-style-type: none"> <li>Approved schemes of service by the Council</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	-
	Preparing and implementing an Equal Opportunity Policy	Equal Opportunity Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (APF)	0.1	0.1	0.1	0.1	0.1	0.5
	Prepare and implement Staff Succession Management Policy	Staff Succession Management Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	2018/2019	DVC (APF)	-	-	-	-	-	-
	<b>Sub Total</b>						<b>60.4</b>	<b>54.5</b>	<b>60.2</b>	<b>71.7</b>	<b>64.3</b>

STRATEGIC OBJECTIVE 2: TO GENERATE AND DISSEMINATE KNOWLEDGE, SKILLS AND COMPETENCIES																																											
Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)																																					
						19/20	20/21	21/22	22/23	23/24	Total																																
<b>A</b>	Undertake scholarly research and publications by staff and students to enhance the international ranking	Awarding of research grants through the dissemination of information on the call for papers for external funding	<ul style="list-style-type: none"> <li>No. of research proposals funded per year</li> </ul>	Continuous	DVC (ARSA)	5.0	5.0	-	6.0	6.0	22.0																																
						Holding multidisciplinary research training workshops	<ul style="list-style-type: none"> <li>No. of workshops held per year</li> <li>Workshop reports</li> </ul>	Continuous	DVC (ARSA)	0.3	0.3	0.3	0.3	0.3	1.5																												
										Encouraging publications by staff and students by the introduction of school-based journals	<ul style="list-style-type: none"> <li>No. of Journals introduced per school</li> <li>% increase in the number of publications</li> </ul>	Continuous	DVC (ARSA)	-	-	-	-	-	-																								
														Establishing School research committees	<ul style="list-style-type: none"> <li>No. of committees established</li> <li>No. of research conducted per school</li> </ul>	Continuous	DVC (ARSA)	0.3	0.3	0.3	0.3	0.3	1.5																				
																		Sponsoring staff to attend conferences	<ul style="list-style-type: none"> <li>No. of staff sponsored</li> <li>No. of conferences attended by staff</li> </ul>	Continuous	DVC (ARSA)	2.0	2.0	2.0	3.0	3.0	12.0																
																						Operationalizing University Research and Innovation Board	<ul style="list-style-type: none"> <li>No. of meetings held per year</li> </ul>	Continuous	DVC (ARSA)	0.1	0.1	0.1	0.1	0.1	0.5												
																										Regularly updating University digital repository	<ul style="list-style-type: none"> <li>No. of new additions per year</li> </ul>	Continuous	DVC (ARSA)	-	-	-	-	-	-								
																														Creating research endowment fund as per Kisii University Statutes to support strategic research initiatives	<ul style="list-style-type: none"> <li>Amount of funds set aside as a % of the approved budget</li> </ul>	Continuous	DVC (ARSA)	10.0	10.0	12.0	15.0	20.0	67.0				
																																		Holding conferences to disseminate research findings	<ul style="list-style-type: none"> <li>No. of conferences held per year</li> <li>Report on conference proceedings</li> </ul>	Continuous	DVC (ARSA)	3.0	3.0	3.5	3.5	4.0	17.0
																																						Improving scholarly atmosphere of the university through public lectures	<ul style="list-style-type: none"> <li>No. of public lecturers held per year</li> </ul>	Continuous	DVC (ARSA)	0.2	0.2
Developing and implementing Research and Extension Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>No. of community outreach held per year</li> </ul>	Continuous	DVC (ARSA)	1.1	0.5																																					0.5	0.5
				<b>Sub Total</b>	<b>22</b>	<b>21.4</b>	<b>18.9</b>	<b>28.9</b>	<b>34.4</b>																																	<b>125.6</b>	

STRATEGIC OBJECTIVE 3: TO PROVIDE TECHNOLOGICAL SOLUTIONS TO THE COMMUNITY AND INDUSTRY												
Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)						
						FINANCIAL YEARS						
						19/20	20/21	21/22	22/23	23/24	Total	
A	Prepare and implement a policy framework for STIs	Developing an STI policy framework taking into account the existing needs assessment survey/reports	<ul style="list-style-type: none"> <li>STI policy framework</li> </ul>	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> <li>No. of innovations developed and patented</li> </ul>	Continuous	DVC (ARSA)	0.5	0.6	0.6	0.7	0.7	3.1
B	Prepare and implement a policy framework for Intellectual Property Rights	Convening stakeholder workshops	Policy framework for Intellectual Property Rights	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Annual progress reports on policy implementation</li> </ul>	Continuous	DVC (ARSA)	0.4	0.4	0.5	0.5	0.6	2.4
C	Support participation of students and staff in National and International innovation exhibitions and competitions	Identifying STI exhibitions to participate in	Students and staff supported to participate in National and International innovation exhibitions and competitions	<ul style="list-style-type: none"> <li>No. exhibitions participated in</li> <li>No. of students participating in National and International innovation exhibitions</li> </ul>	Continuous	DVC (ARSA)	0.6	0.7	0.7	0.8	0.9	3.7
D	Support ICT development, investment and application in administration, teaching, learning and research	Reviewing and implementing ICT Policy Framework	Reviewed ICT policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress report on policy implementation</li> </ul>	Continuous	DVC (ARSA)	11.0	12.0	18.0	18.0	25.0	84.0
E	Establish and support an incubation and innovation centre to transform scientific knowledge and innovation into goods and services for community development.	Increasing budgetary allocation for procurement and maintenance of ICT infrastructure	Increased budget allocation	<ul style="list-style-type: none"> <li>% increase in budgetary allocation</li> </ul>	Continuous	DVC (APF)	1.0	2.0	3.0	3.5	4.0	13.5
		Operationalizing University ICT Committee	University ICT Committee Operationalized	<ul style="list-style-type: none"> <li>No. of meetings held per year by the ICT Committee</li> </ul>	Continuous	DVC (ARSA)	-	-	-	-	-	-
		Increasing Bandwidth in relation to population	Increased speed of internet	<ul style="list-style-type: none"> <li>Percentage increase in bandwidth in the University</li> </ul>	Continuous	DVC (ARSA)	1.5	1.5	1.5	1	1	6.5
		Improving LAN/ fibre optic infrastructure	LAN/ fibre optic infrastructure improved	<ul style="list-style-type: none"> <li>Percentage increase in LAN/ fibre coverage in the University</li> </ul>	Continuous	DVC (ARSA)	2.0	3.0	-	-	-	5.0
		Improving Wi-Fi coverage	Wi-Fi coverage	<ul style="list-style-type: none"> <li>Percentage increase in Wi-Fi coverage in the University</li> </ul>	Continuous	DVC (ARSA)	3.0	3.0	-	-	-	6.0
Sub Total		Preparing a framework for the establishment of a business incubation centre	A fully operational Business incubation centre	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>No. of new innovations natured and developed and disseminated</li> </ul>	Continuous	DVC (ARSA)	3.0	3.0	3.0	3.0	3.0	15.0
						23	26.2	27.3	27.5	35.2	139.2	

STRATEGIC OBJECTIVE 4: TO ESTABLISH, NETWORK AND STRENGTHEN PARTNERSHIPS WITH STRATEGIC INSTITUTIONS											
Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)					
						FINANCIAL YEARS					
						19/20	20/21	21/22	22/23	23/24	Total
<b>A</b>	Prepare and implement policy on partnerships and collaborations	Partnerships and collaborations policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (ARSA)	0.3	0.3	0.4	0.4	0.4	1.8
<b>B</b>	Promote University-industry linkages and partnerships	Joint researches, contract researches, and collaborative agreements	<ul style="list-style-type: none"> <li>No. of MOUs signed on collaborative agreements</li> <li>No. of joint research undertaken</li> </ul>	Continuous	DVC (ARSA)	0.9	1.0	1.2	1.3	1.5	5.9
	Organizing trade fairs every year to enhance a strong link between industry and the University	Trade fairs	<ul style="list-style-type: none"> <li>No. of trade fairs organized per year</li> <li>Report on trade fairs conducted</li> </ul>	Continuous	DVC (ARSA)	1.0	1.0	1.0	1.0	1.0	5.0
<b>C</b>	Promote University –research institutes linkages and partnerships	Record on University –research institutes linkages and partnerships	<ul style="list-style-type: none"> <li>No. of MOUs signed on collaborative agreements</li> <li>Progress report on the implementation of signed MOUs</li> </ul>	Continuous	DVC (ARSA)	0.9	1.0	1.2	1.3	1.5	5.9
<b>D</b>	Promote university-International organizations linkages	Record on university-International and multinational organizations linkages	<ul style="list-style-type: none"> <li>No. of MOUs signed on collaborative agreements</li> <li>Progress report on implementation of signed MOUs</li> </ul>	Continuous	DVC (ARSA)	0.9	1.0	1.2	1.3	1.5	5.9
<b>E</b>	Promote University –relevant professional and regulatory bodies linkages and partnerships	Report on engaged professional and regulatory bodies in curriculum development	<ul style="list-style-type: none"> <li>No. of curricula developed through participatory process with professional bodies</li> </ul>	Continuous	DVC (ARSA)	0.6	0.6	0.7	0.8	0.9	3.6
	Strengthening mechanisms for professional and regulatory bodies to participate in industrial attachment supervision	Participatory report on industrial attachment supervision	<ul style="list-style-type: none"> <li>Guidelines in place</li> <li>No. of students on attachment jointly supervised</li> </ul>	Continuous	DVC (ARSA)	0.8	0.9	1.0	1.1	1.2	5.0
<b>F</b>	Support Kisi University Alumni Association	Alumni strategic plan	<ul style="list-style-type: none"> <li>Approved Strategic Plan</li> <li>Progress reports on strategic plan implementation</li> </ul>	Continuous	DVC (ARSA)	0.1	0.4	0.4	0.5	0.5	1.9
<b>G</b>	Partner with County Governments in regional development planning	Signed MOUs	<ul style="list-style-type: none"> <li>No. of MOUs signed on collaborative agreements</li> <li>Progress report</li> </ul>	Continuous	DVC (ARSA)	0.3	0.3	0.3	0.3	0.3	1.5
<b>Sub Total</b>						<b>5.7</b>	<b>6.1</b>	<b>7</b>	<b>7.5</b>	<b>8.3</b>	<b>34.6</b>

STRATEGIC OBJECTIVE 5: TO ESTABLISH AND MAINTAIN INFRASTRUCTURE AND SERVICES												
Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)						
						19/20	20/21	21/22	22/23	23/24	Total	
<b>A</b>	Develop/complete development of ongoing projects	Completing the construction of ICT Learning and Business Centre	ICT Learning and Business Centre completed	Quarterly Progress reports on completion rates	2019/2020-2020/2021	DVC (APF)	200	150	-	-	-	350
		Completing construction of Lecture Theatre	Lecture Theatre completed	Quarterly Progress reports on completion rates	2019/2020	DVC (APF)	87	-	-	-	-	87
	Construction of Administration Block	Completing construction of Sakagwa Academic Block, Wing B	Sakagwa Academic Block, Wing B Completed	Quarterly Progress reports on completion rates	2019/2020	DVC (APF)	112	-	-	-	-	112
		Construction of student Centre	Administration Block constructed	Quarterly Progress reports on completion rates	2020/2021-2021/2022	DVC (APF)	-	250	250	-	-	500
	<b>B</b>	Understand regular repairs and preventive maintenance of infrastructure and facilities	Construction of perimeter wall around the Main Campus	Student Centre constructed	Quarterly Progress reports on completion rates	2021/2022-2022/2023	DVC (APF)	-	-	150	150	-
Construction of internal roads			Perimeter wall constructed	Quarterly Progress reports on completion rates	2022/2023-2023/2024	DVC (APF)	-	-	-	100	150	250
			Preventive maintenance and repairs for all building infrastructure, equipment, facilities and vehicles	Internal roads constructed	Quarterly Progress reports on completion rates	2023/2024	DVC (APF)	-	-	-	-	100
<b>C</b>	Ensure that physical development in the University is sustainably planned	Preparing the University Master Plan to include all University farms	All repairs done and preventive maintenance undertaken	Maintenance schedules	Continuous	DVC (APF)	4.0	4.4	4.8	5.3	5.9	24.4
			Repairs undertaken	Repairs schedules								
<b>D</b>	Establish and maintain an effective transportation system	Purchasing new vehicles	Master Plan prepared	Master plans approved by Council	2019/2020	DVC (APF)	14.0	-	-	-	-	14.0
			New vehicles purchased	Progress reports on master plans implementation								
<b>E</b>	Increase water supply to sustainable levels	Increasing rainwater harvesting by covering all buildings in the University Installing more storage tanks	No. of vehicles procured	No. of vehicles procured	Continuous	DVC (APF)	10.5	11.6	12.7	14.0	-	48.8
			The capacity of rainwater harvested increased	Amount of rainwater harvested	2019/2020-2021/2022	DVC (APF)	0.6	0.6	0.6	-	-	-
<b>Sub Total</b>							<b>428.1</b>	<b>416.6</b>	<b>418.1</b>	<b>269.3</b>	<b>255.9</b>	<b>1,788</b>

STRATEGIC OBJECTIVE 6: TO IMPROVE FINANCIAL VIABILITY OF THE UNIVERSITY												
Strategies	Activities	Expected Output	Key Performance Indicators	Time Frame	Responsibility	Budget Allocation (Est.) in Millions (Kshs)						
						FINANCIAL YEARS						
						19/20	20/21	21/22	22/23	23/24	Total	
<b>A</b>	Expand University resource base through diversification of revenue streams	Preparing and implementing a comprehensive resource mobilisation policy	Resource mobilisation policy	<ul style="list-style-type: none"> <li>Policy prepared and approved by University Council</li> <li>No. and diversity of resource mobilization priority areas identified</li> <li>Amount of funds raised through innovative resource mobilisation strategies</li> </ul>	Continuous	DVC (ARSA)	1	1.5	2.0	2.0	2.5	9.0
<b>B</b>	Establish and support an enterprise company to manage commercial activities of the University	Registration of an enterprise company	A fully operating enterprise company	<ul style="list-style-type: none"> <li>Registration Certificate</li> <li>Strategic Plan for the company developed and implemented</li> </ul>	Continuous	DVC (APF)	0.1	-	-	-	-	0.1
<b>C</b>	Undertake prudent management of financial resources	Complying with approved budgetary levels	Compliance reports	<ul style="list-style-type: none"> <li>No. of complaints reports</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	
		Reviewing internal policies and procedures to strengthen internal controls	Audit reports	<ul style="list-style-type: none"> <li>No. of annual audit reports</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	
		Outsource noncore services	Outsourced Noncore services	<ul style="list-style-type: none"> <li>No. of noncore services outsourced</li> <li>The extent of savings from outsourcing</li> </ul>	2019/2020 – 2012-2021	DVC (APF)	10.0	10.0	-	-	-	20
		Operationalizing University Budget Planning and Resource Allocation Committee	University Budget Planning and Resource Allocation Committee fully operationalized	<ul style="list-style-type: none"> <li>No. of meetings held by Committee per quarter</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	-
<b>Sub Total</b>	Preparing and implementing Risk Management Policy	Risk Management Policy	Risk Management Policy	<ul style="list-style-type: none"> <li>Policy approved by Council</li> <li>Progress reports on policy implementation</li> </ul>	Continuous	DVC (APF)	0.1	0.1	0.1	0.1	0.5	
	Implementing and upgrading Enterprise Resource Planning (ERP)	Fully operational ERP	Fully operational ERP	<ul style="list-style-type: none"> <li>% of ERP implemented</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	
	Monitoring operations of Campuses to ensure financial sustainability	Financial sustainability status report	Financial sustainability status report	<ul style="list-style-type: none"> <li>No. of monitoring reports</li> </ul>	Continuous	DVC (APF)	-	-	-	-	-	
<b>GRAND TOTAL</b>						<b>32.6</b>	<b>26.5</b>	<b>24.7</b>	<b>26.7</b>	<b>26.7</b>	<b>137.2</b>	
						<b>535.8</b>	<b>513.3</b>	<b>486.2</b>	<b>498.6</b>	<b>491.8</b>	<b>2525.7</b>	



# Chapter

# 5

## MONITORING, EVALUATION AND REPORTING

# CHAPTER 5: MONITORING, EVALUATION AND REPORTING

## 5.1 Overview

Continuous monitoring and evaluation of this Plan will be central in improving the overall performance of the University in addition to achieving desired results. Monitoring, on one part, will involve a routine process of collecting, recording and organizing information about the Strategic Plan. In this context, it will provide a planning function for guiding progress towards the intended direction and to check performance against the stated objectives. On the other hand, the evaluation will entail a periodic review of the tenets of success and failure in the Plan. It will utilize monitoring information to make a value judgment on the status of the Plan's implementation.

## 5.2 Monitoring

The following questions shall guide in monitoring and evaluation of this Plan:

- Are the strategic objectives being achieved or not?
- Will the strategic objectives be achieved according to the time frame specified in the plan?
- Should the time frame for completing the objectives be changed?
- Should the strategic objectives be changed?
- Does the University have adequate resources to achieve the strategic objectives?
- Are the strategic objectives still realistic?
- What can be learned from the process in order to improve future planning?

On a quarterly basis, all HODs and Deans shall submit their progress reports, based on annual work plans, in the prescribed results matrices (**Appendix I**) to the Planning and Development Department for monitoring. Such work plans will help track and monitor progress on the Plan's implementation. Performance contracts for all staff will equally be based on this Strategic Plan. Annual University budgets will also be based on and justified against the Strategic

Plan. Additionally, the staff performance appraisal system will be procedurally administered in line with this strategy.

### 5.3 Evaluation and Review

Evaluation and review will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures to gauge the extent of achievement of the intended results. The process will be undertaken after 2½ years using internal evaluators and after 5 years using an external evaluation team working with the internal evaluators. All departments and schools shall hold quarterly performance review meetings. Reports from such meetings shall be tabled for review during the University Management Board meetings.

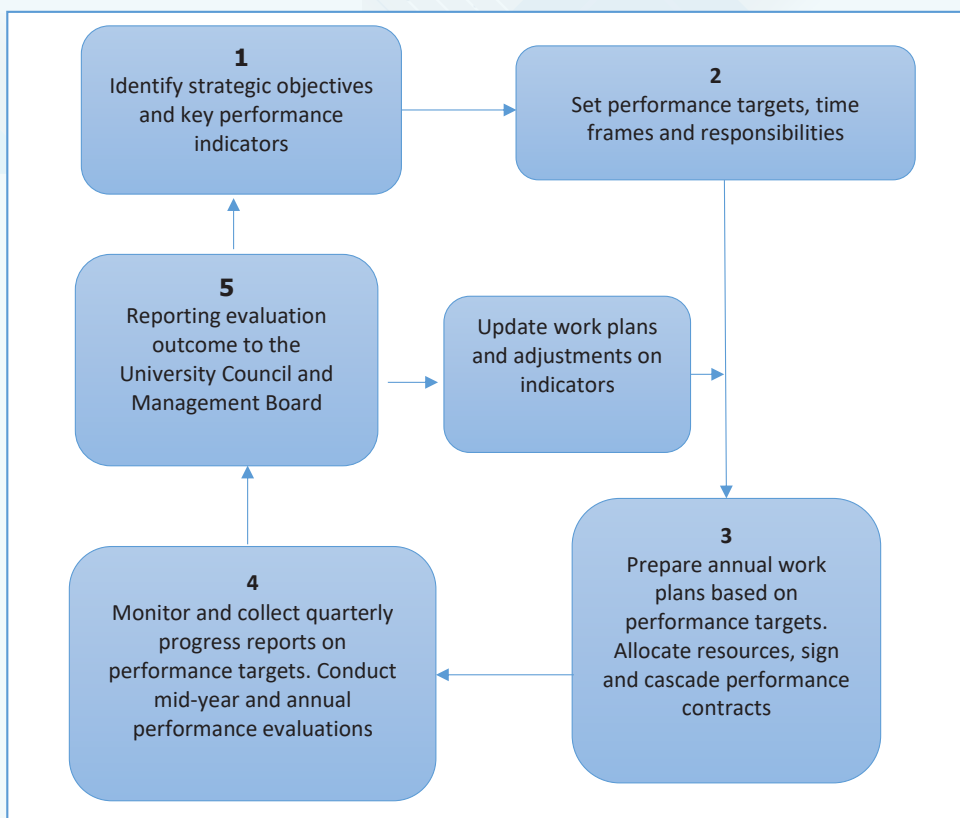
#### Note:

- Appropriate evaluators will be selected on the basis of their relevant skills and experience in similar capacity or assignment.
- Both the internal and external evaluation teams shall be approved by the University Management Board,
- Recommendations adopted will be implemented and included in the revised plan.
- In June of the final year of this Strategic Plan, thus June 2024, a Committee shall be set up by the University Management Board to formulate the third edition of the University's Strategic Plan covering the next five years of planning and development (2024-229).
- All Schools and Campuses shall prepare their strategic plans and align them with this Strategic Plan.

### 5.4 Reporting

The Department of Planning and Development will report to the University Council through the University Management Board on the extent to which the Strategic Plan is being implemented. The Department will likewise prepare data collection tools and work closely with Heads of Departments and Deans/ Directors to ensure consistency in reporting. Data generated through reporting will provide a framework for corrective action and continual improvement with

regard to the use of time, human resources, financial resources and physical facilities. Consequential reports for monitoring will provide empirical evidence for the Plan’s implementation. The framework model for monitoring, evaluation and reporting is presented in Figure 6.



**Figure 6: Framework for Monitoring, Evaluation and Reporting**

This Plan is linked to the performance contracting process. The University will submit quarterly progress reports to the Inspectorate of State Corporations, Ministry of Education, the National Treasury and Planning; and the Public Service Performance Management Unit for the purpose of monitoring progress and annual performance evaluation. This will ensure that the University’s objectives are progressively aligned with national development priorities.

### 5.5 Conclusion

Realizing the ambitious vision reflected in this Strategic Plan will depend on translating sound strategic planning into efficient, effective, resolute operational management at all levels of the University.

# APPENDICES

## Appendix I: Template for Strategic Plan Quarterly Reporting

FORM KSU/SP/01

**STRATEGIC PLAN QUARTERLY PERFORMANCE REPORT**

Department/School/Campus: \_\_\_\_\_ Quarter: \_\_\_\_\_ Financial Year: \_\_\_\_\_

Performance Target	Units	Target for year	Quarter		Variance (B – C)	Cumulative to Date		Variance (E – F)
			Actual Achievement	Target for Quarter		Actual Achievement	Target	
		A	B	C	D	E	F	G
Comments on any variance (un) favourable, causes and action taken:								

## **Appendix II: Members of the Strategic Planning Committee**

- |                                   |                             |
|-----------------------------------|-----------------------------|
| 1. Prof. John S. Akama, PhD.      | Vice Chancellor/Chairperson |
| 2. Prof. Joseph T. Mailutha, PhD. | Member                      |
| 3. Prof. Fredrick Wanyama, PhD.   | Member                      |
| 4. Prof. Christopher Ngacho, PhD. | Member                      |
| 5. Dr. Margaret Barasa, PhD.      | Member                      |
| 6. Dr. W. Ochieng - Omollo, PhD.  | Committee Secretary         |
| 7. Dr. Jacqueline Nyaanga         | Member                      |
| 8. Mr. Walter Cheruiyot           | Member                      |

### **Appendix III: Kisii University Anthem**

Kisii University, a world-class University.  
A modern institution, a fountain of knowledge,  
O! LORD, we thank you.

A 21<sup>st</sup>-century University, that trains high-level human resource,  
Dedicated to its mission, research and social welfare,  
O! LORD, we thank you.

We train high powered human resource,  
Innovative and responsive to societal needs,  
We adore our University,  
The fountain of knowledge,  
O! LORD, we thank you.

We cherish teamwork and integrity,  
As core values in service delivery,  
We adore our University,  
The fountain of knowledge,  
O! LORD, we thank you

## Appendix IV: Notes on Kisii University Logo and Mace

### 1. University Logo



#### Colours

- Blue represents novelty and high-quality academic programmes, teaching, research and graduates of the University.
- Green represents the evergreen environment of the region within which the University is located.
- Brown represents the colour of the soil and productive agricultural land within which the University is located.
- Yellow represents creativity, intellectual excellence and innovation which the University endeavours to pursue in line with its philosophy.

#### Features

- The grey-crowned crane is a symbolic representation of love, peace and harmony which the University endeavours to promote towards societal integration.
- The lion represents the intellectual vitality which the University endeavours to exert towards attaining the vision of a world-class university.
- The grey torches with flames are a symbol of continuous quest for excellence in teaching, research and community service.
- The open book symbolises the teaching and research mandate of the University
- The black academic cap is a sign of the intended rite of passage for students.



- f) The shield represents knowledge that the University intends to impart to students as a life-sustaining defence.
- g) The orange, pineapple, banana and maize symbolises the high agricultural potential in the region which the University intends to harness.
- h) The hill upon which the two flame torches are mounted signifies the picturesque beauty of Kisii Highlands within which the University is located.
- i) The Latin word “**FONS SCIENTIAE,**” translated as “**FOUNTAIN OF KNOWLEDGE**”, signify continuous dissemination of knowledge, skills and competencies by the University.

## 2. University Mace




### Material and Colour

- a) The Mace is made of brass to signify the fine and precious knowledge the University will be imparting to students.
- b) The Mace is coated with a golden colour as a symbol of value and excellence that the University endeavours to pursue.

### Features

- a) The flame at the tip of the Mace is a symbol of the liberating capacity of knowledge which is the core mandate of the University.
- b) The six rings at the base of the Mace signify the unity of purpose towards attaining the vision and mission of the University.
- c) The long metal base upon which the symbols rest signifies the lifelong foundation of knowledge which graduates of the University will be equipped with.



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