



UNIVERSITY OF NAIROBI

STRATEGIC PLAN

2023–2027

UNIVERSITY COUNCIL RETREAT (NAIVASHA VERSION)

JANUARY 22, 2024





UNIVERSITY OF NAIROBI

Vision

To be a globally competitive university transforming society.

Mission

To provide quality university education that embodies the aspirations of the Kenyan people and the global community through teaching, research, innovation and community service.

Core Values

Integrity, Accountability and Good Governance

Care

Freedom of thought and expression

Inclusivity

Innovativeness

Professionalism

Sustainability

FOREWORD

Though the oldest University in Kenya and having celebrated its 50th anniversary recently, the University has remained to its commitment by remaining responsive to the changes in the environment. Specifically, the COVID-19 pandemic exposed organizations to diverse industry-related challenges which led institutions to adapt of new ways of delivering their products and services while retaining high quality. The University of Nairobi was not exempted from the challenges that the global communities experienced during the COVID- 19 pandemic times.

To overcome the challenges observed during the reviewed UoNSP 2018-2023 period, University Council instituted curricula-, financial-, data-driven management-, governance-, and people reforms. The all inter-connected, synergistic and essential reforms were aimed at attainment of a vibrant, relevant and sustainable university. Premised on the gains realized from execution of the reforms, the UoNSP (2023-2027) provides a strategic roadmap in developing knowledge and creating linkages with industries geared towards the achievement of the University’s goals and objectives. Additionally, it produces output that will facilitate transformation of the University in levels of its operations.

During review of the SP (2018-2027), the UEB and SPD Sub-committee held extensive engagement with key stakeholders. The process conceptualized the vision ***“To be a globally competitive university, transforming society”*** and the Mission ***“To provide quality higher education and to embody the aspirations of the Kenyan people and the global community through teaching, research, innovation and community service”***. The vision and mission will serve as a rallying call to streamline efforts, synergies and resources towards a common strategic direction. In addition, these will ensure order to meet and exceed the committed expectations to the staff, students and our partners that are consistent with the University’s mandate of enhancing teaching, research, community service and collaborative partnerships.

The UoNSP 2023-2027 identified Six Key Result Areas (KRAs) as strategic priority areas for the next five (5) years. These have been operationalized through clearly formulated strategic objectives, strategies and activities. Successful implementation of this SP will require mobilization of adequate financial and human resources, high level of coordination, dedication and teamwork by the University Management and exemplary corporate governance, oversight and support by the UoN Council. The SP addresses emerging issues and priority areas identified at global, regional, national and community levels. The UoN Council is committed to support effective implementation of this SP.

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CHAIRMAN,
UNIVERSITY OF NAIROBI COUNCIL

PREFACE AND ACKNOWLEDGEMENT

Institutions are expected to prioritize their operations into a Strategic Plan. The UoNSP 2023– 2027 outlines the strategies that will enable achievement of vision and mission in a dynamic environment in higher education as well as the political, economic, social, technological, environmental, legal and ethical frameworks. The SP considers megatrends and incorporates approaches for fulfilling community, county, national, regional and international agenda.

The formulation of this strategic plan has given us an opportunity to note the global trends in university education to determine the future of the University. The strategic areas considered that will enable the University develop transformative interventions include; digitalization, innovation and commercialization ecosystem, people focus, sustainability, research and community service as well as teaching and learning. The strategic themes demonstrate our obligation to enhance productivity through our core functions of teaching, research, community service, as well as engage our strategic partners and the community. Our strategies will enable us become a comprehensively digital enabled institution, foster a culture and practice of innovation and commercialization, implement a responsive people-centric framework, design and implement a mechanism for effective research communication and effectively provide relevant community service. In sustaining progress to global status, we shall promote an adaptive, responsive and a socially entrepreneurial university through engaging in impactful research and strategic partnerships. It is expected that this SP will facilitate the University to solve problems in the society, serve the community and equip students for an ever-changing world.

The SP has been anchored on several legal and policy frameworks including the Constitution of Kenya, 2010; the UN SGD Agenda No. 4 on quality education; Africa Agenda 2063, EAC Vision 2050; Kenya Vision 2030; the Fourth Medium Term Plan (MTP IV) (2023-2027); Kenya’s Bottom-Up Economic Transformation Agenda (BETA) aimed at driving economic turnaround and inclusive growth; and relevant Government policies, circulars and guidelines.

The University Executive Board (UEB), Senate and entire community acknowledges and appreciates the efforts of all those who took part in the preparation of the 2023-2028 Strategic Plan. Specifically, the UEB appreciates the efforts of the appointed Strategic Plan Development Committee led by Prof. John Demesi Mande as the Chair and supported by Prof. Kennedy Ogollah as the Technical Lead in developing the Strategic Plan 2023-2027. The committee included; Members of the University Executive Board, Deans of Faculties, Representative chairpersons of Academic Departments, Heads of Central Departments, the University of Nairobi Enterprises and Services Limited (UNES) Management, Representatives of the student’s community and the Secretariat.

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ABBREVIATIONS AND ACRONYMS

AIE	: Authority to Incur Expenditure
AU	: African Union
BETA	: Bottom up Economic Transformation Agenda
CoDs	: Chairs of Departments
DAC	: Departmental Academic Board
DRP	: Debt Recovery Plan
DVC-AA	: Deputy Vice Chancellor, Academic Affairs
DVC-RIE	: Deputy Vice Chancellor Research Innovation and Enterprise
EAC	: East African Community
ERP	: Enterprise Resource Planning
ESG	: Environmental, Social and Governance
FAC	: Faculty Academic Board
ICT	: Information Communication Technology
KRA	: Key Result Area
MDACs	: Ministries, Departments, Agencies and Counties
MSME	: Micro, Small and Medium Enterprise
MTP	: Medium Term Plan
PESTELE	: Political, Economic, Social, Technological, Environmental, Legal and Ethics
PPP's	: Public-Private Partnerships
PWPER	: Presidential Working Party on Education Reforms
R&D	: Research and Development
RGMIS	: Research Grants Management Information System
SBSC	: Sustainability Balanced Scorecard
SDGs	: Sustainable Development Goals
SP	: Strategic Plan
SPAS	: Staff Performance Appraisal System
SWOT	: Strengths, Weaknesses, Opportunities and Threats
TVET	: Technical and Vocational Education and Training
UEB	: University Executive Board
UFM	: Universities Funding Model
UI	: Universitas Indonesia
UN	: United Nations
UNC TV	: University of Nairobi Channel Television
UONSP	: University of Nairobi Strategic Plan
UEBSPDSC	: University Executive Board Strategic Plan Development Sub-Committee
UNES	: University of Nairobi Enterprise and Services
UNSA	: University of Nairobi Students Association
UNSDGs	: United Nation Sustainable Development Goals
UoN	: University of Nairobi

DEFINITION OF CONCEPTS AND TERMINOLOGIES

EXECUTIVE SUMMARY

The University of Nairobi is the oldest and largest university in Kenya, and the largest university in the East and Central Africa region. From its humble beginning with 215 students in 1956, today it has an enrolment of about 40,000 students. The university offers a diverse range of academic programmes and is organized into 10 faculties, 62 departments and 16 central directorates. The current staff comprise 1330 academic, 396 senior administrative and technical staff, 1180 middle level clerical and administrative staff and 786 ancillary staff, totalling 3694.

To provide strategic direction in coordinating implementation of its core mandate and functions, the University Executive Board has developed the University of Nairobi Strategic Plan 2023-2027 in line with the Revised Guidelines for Preparation of Fifth-Generation Strategic Plans for Ministries, Departments, Agencies, Counties (MDACs), Constitutional Commissions and Independent Offices issued on July 3, 2023 by the State Department of Economic Planning, in the National Treasury and Planning Ministry, Republic of Kenya. The Guidelines can be downloaded from the State Department for Planning website: www.planning.go.ke/strategic-plan/.

Chapter One articulates the essence of strategy as an imperative to the organisational success of the University of Nairobi in context of turbulence in the internal and external business environment. The chapter outlines the global, regional and national development trends, which have strategic influence and relevance to the operations and organisational survival and sustainable growth of the University of Nairobi in the next decade and beyond. The role of University of Nairobi is elaborated in attainment of global, regional, national, county and community. In particular, the achievement of the 17 UN SDGs, the 21 goals of the AU Agenda 2063, the Six Pillars of the EAC Vision 2050, the Constitution of Kenya (2010) the three Pillars of Kenya Vision 2030, the MTP-IV, and the Bottom Up Economic Transformation Agenda (BETA) as well as relevant Sectoral Policies and Laws, namely the Universities Act (2012) and the Regulations (Amended 2023) Universities Standards and Guidelines (2014), the UoN Charter (2013), and Statutes (2021). The chapter outlines a concise history and functions of the UoN and an in-depth description of the methodology of developing the Strategic Plan (SP).

Chapter Two is dedicated to the Strategic Direction of the University of Nairobi. Specifically, the Chapter highlights the mandate, vision and mission statements, the six core values (professionalism, integrity, freedom of thought and expression, care, inclusivity and sustainable development) and the University of Nairobi Quality Policy Statement.

Chapter Three highlights key findings of the situational and stakeholder analyses. Specifically, the Chapter describes in details, findings of the analyses of the situational analysis of the external (macro and micro), internal and industry environment and market analysis. A summary of opportunities and threats facing the strategic direction and business model of the University of Nairobi are also highlighted and presented in tabular format. The Chapter also outlines key observations on the analysis of the internal environment, with focus on a critical analysis of the various aspects of the organisation such as governance and administrative structures, internal business processes and resources and capabilities. This is followed by a summary of the strengths and weaknesses. Additionally, the chapter outlines a concise overview on the analysis of past performance based on the level and or extent of achievement of the previous strategic plan. In particular, the information focusses on the key achievements of set targets. These are reported under the six (6) Key Result Areas for the Reviewed UoN Strategic Plan 2018- 2022, namely teaching and learning and creative works, research innovation and enterprise, competitiveness and image, governance, leadership and culture and resources (human resources,

physical infrastructure and facilities, financial resources and sustainability) and students' affairs. The key challenges, lessons learnt and findings of stakeholder analysis are also presented.

Chapter Four highlights the strategic issues that were identified based on findings of the situational analyses. These include: institutional capacity; innovation and commercialization for sustainability; teaching and developing globally competitive students; increased use of technology; framework for high quality research and impact; and focus on people. The chapter outlines the six strategic goals, namely to; 1.) create a technologically advanced and integrated environment that enhances quality teaching and learning, foster efficient campus services and facilitates seamless collaborations and partnerships for research; 2.) increase vibrancy of research activities and community service at the University; 3.) harness, nurture and motivate the free flow of knowledge, resources and opportunities towards the creation and growth of innovative industry-relevant products and services; 4.) ensure that the university is people focused in all its undertakings; 5.) transform the university into an environmentally and financially sustainable institution; and 6.) provide relevant, attractive, sustainable and responsive curricula. All these are aligned to the six (6) Key Result Areas of digitalization; research and community service, innovation and commercialization ecosystem; people focus; sustainability; and teaching, learning and creative works.

Chapter Five presents the output of an intense syndicate and group exercises coupled with plenary discussion by participants during the Strategic Plan Retreat held at Sawela Lodge, Naivasha from May 28, 2023 to June 1, 2023. Ten (10) strategic objectives were identified to guide the University of Nairobi Strategic Plan 2023-2027 which are anchored on the six (6) KRAs. These are:

1. To design or review and implement relevant and innovative teaching and learning programmes
2. To enhance access to quality university education and training
3. To become a comprehensively digital enabled University
4. To engage in impactful demand-driven research
5. To design and implement a mechanism for effective research communication
6. To effectively provide relevant community service
7. To foster a culture and practice of innovation and commercialization in the University
8. To implement a responsive people-centric framework
9. To promote an adaptive, responsive and a socially entrepreneurial University
10. To be a financially sustainable University

For each of the strategic objectives, related strategic choices have been identified and include a brief description of the projections on how each will be achieved during each of the 5-year Strategic Plan Period.

Chapter Six outlines the implementation and coordination framework. It covers information on how the Strategic Plan will be operationalised and describes the various elements of the implementation plan such as the Action Plan, Annual Work Plan, Budget and the signed Performance Contract for the Financial Year 2023/2024. Additionally, the chapter highlights the coordination framework for implementation of the SP, including the institutional framework (outlining the structure, policies, rules and regulations that will anchor the execution of the SP), the staff establishment, skill set and competence development required to ascertain their adequacy and relevance in supporting

implementation of the Strategic Plan, the leadership, systems and procedures that will be adopted effectively implement the Strategic Plan. The Chapter concludes with a narrative and tabular summary of the risk management framework outlining the level/category and proposed mitigation measures.

Chapter Seven outlines the estimated financial resources required to implement the activities under each of the strategies for each KRA projected on Financial Year basis. The total Annual Budget in **KSh 108,736,505,000** was derived from the costing of teach KRA and administrative costs and is presented in **Table 7.1** The SP Budget's resource gaps for each year amounting to **KSh 7,935,314,000** are presented in **Table 7.2** The Chapter concludes with highlights on resource mobilization strategies and resource management to ensure value for money, principles of prioritization and sequencing in utilization of scarce resources on impactful value chain activities to enhanced operational excellence, attain quick-wins, short-term, medium- term and long-term outcomes.

Chapter Eight outlines the monitoring, evaluation and reporting framework. It provides a description of the methodology that will be used for systematic collection, analysis and interpretation of data on specific metrics (indicators) to monitor the extent of progress and achievement of strategic plan objectives. Performance standards have been outlines based on relevance, efficiency, effectiveness and sustainability. The Chapter concludes with information on the evaluation framework presented in Table 8.1 on the Outcome Performance Matrix, Reporting Template for Quarterly and Annual Progress Reporting Templates for purposes of facilitating the Mid-Term and End-Term Evaluation of Implementation of the Strategic Plan.

CHAPTER ONE: INTRODUCTION

This Chapter highlights the imperative for strategy centrality on the outcomes of the University of Nairobi's transformation. It further covers the contextual considerations with respect to global, regional and national development issues and international frameworks. It then sets the background of the University and conclude by pointing out the methodological approach adopted for the strategic plan by the University.

1.1. Strategic Planning for success of the University of Nairobi

The University of Nairobi was founded as a response to the need to provide technical training for supporting socio-economic development by the Government of Kenya and later partnership with the Asian community and the Royal College, London. These initiatives represent evidence of the importance of the practice of designing and implementing Strategic Planning. The collapse of the East African Community in 1970 led to the establishment of the University of Nairobi. Rapid growth and expansion of the operation of the University of Nairobi has led to the organizational transformation since the 1970s. The initial strategic objective for the University of Nairobi was focused on training and development of human capital, with significant funding resource based from the government, this became unsustainable in the 1980 due to rapid increase in the population and changes in the socio-economic environment.

In response to the severe financial constrains experienced in the early 1990 required the strategic response that led to the adoption of Self-sponsored programmes, which enabled the University of Nairobi to emerge as a sustainable institution of higher learning. The revenue from the Self-sponsored programmes led to emergent uncontrolled organizational expansion, coupled with governance structural reforms that led to transformation from faculty based to college-based university system of administration. The rapid expansion of the University of Nairobi operations later required interventions that were the implemented through the five-point reform agenda on data, curricula, financial, governance and people.

The organizational environment has recently witnessed rapid changes arising from the digital, blue and green transformations, demographic and transgenerational changes occasioned by introduction of information and communications technology, and the use of big, data and analytics in business decision making. Other changes include rapid population growth, urbanization, globalization and the effects of climate change, drought, floods, and action, political and socio-economic instability, conflict, hunger, poverty and food insecurity all require strategic responses, if the University of Nairobi is to remain vibrant, relevant and sustainable in future. These environmental trends require clear and well-designed strategic interventions and positioning of the University of Nairobi based in its well established competitive advantage, strong brand and rich culture of excellence and diligence by its experienced human resource.

Based on the trends in the operating environment for institutions of higher education in the global and national arena, the government appointed a Presidential Taskforce on Education. One of the policy recommendations is the introduction of a new university funding model, that significantly alters the financial fortunes of public universities. In addition, increased competition for students on the national, regional and international market, increased cost of living, competitive fees, significant reduction in Self-sponsored student enrolment, changes in mode of delivery of teaching and learning from traditional physical lecture mode to electronic learning platforms, technological advancements, rapidly changing

socio-demographic trends, are some of the observed changes affecting the future of the University of Nairobi.

Informed by the aforementioned situational and contextual analysis of its external and internal environment, the University of Nairobi has crafted its Strategic Plan 2023-2027 anchored on Six (6) Key Result Areas, namely digitalization, research and community service, innovation and commercialization ecosystem, people-centric framework, sustainability and teaching, learning and creative works. Teaching and learning has been the at the core of the University of Nairobi mandate since its inception and will continue to guide its future. Digitalization of all operations of the university is aligned to the global, continental and national policies and strategies. While embracing the tremendous gains made in teaching and learning, the University of Nairobi will pursue a strategic direction towards research and community service, to inform the need for diversity, inclusivity and growth in the revenue base. Mapping and adopting the culture and practice for the innovation and commercialization ecosystem will position the University to engage with strategic partners to forge a clear pathway for partner with stakeholders in industry, government establishments and international organizations. The people-centric strategies will enhance a positive campus experience among staff and students, talent and human resource management and engagement with our neighbours to establish positive networks and strategic relationships. In implementing sustainability policies strategies, and practices, the University of Nairobi anticipates to achieve its vision of a globally competitive university transforming society.

Implementation of the University of Nairobi Strategic Plan 2023-2027 will position the institution in a significantly enhanced competitive advantage and enable the organization to navigate the rapidly changing ecosystem. The Strategic Plan will be dynamically implemented to remain sensitive and responsive to the changing operating environment.

1.2. The Context of Strategic Planning

In the higher education sector in Kenya, several global, regional, and national development issues have significant implications. Addressing these global, regional, and national development issues within the higher education sector in Kenya requires strategic policies, adequate funding, stakeholder collaboration, and continuous adaptation to changing educational and societal needs. Some of these key issues are discussed in the subsequent subsection.

1.2.1. United Nations 2030 Agenda for Sustainable Development

The 17 Sustainable Development Goals (SDGs) with their 169 targets, form the cog of the 2030 Agenda. They balance the economic, social and ecological dimensions of the sustainable development, place the fight against poverty and sustainable development on the same agenda for the first time. The SDGs are to be achieved around the world, and all UN member states, by 2030. This means that all states are called upon to play their part equally on finding shared solutions to the world urgent challenges. Like many countries, Kenya is required to implement the Goals at the national level. The UoN identifies largely with all the 17 SDGs. **Table 1.1** presents an outline of how implementation of key functions and mandate of the University of Nairobi in the Strategic Plan will contribute to attainment of the each of these UNSDGs.

Table 1.1: Outline on UON’s mandate and United Nations SDGs

Goal No.	SDG Description	UON’s Action in SP
1.	No Poverty: End poverty in all its forms	This will be achieved through introduction of sustainable measures in all operations of the university through digitalization. The programmes offered at the Faculty of Agriculture and Faculty of Veterinary Medicine, for example will ensure that food security measures will be implemented through introduction of post-harvest loss initiative to reduce wastages that occurs during harvest period and bring about food security in these regions. The University will establish Centre’s of excellence to showcase agricultural technologies to the public.
2.	Zero Hunger: Zero Hunger	
3.	Good health and well-being	This goal aspires to ensure health and wellbeing for all, including a bold commitment to end epidemics of Aids, Tuberculosis, malaria and other communicable diseases. The Faculty of Health Sciences will be at the forefront of championing implementation of Goal three through training, conducting research and community service.
4.	Quality education	The University of Nairobi has graduated students in various fields of study offered in the ten (10) faculties; Agriculture, Arts and Social Sciences, Education, The Built Environment and Design, Engineering, Law, Health Sciences, Science and Technology and Veterinary Medicine. In the Strategic Plan, the University of Nairobi will continue to offer quality higher education to transform society. The University also will support lifelong learning.
5.	Gender Equality	The University of Nairobi will continue to offer equal opportunities for men and women in economic life, eliminate all forms of violence against women and girls by implementing policies and operationalizing Gender and Disability Mainstreaming Policies
6.	Clean water and sanitation	The University of Nairobi, through this Strategic Plan will embrace green energy and carry out tree growing programmes to enhance biodiversity and mitigate climate change and environmental sustainability.
7.	Affordable and clean energy	
8.	Decent work and economic growth	
9.	Industry, Innovation and Infrastructure	The University of Nairobi will continue strengthening its flagship programmes in STEM and ensure sufficient human resource to champion growth of industry, innovation and infrastructure.

Goal No.	SDG Description	UON's Action in SP
		The Strategic Plan has one of its KRAs is innovation and commercialization ecosystem.
10.	Reduced inequalities	Through the implementation of people focus KRA it will ensure that there are reduced inequalities in the country.
11.	Sustainable Cities and communities	The Strategic Plan is anchored on KRAs on Research, Innovation and sustainability which will address these five goals.
12.	Responsible consumption and production	
13.	Climate action	
14.	Life below water	
15.	Life on land	
16.	Peace and justice strong institutions	The University of Nairobi, through the Strategic Plan will continue to empower management, staff, students through training and organizing cultural forums.
17.	Partnership for the goals	The university will provide the required support to achieve the SDGs.

1.2.2. African Union Agenda 2063

The African Union Agenda 2063 envisions of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena”*. The education agenda seeks to:

1. Expand universal access to quality early childhood, primary and secondary education
2. Expand and consolidate gender parity in education
3. Strengthen technical and vocational education and training through, scaled-up investments, the establishment of a pool of high-quality TVET centres across Africa, foster greater links with industry and alignment to labour markets, with a view to improving the skills profile, employability, and entrepreneurship of especially youth, and women, and closing the skills gap across the continent
4. Build and expand an African knowledge society through transformation and investments in universities, science, technology, research and innovation, and through harmonization of education standards and mutual recognition of academic and professional qualifications
5. Strengthen the Pan African Accreditation University, build the Pan African Virtual University and elevate Africa's role in global research, technology development and transfer, innovation and knowledge production; and
6. Harness universities and their networks and other options to enable high-quality university education.

From the Key Priority areas in the agenda, the following are the roles that the University will be anticipated to play;

1. Development of human capital through skills and capacity building in research, science, technology and innovation – re-designing of curricula, formation of centres of excellence
2. Quality programmes, mentorship, and research agenda that are responsive and relevant to the needs and challenges of Africa
3. Strengthening of institutional governance capacity of the University of Nairobi to be able to provide transformative leadership – participatory, inclusive, equitable, transparent and accountable
4. Establishing a culture of Peace and Stability – through development of conflict resolution mechanism processes that are efficient and innovative (reduction of industrial action, litigation, conflicts between teachers and students)
5. Crafting our (core) values and ethical frameworks around the ideals of Pan Africanism (embracing Ubuntu philosophy); decolonising curricula; promotion of African cultural values through various initiatives e.g., performing arts
6. Ensuring gender equality and equity, inclusivity.

1.2.3. East Africa Community Vision 2050

The EAC Vision 2050 has Six (6) pillars namely: Infrastructure Development; Agriculture, Food Security and Rural Development; Industrialization; Natural Resources and Environment Management; Tourism, Trade and Services Development; and Human Capital Development.

In supporting the realization of the vision, the University purposes to play the following roles;

1. Focus on research and innovation for economic transformation and development
2. Review and developing quality and innovative programmes, including entrepreneurship and business skills training and professional training
3. Lifelong learning, geared to bridging skills gaps for advancing regional development agenda (collection of data on what the skill gaps are – Evidence – based training)
4. Market-led Research: Disseminate and exchange information and results of activities in industrial research, technological development and demonstration programmes
5. Facilitate access to technological and research facilities by researchers and other experts
6. Encourage private sector participation in University of Nairobi activities relating to intra-regional research and transfer of technology
7. Establish and support research infrastructure, facilities and institutions.
8. Establish a Research and Technology Development Hub that is Afrocentric in focus
9. A Regional Research and Innovation Capacity Building Programme by tapping into internationalization of programmes.

1.2.4. Constitution of Kenya

The University of Nairobi mandate is anchored on several constitutional provisions. The University therefore must adhere to and be guided by the constitutional principles. The articles of the Constitution as enumerated in **Table 1.2** remain relevant to the Strategic Plan of the University of Nairobi 2030-2027.

Table 1.2: Outline of UoN mechanisms for supporting implementation Kenyan Constitution

S/No.	Article of the Constitution &	Role of UoN
1.	Article 2 on general rules of international law, treaties and convention that are ratified by Kenya	Internationalization and collaboration in university education, research, learning, innovation and enterprise through the application of international collaboration and partnerships under this Constitution.
2.	Article 11 on Culture, indigenous technologies and promotion of intellectual property rights.	<p>The University of Nairobi shall recognize the role of science and indigenous technologies in the development of the nation and promote the intellectual property rights of the people of Kenya.</p> <p>The University of Nairobi shall partner with the state to promote and protect the intellectual property rights of the people of Kenya.</p> <p>The University of Nairobi shall protect and enhance intellectual property in and indigenous knowledge of, biodiversity and the genetic resources of the communities.</p>
3.	Article 43 on social-economic rights including attainable standard of health, reproductive healthcare, housing, sanitation, food security, social security, education, medical treatment	<p>The University will endeavour to —</p> <ol style="list-style-type: none"> 1. train and provide health care and reproductive health care services professionals 2. provide education.
4.	Article 55 on youth.	The University of Nairobi shall endeavour to prepare and implement programmes for continuing education and training for the youth to access relevant education, training and access employment.
5.	Article 69 on environment and ecologically sustainable development of natural resources	<p>The University of Nairobi shall protect and enhance intellectual property in, and indigenous knowledge of, biodiversity and the genetic resources of the communities</p> <p>The University of Nairobi shall implement specific national government policies on natural resources and environmental conservation including soil and water conservation and forestry.</p> <p>The University of Nairobi shall protect the environment and natural resources with a view to ensuring a durable and</p>

S/No.	Article of the Constitution &	Role of UoN
		sustainable system of development and energy including electricity and gas reticulation. In particular; <ol style="list-style-type: none"> a. fishing, hunting and gathering; b. protection of animals and wildlife; c. water protection, securing sufficient residual water, hydraulic engineering and safety of dams; and d. energy policy.
6.	Article 10 and 232 on national values and principles of governance and values and principles of public service	Language policy and the promotion of official and local languages. National economic policy and planning National statistics and data on population, the economy and society generally. Intellectual property rights. Education policy, standards, curricula, examinations and the granting of university charters. Promotion of sports and sports education.
7.	The First and Fourth Schedule on counties and distributions of functions between the national and county governments [Articles 185(2), 186(1) and 187(2).]	<ol style="list-style-type: none"> 1. Transport and communications, including, in particular— <ol style="list-style-type: none"> a. road traffic; b. the construction and operation of national trunk roads; c. standards for the construction and maintenance of other roads by counties; d. railways; e. pipelines; f. marine navigation; g. civil aviation; h. space travel; i. postal services; j. telecommunications; and k. radio and television broadcasting. 2. National public works. 3. Housing policy. 4. General principles of land planning and the co- ordination of planning by the counties. 5. Disaster management. 6. Ancient and historical monuments of national importance. 7. Health policy. 8. Agricultural policy. 9. Veterinary policy. 10. Capacity building and technical assistance to the counties. 11. Public investment

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

The University of Nairobi Strategic Plan 2023-2027 has been formulated and premised on the need to ensure that all Key Result Areas, Strategic Objectives, Strategies and Activities are prioritized and aligned to ensure implementation of Kenya's Economic Blue Print (The Kenya Vision 2030), the Bottom-Up Economic Transformation Agenda (BETA), the Fourth Medium Term Plan (MTP IV), the Executive Order No 1 and No 2 of 2023, relevant Government policies, circulars and guidelines.

1.2.5.1. Kenya Vision 2030

Kenya's Vision 2030 emphasizes on making the country a globally competitive and prosperous nation with a high quality of life by 2030. It was launched on June 10, 2008 by (the late) President Mwai Kibaki. Developed through "an all-inclusive and participatory stakeholder consultative process, involving Kenyans from all parts of the country," the Vision is based on three "pillars": **Economic, Social, and Political.**

The University of Nairobi contributes greatly to the Social Pillar that encompasses the following:

1. Endeavour to prepare and implement academic programmes for the continuing education and training for stakeholders to access relevant education, training and access employment
2. Train and equip diverse professionals in all sectors of the economy for national, regional and international market
3. Produce graduates equipped with "problem solving" skills to meet the need of the community
4. Ensures that research finds practical solutions to problems in the communities within which they are located
5. Prepare and implement academic programmes for life long continuing education and learning in a digital super high way and creative economy
6. Promote economic transformation and development policies that support inclusive housing and social services; a safe and healthy living environment for all; affordable and sustainable transport, energy, water and sanitation
7. Increase investment, including through enhanced international cooperation, in agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity
8. Bridge the digital divide and develop knowledge societies and technological innovation across diverse areas
9. Substantially expand enrolment in higher education, including information and communications technology, technical, engineering and scientific programmes
10. Increase access to information and communications technology and strive to provide universal and affordable access to the internet.

1.2.5.2. Fourth Medium-Term Plan

The Fourth MTP will implement the fourth and second-last phase of Kenya Vision 2030 and will set the momentum for transition to the next long-term development agenda for the Country. It will be guided by Kenya Vision 2030 and lessons learnt in implementation of previous MTPs (MTPI, MTPII and MTPIII). It will also be guided by the Constitution and will incorporate the priorities outlined in the Manifesto of the ruling party.

The University's relevant areas of intervention are as follows:

1. Promotion of cross-sectorial collaborations: this can translate into designing interdisciplinary, trans-disciplinary and multi-disciplinary curricula
2. Climate change, green economy, implementation of SDG's and AU Agenda 2063 goals;
3. Enhancing international relations (strategies for internationalization)
4. Citizen-centric service: automation of services; harnessing the knowledge possessed by retired and retiring staff
5. Creation of sustainable and decent employment opportunities. How? By building a pool of skilled, adaptive and enterprising graduates whose qualifications are linked to societal and market needs;
6. Bridging the digital divide through promotion of innovation and creativity; enhancing ICT infrastructure for the Virtual university (Post COVID 19 University teaching, learning and assessment virtually; ensuring the integrity of the processes); and,
7. Inclusive and equitable talent nurturing and management especially in sports, entrepreneurship, innovation, and creative and performing arts.

1.2.5.3. Bottom-Up Economic Transformation Agenda

The Government Economic Recovery Agenda is anchored on the Bottom-up Economic Transformation Agenda (BETA) referred to as “The Plan” that is geared towards driving economic turnaround and inclusive growth. Five sectors and supportive enablers considered to have the largest impact and linkages to the economy as well as on household welfare are earmarked for roll out through increased investments during the plan period. Priority sectors include Agriculture; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Economy. Special focus will be placed on increased employment, more equitable distribution of income, social security while also expanding the tax revenue base, and increased foreign exchange earnings.

The University of Nairobi is expected to play a central role in providing solutions in all the five (5) areas through training, research, and technology transfer in order to drive the economic transformation agenda. Some of the means through which its role will be realised include:

1. **Human Capital Development:** Through its provision of quality higher education and skill development, the University of Nairobi plays a crucial role in nurturing a highly competent and innovative workforce. This positively impacts economic growth and social progress within the country.
2. **Research, knowledge creation and dissemination:** The University of Nairobi's research activities generate knowledge that contributes to the broader regional and international development agendas. By disseminating research findings, publishing scholarly works, and sharing expertise, the University of Nairobi contributes to the global knowledge base, influencing development practices and policies beyond national borders.
3. **Innovation:** The University of Nairobi's innovation endeavours are instrumental in addressing critical development challenges. Annually, the university provides a platform for showcasing various innovations that provide interventions in various sectors of the economy such as agriculture, health, climate change, and transport among others.
4. **Policy advice and consultation:** As a leading academic institution, the University of Nairobi offers valuable policy advice and consultation to both the national government and county governments. Through its research findings and expert opinions, the university informs evidence-based decision-making, shapes policy formulation, and

contributes to the development of effective and sustainable policies in line with the government's agenda.

5. **Regional Integration:** Through collaborations with other institutions in the region, the university contributes to regional integration efforts. By sharing knowledge, best practices, and resources, the university enhances regional cooperation and development, fostering mutual growth and stability.
6. **International Partnerships:** The University of Nairobi engages in international partnerships and collaborations to leverage global expertise, resources, and best practices. By participating in international research networks, academic exchanges, and joint projects, the university enhances its capacity to address global development challenges, aligning with international frameworks such as the United Nations Sustainable Development Goals (SDGs).

1.2.5.4. Sector Policies and Laws

The University of Nairobi operates under the Universities Act, 2013 of the Laws of Kenya. The UoN will during implementation of the strategic plan integrate other sector policies and laws, international treaties and conventions that have an impact on collaboration and internationalization in university education, research, learning, training, innovation and enterprise. This will be done through the application of collaboration and partnerships under sector specific policies, laws, international treaties and conventions.

With specific reference, the following laws anchor the functions of the University of Nairobi as stipulated;

The Universities Act, 2012 of the Laws of Kenya: The University of Nairobi's mandate and functions are anchored and derived from the policy, legal and regulatory framework within the Universities Act (2012). The Act creates the Commission for University Education (CUE), which has the as mandate to accredit all academic and research programmes of public and private universities in Kenya. The Academic programmes for the University of Nairobi are accredited by the CUE as per the requirements of the Universities Regulations (2023) and the Universities Standards and Guidelines for Academic Programmes (2014).

The Science, Technology and Innovation Act (2013): This is an "Act of Parliament that was enacted to facilitate the promotion, co-ordination and regulation of the progress of science, technology and innovation of the country; to assign priority to the development of science, technology and innovation; to entrench science, technology and innovation into the national production system" The University of Nairobi its research, science, technology and innovation policy, strategy and programme aligned to the framework anchored in this Act.

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

The Public Finance Management Act (2012): The operations of the University of Nairobi are aligned and in compliance to Section 68 (2)(g) of the Act, which states that "the Accounting Officer shall prepare a Strategic Plan for the entity in conformity with the medium-term fiscal framework and fiscal policy objectives of the National Government". The Vice Chancellor is the Accounting Officer in the University of Nairobi.

1.3. History of the University of Nairobi

The origins, and subsequent development, of the University of Nairobi were, largely, a result of the twin foundation provided by a blend of complex shifts in its environment, and relentless efforts of its staff over the years. Its nascent period is traceable to 1949 when an idea of a colonial, multi-racial and secular Nairobi Technical Institute emerged. This institute was envisaged to offer commercial, technical and vocational education for a higher national certification and a possibility of gradual preparation towards the attainment of degrees. Generally, the British interest in technical education in its colonies, from the mid-1940s, was premised on the need to perpetuate its influence, not least colonial tutelage, in the face of the decline of its global influence and an impending possibility of the end of its empire, following the immediate effects of World War II.

Later, however, the idea of a purely Kenyan institute was shelved in favour of the Royal Technical College of East Africa which received its royal charter in September 7th, 1951, with an inter-territorial vocational training mandate covering not only Kenya but Tanganyika (Tanzania), Uganda and Zanzibar. At the same time, the colonial Government's initiative of an intermediate and higher technical education college in Nairobi coincided with the Gandhi Memorial Society, a group of Indians in East Africa, which was fund raising to build the Gandhi Memorial Academy. This was to be in honour of Mahatma Gandhi, that great nationalist soul of India, after his assassination in January 31st, 1948.

In July 12th, 1956, the Government-cum-Gandhi Memorial Society efforts, officially, merged to create the Royal Technical College of East Africa, Incorporating the Gandhi Memorial Academy. In October 24th, 1956 Princess Margaret, of the British Royal family, officially opened the doors of the combined college. That way, the Princess effectively laid the foundation of immense individual and corporate sacrifices, which she described as "vision and generous attitude", that characterized the early years of what would become the University of Nairobi. These collective efforts, work and unity of purpose, much in tandem with the current University of Nairobi motto, "*Unitate et labore*" (unity and work), foreshadowed the University of Nairobi Foundation, the newly created body to raise funds for the continuous rebuilding and renewal of the institution.

The growth of the Royal Technical College of East of Africa, Incorporating the Gandhi Memorial Academy, in the main, was fast-paced in the eventful period in the lead up to Kenya's independence in 1963. In June 21st, 1961 the college got affiliated with the University of London to enable it move a number of its programmes to the degree level. Two years later, in June 28th, 1963, it became part of the federal University of East Africa, alongside other two colleges, Dares Salam and Makerere Colleges in Tanganyika (Tanzania) and Uganda respectively, with Mwalimu Julius Kambarage Nyerere as its first Chancellor. In the midst of the immense changes leading into the emergence of young and independent East African nations, truncated by nationalist euphoria of being free at last, the University of East Africa split into three national universities. Consequently, the University of Nairobi was established by an Act of Parliament, the UoN Act (Cap 210) (now repealed) and was officially inaugurated in December 10th, 1970, with Kenya's founding President, Mzee Jomo Kenyatta, as its first Chancellor.

In its more than 53 years of existence, the University of Nairobi has demonstrated dynamism in a constantly changing local and global environment; it has been on "the forefront of enquiry and ambition, on behalf of the surrounding society", as envisaged by Mzee Kenyatta in his first address as the founding Chancellor; and more importantly, it has developed a unique character of excellence and leadership, this far, due to the efforts of its diligent and dedicated staff, many of whom go beyond the call of duty even, at times, when they are working in a less perfect environment than expected.

Going forward, we recognize that, just like its history, the future of the University of Nairobi will be fashioned by pressures of our time and situation as well as the ingenuity of its staff, academic and administrative alike. Consequently, we have put in place plans, programs and approaches in the unyielding quest to maintain our long drawn leadership position. At the same time, we are, increasingly, becoming more responsive, than ever before, to our internal and external environment. We are doing so while maintaining our core mandate of providing quality teaching and learning experience, impactful research and unbridled efforts in engaging both our global and local communities. As we do so, we

consistently seek to align ourselves to the entanglements and contractions of the ever-changing technological landscape and reposition ourselves to emerging trends and global good practices of the academy.

Changes in the legal and operational environment in the country and the world necessitated transformation of the UoN through the five-point reform agenda, namely people reforms, curricula reforms, financial reforms data-driven management reforms and governance reforms, implemented in 2021. Academic, research and administrative functions are devolved and implemented under the oversight of the Deans and Associate Deans in ten (10) faculties, namely, Agriculture, Arts and Social Sciences, Business and Management Sciences, Built Environment and Design, Education, Engineering, Health Sciences, Law, Science and Technology and Veterinary Medicine. University support services are organized and delivered through campuses at Main Campus, Parklands, Chiromo, Medical School, Upper Kabete, Lower Kabete, Kikuyu, Kenya Science, Kisumu and Mombasa. Academic and research functions programmes are delivered through 63 departments and 15 research institutes.

Even as it operates in dynamic and ever-changing environment, the University has a duty to not only maintain its leadership position but also to improve on it. Consequently, it has to embrace unique and different approaches in its quest to maintain this leadership position. At the same time, the University will have to be more responsive to its internal and external environment. While maintaining its core activities which are to provide quality teaching and learning experience, undertake impactful research and ensure both shape and promote community engagement, the University must ensure it is aligned to evolving technological landscape, reposition itself to emerging, be people centric and ensure sustainability.

Therefore, this strategic plan is, essentially, part of our constant efforts to remain and maintain what we were, invariably, meant to be: a great institution and global leader in teaching, learning, research and community service.

1.4. Strategic Planning Development Approach

The development of the Strategic Plan aimed at identifying, prioritizing, sequencing and implementing time bound medium-term interventions that will enable the UoN to achieve its mandate, in the context of rapidly changing operational environment. The approach is detailed in the ensuing section.

1.5. Planning Approach

The University of Nairobi employed a customized approach that ensured the quality of outputs meet its expectations. The proposed approach was systematic, consultative and designed to incorporate all the critical internal and external stakeholders during the analysis, articulation, and validation of the resulting strategic plan.

The University Executive Board constituted a Strategic Plan Sub-Committee, whose members were then furnished with a clear term of reference to develop the University of Nairobi Strategic Plan 2023-2027. During its launch, the committee underwent thorough sensitization sessions to explain the process of developing the strategic plan and timelines. A key outcome of the exercise included the following:

1. Demonstrate a clear understanding of the assignment
2. Clearly setting out and interpreting the objectives
3. An inventory of information and data to be collected
4. The proposed plan for carrying out the assignment, clearly setting out data requirements and methodology
5. Collection of relevant documents for literature review.

1.5.1. Detailed Methodology

The University of Nairobi Strategic Plan Committee deployed a multipronged methodology in data collection since more than one tool was required to meet the requirements satisfactorily. These approaches included desktop review of relevant documents and, secondly, triangulation of these information through use of questionnaires and focus group discussions (FGDs) in sub-committee formats to ascertain data credibility.

Definition of Content of Strategic Planning

Definition of the context of Strategic Planning was achieved through a comprehensive review of the relevant global, regional, and national policy, legal and regulatory frameworks with a clear demonstration of the University of Nairobi's contribution towards the realization of the aspirations of these frameworks and linkage with the National Development priorities. The frameworks and key documents that were reviewed included the following: - 1). Annual Budgets and Performance Reports from 2021; 2. Governance Policies and Reports; 3). The Reviewed University of Nairobi 2018-2022 Strategic Plan, the Chancellor's Visitation Summary Report and the Vice Chancellor's 5-Point Reform Agenda; 4). The Africa Agenda 2063; 5). The East African Community Vision 2050; 6). The Constitution of Kenya 2010; 7). The Kenya Vision 2030; 8). The Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030; 9). The Bottom-Up Economic Transformation Agenda (BETA); 10). Relevant Government of Kenya Sectoral Reports, Policy Guidelines, Regulations and Circulars; and 11). Other relevant International and national information.

Determination of the University of Nairobi's Strategic Direction

The strategic direction was achieved through a review and intense deliberations by the Strategic Plan Development Committee and Extended University Executive Board that led to reaffirmation of the mandate of the University of Nairobi as anchored in the Universities Act (2012), the University of Nairobi Charter (2013) and the University of Nairobi Statutes (2013). Further, the process led to formulation of the reviewed Vision, Mission, Goals, Core Values and the Quality Statement.

Situational and Stakeholder Analyses and Formulation of the Strategic Plan Elements

Comprehensive analysis of the University of Nairobi's external and internal contest and operating environment and our stakeholders. The analysis entailed the following:

External Analysis in order to obtain insights on the external environment with respect to the opportunities, threats and formulation of appropriate strategic responses. The external analysis comprised macro-environment, micro-environment and industry competition.

Internal analysis to understand the strengths and weaknesses within the University of Nairobi.

Analysis of the Past Performance This was achieved through a critical and comprehensive analysis of the level of achievement of the objectives in each of the Key Result Areas (KRAs) in the previous Strategic Plan 2018-2022, the specific objectives, performance achievements, challenges and lessons learnt.

Stakeholder analysis was undertaken to identify our key stakeholders as well as the role of the stakeholders and our expectations of these stakeholders.

Informed by findings of the situational and stakeholder analyses, the Strategic Plan Development Sub-Committee identified the strategic issues that emerged. These were used to formulate the Key Result Areas that are required to address the strategic issues. The Committee also formulated the strategic goals and strategies that are required to achieve the strategic objectives.

The Committee developed and provided an in-depth description of the Implementation and Coordination Framework for the Strategic Plan, a comprehensive risk management framework, resource requirements and mobilization strategies for effective implementation of the Strategic Plan and the Monitoring, Evaluation and Reporting Framework.

In order to achieve all the above elements, The Strategic Plan Development Sub-Committee held a total of 16 Committee Meetings and numerous Meetings of the Secretariat.

Additionally, the Committee attended the following joint meetings with Expanded University Executive Board;

1. Launching of the Strategic Plan Development Sub-Committee Meeting held on Friday February 17, 2023 at Council Chambers, University Towers
2. Extended University Executive Board Meeting held on April 4, 2023
3. Extended University Executive Board Meeting held on April 19, 2023, in Council Chambers, University Towers

The process culminated in a four-day University Executive Board Strategic Plan Retreat held at Sawela Lodge, Naivasha from May 28, 2023 to June 1, 2023, which was attended by Members of the Extended University Executive Board.

The outputs of the Strategic Plan Retreat were incorporated in the Draft University of Nairobi-Strategic Plan 2023-2027. The Draft was tabled for deliberation and further guidance at the Expanded University Executive Board Meeting held on June 28, 2023 in Vice Chancellor's Boardroom. The inputs and comments were considered and incorporated by the Strategic Plan Development Sub-Committee Secretariat.

Strategic Plan Validation

The Draft University of Nairobi Strategic Plan 2023-2027 was subjected to **Internal Stakeholder Validation** during a meeting held on Monday September 18, 2023 at Taifa Hall, Main Campus, University of Nairobi. The key comments and recommendations were considered and incorporated. The Updated Draft University of Nairobi Strategic Plan 2023-2027 was presented at the Extended University Executive Board Meeting (including Deans and Members of the SP Development Sub-Committee Secretariat) held on Saturday November 11, 2023 at the Wangari Maathai Institute for Peace and Environmental Studies. The Draft was adopted and approved by the Expanded University Executive Board, subject to corrections and recommendations. The Updated Draft UoN Strategic Plan 2023-2027 was subsequently presented at the University of Nairobi Council Retreat held at the Mombasa Serena Beach Resort on Wednesday November 15, 2023. The contributions of the Council Members were incorporated and the Updated Draft UoN SP (2023-2027) will be presented to the Council Retreat to be held on Monday January 22, 2024 at Naivasha.

Following approval by the University Council, the Strategic Plan will be subjected to **External Stakeholder Validation** at a 1-day Workshop to be held on a date to be determined. The validated Draft University of Nairobi Strategic Plan 2023-2027 will be submitted to the State Department for Economic Planning for review and feedback to inform finalization of the Plan.

Finalization and Dissemination of the Strategic Plan

Following approval by the State Department for Economic Planning, the University of Nairobi Strategic Plan 2023-2027 will be finalized, publicized and disseminated through a launching event in readiness for cascading and implementation.

CHAPTER TWO: STRATEGIC DIRECTION

This Chapter presents the strategic direction facilitating University of Nairobi in fulfilling its mandate and justifying its existence and thus continue to make contribution to economic and social development of Kenya. The University of Nairobi needed a clear strategic direction which required an articulation of its objects and functions and what it intends to accomplish. This was done in this chapter by specifying University of Nairobi's Vision, Mission, Core Values and Quality Policy.

2.1. Mandate

The University of Nairobi derives its mandate from “**The University of Nairobi Charter, 2013**”. The mandate remains consistent with providing quality higher education, engaging in research and innovation, and contributing to the development of society. The primary responsibilities of the University of Nairobi include:

1. **Education:** The University of Nairobi offers quality undergraduate and postgraduate programs across various disciplines. It strives to provide a conducive learning environment, promote critical thinking, and equip students with the knowledge and skills necessary for their chosen fields.
2. **Research and Innovation:** The University of Nairobi is committed to conducting research that advances knowledge, addresses societal challenges, and contributes to sustainable development. It encourages faculty and students to engage in innovative research projects and collaborate with local and international partners.
3. **Community Engagement:** The University of Nairobi actively engages with the community and stakeholders through various outreach programs, knowledge transfers initiatives, and partnerships. It seeks to share expertise, resources, and research findings to address local needs, foster social development, and contribute to national growth.
4. **Intellectual Leadership:** As a leading academic institution, the University of Nairobi aspires to be a centre of intellectual leadership. It aims to attract and retain exceptional scholars, foster a vibrant academic culture, and promote thought leadership in diverse fields through conferences, seminars, and publications.
5. **National and Regional Development:** The University of Nairobi plays a vital role in contributing to the socio-economic development of Kenya and the East and Central African region. It aims to produce graduates who are capable of driving positive change, promoting entrepreneurship, and addressing pressing societal issues.
6. **Private-Public Partnership:** The University of Nairobi aims to engage in public-private financing of higher education, science/research parks and university-owned companies (UNES and UNI-Press) through a partnership of government and one or more private sector companies in the promotion of learning and facilities for university education in the student body and society generally.
7. **Gender Balance, Inclusivity and Equality of Opportunity:** The University of Nairobi is committed to effective gender balance, inclusivity and equality of opportunities to every nation, community, sector and area of the economy and all areas of work of its operations and partners globally.
8. **Sustainability and Adoption:** The University of Nairobi is dedicated to ensure sustainability and adoption of best practices in the management and institutionalization of systems of checks and balances.

Overall, the University of Nairobi's mandate is to be a premier institution of higher education, research, and innovation that serves as a catalyst for intellectual growth, societal transformation, and sustainable development.

2.2. Vision Statement

“To be a globally competitive university transforming society”

2.3. Mission Statement

“To provide quality university education that embodies the aspirations of the Kenyan people and the global community through teaching, research, innovation and community service”

2.4. Strategic Goals

The University of Nairobi desires to meet the following goals that are closely related to its vision and mission statements;

1. To create a technologically advanced and integrated environment that enhances quality teaching and learning, foster efficient campus services and facilitates seamless collaborations and partnerships for research.
2. To increase vibrancy of research activity and community services at the University.
3. To harness, nurture and motivate the free flow of knowledge, resources and opportunities towards the creation and growth of innovative industry-relevant products and services.
4. To ensure that the university is people focused in all its undertakings.
5. To transform the university into an environmentally and financially sustainable institution.
6. To strategically provide relevant, attractive, sustainable and responsive curricula in compliance with all regulatory requirements on university education.

2.5. Core Values

To effectively execute its mandate, UoN is committed to adhere to the following core values that provide standards of behaviour:

1. **Integrity, Accountability and Good Governance:**
2. **Care:** Purpose to foster a leadership culture that cares, is people-focused, that connects and is responsive to the needs of internal and external customers, and that promotes stewardship over university resources.
3. **Freedom of thought and expression:** Promote and defend freedom of thought and expression in all academic inquiry and activities.
4. **Inclusivity:** Endeavour to promote inclusivity in all university processes and activities.
5. **Innovativeness:** Commit to priorities learning and growth, search for new knowledge and embrace new technologies and methodologies.
6. **Professionalism:** Uphold professionalism in all decisions and actions and commit to acting in the highest level of integrity and treating stakeholders with respect.
7. **Sustainability:** Commit to adopt measures that will ensure sustainability of the university in its operations and activities.

2.6. Quality Policy Statement

The University of Nairobi is committed to consistently offer quality educational and related services to its customers. In pursuit of this commitment, the university will:

1. be guided by its strategic plan in developing and implementing quality management system;
2. derive its quality objectives from the applicable university strategic plan with focus on quality;
3. meet the applicable customer, regulatory and statutory requirements;
4. regularly monitor and review its performance for continual improvement; and
5. implement a quality management system based on ISO 9001:2015 standard.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This Chapter provides an overview of environmental situational analysis and stakeholder outlook that are likely to shape the business of the University of Nairobi. These analyses provide a basis for development of the future strategies adopted by the university.

3.1. Situational Analysis

The environmental analysis presents a view of both external and internal review using a combination of the PESTELE and SWOT analysis. An assessment of the different operating environments was conducted and the identified descriptors were cross tabulated to come up with the opportunities and threats together with the strengths and weaknesses. Lastly, an assessment of the past period's performance is also conducted to present UoN's situational analysis.

3.1.1. External Environment

There have been significant changes in the external environment over the last five years. These changes continue to impact the business environment within the higher education sub-sector where the University of Nairobi operates. These changes therefore necessitate the university to develop informed comprehensive strategic responses to the macro-environment, micro-environment, industry/competitive environment and market environment.

3.1.1.1. Macro-Environment

The macro-environment factors that impact the University of Nairobi together with the corresponding descriptions are outlined in **Table 3.1**. The Tool that was used is PESTEL (Political, Economic, Social, Technological, Environmental, Legal).

Table 3.1: Summary of the PESTELE Factors and Detailed Description

#	Category	Factors	Description
1.	Political	Funding	The change in the University Funding Model has provided an opportunity for the university to attract more students and increase access to higher education. The University of Nairobi manages finances appropriately under the quality management system. E.g., management information system in place. Increased capitation to universities enabling increased quality in offering education. Reluctance of funding agencies to support programmes, research, collaborations, infrastructure and community service.
		Leadership	The University of Nairobi's leadership is aligned to the national development plans, vision 2030, medium term plan 4, BETA and other government's priority areas.
		Changes in education system and policies	The introduction of Competency Based Curriculum (CBC). The University of Nairobi seeks to align policies and programmes to the Competency Based Curriculum (CBC) through revision of existing and introduction of new curricula. With emphasis on

#	Category	Factors	Description
			<p>experiential learning and practical training, the University of Nairobi seeks to maintain high standards in accordance with the CUE guidelines.</p> <p>The University of Nairobi is committed to align its policies, strategy, practices and culture to the National Innovation Agenda as anchored in the Science, Technology and Innovation Act (2014) and Strategy.</p>
		Student politics	Universities (Amendment) Act 2016 led to the formation of University of Nairobi Students Association (UNSA) and its constitution. This led to cohesive student leadership
2.	Economic	Economic recessions; inflation; High Interest rates; Reduced consumer disposable income	<p>This can impact on the cost of doing business. Increased cost of undertaking research, innovation and enterprise.</p> <p>Increased cost of running programmes.</p> <p>Difficulty in attracting students due to increased cost of living.</p> <p>Reduced capitation from shrinking national purse</p> <p>High cost of maintaining and upgrading teaching and learning infrastructure.</p>
3.	Social	Changes in Societal and cultural trends	<p>This can impact:</p> <p>Innovation: Use of digital space can impact teaching and learning, research, innovation and enterprise.</p> <p>Communication Health of staff and students</p> <p>The university's enrolment, programs, and operations. Social and cultural disruption from social media influences leading to change in social values and norms.</p>
		Demographic factors	<p>Youthful population hence high demand for higher education.</p> <p>Due to technology advancements, there is an increase in elderly population having interest in higher education.</p> <p>Creation of youth employment using digital innovations.</p> <p>Due to empowerment, more women are likely to take up STEM programmes.</p> <p>Initiate programmes to help male students overcome mental and sexual reproductive health challenges.</p>

#	Category	Factors	Description
			Mainstream needs of children, youth, women, men, older persons, marginalized communities and people with special needs in accordance with national, regional and international frameworks.
4.	Technological	Advances in ICT	<p>Impacts;</p> <p>Teaching and Learning, Research, innovation and enterprise</p> <p>Student support services</p> <p>University paperless operations</p> <p>Invest in robust ICT infrastructure to harness the potential in ICT advancement. E.g., Library and information services, University management and information systems</p> <p>Leverage artificial intelligence</p> <p>Change management on ICT usage by staff and students</p> <p>Manage the risk of cybercrime and cybersecurity</p> <p>High rate of ICT obsolescence</p> <p>Leverage on ICT to develop and commercialize innovations that impact on the community.</p>
5.	Environmental	Climate change and adaptability	<p>Effects of climate change have adversely affected weather, health, agricultural production and livelihoods thereby, the demand for education at UoN.</p> <p>The University has progressively developed relevant programmes in climate change and adaptation including One health, Anti-Microbial Resistance (AMR) to create awareness to the community on climate change matters.</p> <p>The University has progressively conducted research and innovations in relevant areas in climate change and adaptation, One health, Anti-Microbial Resistance (AMR), Green supply chain management amongst others.</p> <p>The University encourages green economy and corporate social responsibility of planting trees.</p> <p>Support transitions to environment friendly energy sources both within the University and community through research.</p>
		E-working environment	The need to adapt to environment friendly ICT infrastructure may increase the cost of ICT infrastructure due to heat controlled environments e.g., data centres. Increased frequency and severity of

#	Category	Factors	Description
			<p>these extreme heat events have increased the risks and costs of hardware.</p> <p>Manage reputation risk arising from use of internet, misinformation and disinformation, and ensure compliance with data protection act.</p>
		Waste management	Development and implementation of appropriate waste management policies.
		Disaster risk management	<p>Disasters and emergencies may derail the University programmes as scarce resources are diverted to address them.</p> <p>Development and implementation of appropriate disaster and risk management procedures and policies (including security)</p>
		Sustainable environment	Minimize carbon footprint, reducing paper usage and implementing energy-efficient practices. Use of management information system. The University is currently working on procedures based on Reduce, Re- use and Recycle (3R's) for purposes of environmental sustainability.
6.	Legal	Constitution Kenya 2010	Progressive constitution that provides for realization of social-economic rights including education, healthcare, housing, inclusivity etc.
		National policies, laws and regulations	<p>Vibrant policy legislative and regulatory framework that allows the university realize its mandate.</p> <p>Hindrances exits such as; Too many regulatory agencies for higher education Hasty adoption of regulatory proposals such as HELB reforms and CBC leading to implementation challenges and further debate. Public universities taxation not linked to government funding.</p> <p>Amorphous legal nature of universities – private and public ones get similar public funding.</p> <p>Cost of compliance with multiple public agency (parastatal) reporting requirements, e.g., corruption prevention committees and performance contracting.</p>
		Regional Laws, treaties and conventions	Provide for opportunities to collaborate and partnership at regional level
		International treaties conventions and protocols	Provide for opportunities to collaborate and partnership at international level
		General rules of	Vibrant framework for general rules of international

#	Category	Factors	Description
		international law	laws to enable the university network and cooperate at international level
7.	Ethical	Ethics Review Committee and national research framework Adherence to ICT policy and frameworks Enhanced personal integrity	Complicates process of getting clearance by ERC; NACOSTI and its role in ethics, issuance of research permits and registration of researchers in universities Ensures that ICT personnel have high professional working ethics e.g., moral use of data and resources Increased employee commitment, professionalism. The need to have staff and students with high integrity in adherence to the available code of conduct awareness creation among staff and students on the need for ethical conduct at all times.

3.1.1.2. Micro-environment

The following are some of the micro-environmental factors that are currently affecting the strategic direction of public universities, and especially University of Nairobi's operating environment;

1. **Labour Markets:** It is not easy for the university to attract and retain the best talent since the terms of service and remuneration are regulated and subject to CBAs with relevant unions.
2. **Trade Unions:** The three trade unions representing staff, especially the academic staff union, at times call for industrial action related to remuneration and CBA negotiations which negatively affects service delivery. A more cooperative engagement with management has mitigated this.
3. **Customer profiles:** Our primary customers are sponsors/parents/guardians and students that could choose the University of Nairobi. Employers (both in public and private sector) now have a wide selection on where to recruit, but in a difficult economic climate demand has reduced.
4. **Creditors:** Long term financial sustainability solutions are crucial.
5. **Suppliers:** Poor supplier relationships. The university has long had unpaid bills owed to suppliers for long periods of time. This makes procurement expensive as suppliers quote high, while others are unwilling to supply for fear of not getting paid in time.
6. **Regulatory and other statutory agencies:** Complex regulatory environment. The University is a parastatal under the Ministry of Education and is regulated by CUE. Other bodies with statutory authority are the KNQF, KCCUPS, HELB, and KEBS. Aligning the university with their plans and requirements at once is complex since at times they are even contradictory.
7. Many faculties have strong stakeholder relationships with professional associations such as in faculties of Engineering, Health Sciences, Law, Business and Management Sciences etc. These associations also have a strong influence on what and how the University of Nairobi conducts its teaching programmes therefore requiring carefully management. Significant investment in management time and effort is spent on regulatory reporting and compliance due to these micro environment forces.

3.1.1.3. Industry Environment

Through application of the modified Porter's 5-Force Industry Analysis Model to the University of Nairobi, the following insight is registered as in **Table 3.3**:

Table 3.3: Analysis of the Industry Environment

Industry Environment	Industry Environment Description
Degree of Competition:	The University of Nairobi faces intense competition within the higher education sector in Kenya. It competes with other public and private universities offering similar academic programs and research opportunities.
Dominant Economic Features	The higher education industry in Kenya has grown due to rising demand for quality education, a youthful population, and increasing awareness about the importance of higher education
Drivers of Change	Technological Advancements: The rapid expansion of online learning platforms and digital educational resources has revolutionized the traditional learning landscape and requires adaptation by the university
	COVID -19 changed teaching and learning to be conducted digitally
	Government Policies: Changes in government policies, funding models, and regulations can significantly impact the university's operations, funding opportunities, and academic priorities
	Industry Partnerships: Collaborating with industry players and private organizations for research and skill development has become vital for the university's competitiveness and relevance in the job market
Key Success Factors	Academic Reputation: The University of Nairobi's academic reputation for excellence and research capabilities is pivotal in attracting top students and faculty, as well as securing research grants and funding
	Technological Integration: Integrating advanced technologies into teaching methods and administrative processes is crucial for providing a modern and efficient learning experience to students and staff.
	Industry Partnerships: Building strong partnerships with industries and government entities offers unique opportunities for research collaboration, internships, and securing funding for projects

3.1.1.3.1. Strategic Group Analysis

Through application of the Strategic Group Analysis (SGA) the University of Nairobi registered the insight as presented in **Table 3.4**.

Table 3.4: Strategic Group Analysis

Strategic Group Factor	Description
Group Identification	The University of Nairobi can be categorized into various strategic groups based on its diverse faculties, academic programs, research focus, and overall positioning within the higher education sector.
Performance Comparison	Analysing the performance of each strategic group within the university, such as the Faculty of Health Sciences compared to the Faculty of Engineering, helps identify strengths and areas for improvement.
Strategic Group Mobility	Assessing the university's mobility between strategic groups enables exploration of new academic areas and interdisciplinary collaborations to meet emerging demands and societal needs.

3.1.1.3.2. Competitor Analysis

The results of the competitor analysis with corresponding descriptions for UoN are presented in **Table 3.5**.

Table 3.5: Competitor Analysis

Factor	Description
Identify Competitors:	The University of Nairobi's main competitors include other renowned public and private universities operating within Kenya's higher education landscape. Other competitors are foreign universities in more developed countries especially Europe, North America, South Africa and Australia for children of wealthier Kenyans.
Strengths and Weaknesses:	Evaluating the strengths and weaknesses of each competitor provides insights into their areas of expertise, research focus, and unique selling points.
Competitive Strategies:	Analysing the competitive strategies employed by competitors, such as diverse program offerings, innovative teaching methods, or aggressive marketing, informs the university's approach to differentiation and competitive advantage.
Future Actions	Predicting potential future actions of competitors, such as launching new programs, establishing research centres, or forming strategic partnerships, helps the University of Nairobi proactively position itself to maintain relevance and leadership in the sector.

3.1.1.4. Market Analysis

The University of Nairobi's customers, location, customers' needs and preferences, segmentation and any unserved segments have been analysed and outlined in **Table 3.6**.

Table 3.6: Market Analysis

Market Composition	Description
Composition of Customers	The UoN serves a diverse range of customers, including undergraduate students, postgraduate students, faculty, researchers, administrative staff, government agencies, corporate organizations, and international students.
Customer segmentation	The university's customers can be segmented based on their academic interests, level of study, geographic location, and demographic characteristics. Different faculties and departments cater to various academic disciplines and student needs.
Location	The university's customers are located both locally and internationally. Local students and stakeholders are primarily concentrated in Nairobi and other regions of Kenya, while international students come from various countries across the globe. In Kenya, the University of Nairobi has physical presence in the following 11 geographical locations: Nyandarua, Nyeri, Kakamega, Kisumu, Mombasa, Lamu, Malindi, Kiambu, Kwale, Embu and Nairobi.
Changes in Customers	Over the years, the UoN has experienced changes in student enrolment patterns, with fluctuations in the demand for specific academic programs and disciplines due to evolving career preferences and industry demands. Also, the demographic profiles of the students is of concern.
Needs and Preferences	Student feedback and surveys indicate that factors such as academic reputation, faculty expertise, research opportunities, campus facilities, career prospects, and extracurricular activities are significant considerations for students when choosing the university.
Unserved segments	The market analysis may reveal potential student segments with unique needs that are not fully addressed by the existing academic programs and services. Identifying these segments could lead to the development of specialized programs and support initiatives.
Competitive Analysis	The University of Nairobi faces competition from other reputable universities within Kenya and globally. Competitor analysis reveals the strengths and weaknesses of other institutions, their academic offerings, and efforts to attract students and research partners.

3.1.2. Summary of Opportunities and Threats

Based on the analysis of the external environment, the summary of the emergent opportunities and threats are outlined in **Table 3.7**.

Table 3.7: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats	Strategic Response
Political	Conducive political environment for higher education institutions: UoN can engage with the government to resolve long term strategic challenges such as funding and remittance of statutory obligations.	Continued political instability: This creates an unstable institutional environment for smooth operations of the University	Continued lobbying and engagement, singularly or with other public universities, with the relevant government agencies in the 3-arms of government to resolve the long standing strategic challenges.
	Internationalization: Kenya's position as a regional hub for international diplomatic and peace efforts, and is well respected internationally. UoN can increase its internationalization efforts by attracting more international students, faculty, and researchers, and by offering more international programs and collaborations.	Political Uncertainty: UoN is vulnerable to political uncertainties and social unrest, which can impact its operations.	Monitor the political landscape closely and develop contingency plans to address potential disruptions. Make University of Nairobi a friendly place for international students both academically and socially through appropriate programmes and systems designed to cater for them.
	Democratization:	Technological Disruptions: vulnerability to technological disruptions such as the rise of online education, which can impact its relevance and sustainability	Provide open online and physical training to encourage academic access for less privileged individuals and enhance equal access to education for all people

Environmental factor	Opportunities	Threats	Strategic Response
	Devolution	Radicalization: terrorist attacks remain a threat to the University community	University can advance its mandate locally University to focus on internationalization efforts by attracting more international students, faculty, and researchers, and by offering more international programs and collaborations (joint research, joint degree programmes, staff and students exchanges, international students)
Economic	Entrepreneurship and Innovation: The UoN can create more opportunities for entrepreneurship and innovation by fostering a culture of innovation, encouraging start-ups and spinoffs, and supporting entrepreneurship education.	Economic Challenges: The UoN faces economic challenges such as inflation, currency fluctuations, and budget cuts, which limits its ability to invest in infrastructure, research, and staff development.	Develop programs and initiatives that promote entrepreneurship and innovation within the university and support start-ups and research spinoffs.
	Strategic Partnerships: UoN can leverage partnerships with other universities, research institutions, and private sector organizations to access funding, expertise, and resources.	Competition: UoN faces competition from other Universities, both locally and internationally, which impacts its ability to attract and retain top talent, students, and funding. Inadequate funding to market programmes internationally	Engage in collaborative efforts with other institutions and organizations to access additional resources and expertise.
	Emerging market opportunities in new areas of learning and professional skills development	Strained internal resources especially funding, bureaucratic internal procedures, organization culture	Continued revision of curricular, introduction of short courses, executive education, for skills acquisition in response to emerging market opportunities.
Social	Social Responsibility: Increased awareness on the importance of social responsibility in Kenya such as sustainable development social justice, and community engagement.	Technological Disruptions: Vulnerability to technological disruptions such as the rise of online education, which can impact its relevance and sustainability.	Integrate social responsibility principles into the university's strategic planning and operations to address societal challenges effectively.

Environmental factor	Opportunities	Threats	Strategic Response
	Demographic Shifts/Transitioning: Demographic dividend which would lead to continued demand for higher education	Vulnerability to demographic shifts such as declining enrolment in certain programs and students' preference for technical training institutions.	Monitor demographic trends and adapt academic offerings to meet changing student preferences and demands.
Technological	Technological Innovations: Leveraging advancements in technology, the UoN can implement digital learning platforms, enhance research capabilities, and improve administrative processes.	Cybersecurity Risks: The reliance on technology exposes the university to cybersecurity threats, data breaches, and unauthorized access to sensitive information.	Implement robust cybersecurity measures and train staff to mitigate cybersecurity and cybercrime risks. Develop and implement appropriate ICT and digital learning strategies.
Legal and regulatory	Legal Compliance: Ensuring compliance with relevant laws and regulations enables the UoN to operate without legal challenges and reputational damage.	Regulatory Changes: Changes in legal frameworks and regulations may require the university to adapt its policies and practices.	Regularly monitor regulatory changes and maintain compliance with the law.
	Sustainable Practices: Implementing eco-friendly initiatives and sustainable practices reduces the university's environmental impact and fosters a culture of sustainability.	Environmental Risks: The University is vulnerable to environmental risks such as climate change, natural disasters, and resource scarcity.	Develop and adopt sustainable policies and practices to minimize the negative environmental impact and promote environmental stewardship within the University.
		Resource Management: Inefficiency in managing resources, such as water and energy, resulting to wastage and reduced cost-efficiency.	Implement resource management strategies and raise awareness among staff and students about the importance of conservation.
	Regulatory Compliance: Ensuring adherence to relevant regulations and governance frameworks helps maintain the university's credibility and legal standing.	Heavy Regulatory Requirements: Overwhelming regulatory reporting requirements may strain the university's resources and administrative capabilities.	Establish dedicated compliance teams to monitor and fulfil regulatory reporting obligations effectively and efficiently.
	Proactive Regulatory Engagement: Engaging with regulatory bodies and policymakers can provide the university with insights and opportunities to influence relevant policies.	Non-Compliance Penalties: Failure to comply with regulatory requirements may lead to fines, sanctions, or loss of funding.	Foster a proactive approach to engage with regulatory bodies and maintain open communication channels to address compliance concerns.

3.1.3. Internal Environment

The University has through the five-point Reform Agenda implemented Curriculum, Data, Finance, Governance and People reforms; and undertaken affirmative action in growing the Research and Innovation portfolio has made it more Relevant, Vibrant and Sustainable. Drawing from an organized Governance and Administrative structure, the University has been able to align its core mandate and critical processes towards becoming a university of the future. An analysis of its governance and administrative organs, Internal Business Processes and Resource capabilities in the functional areas is expected to provide Strategic response and steer the University towards becoming a university for the future.

3.1.3.1. Governance and Administrative Structures

The University Governance and Administrative structures are anchored on the Universities Act 2012 (36; 43); University of Nairobi Charter, 2013 (18; 19) and UoN Statutes (XII; XIII; and XV). The organs are the University Council; the University Executive Management Board (UEB); the University Senate and its Sub Committees; Faculty Management Committees; Departmental Management Committees; and Management Committees in the Directorates. The University core functions are: Teaching; Learning; Research; and Student Support Services.

3.1.3.1.1. Administrative Governance

The supreme administrative organ of the University is the University Council established under the Universities Act 2012 (36) and its powers, membership and functions are prescribed in the University of Nairobi Charter, 2013 (18). The University Executive Board membership, powers and functions are outlined in the University Statute XIII, and is in charge of managing the day to day running of the University.

3.1.3.1.2. Academic Governance

Senate: - The University Senate membership, powers, duties and functions are outlined in the University of Nairobi Charter, 2013. The Senate is the supreme academic decision-making organ. The Dean's Committee is a committee of Senate Statute XV [7(ii, a)]. The University has enhanced its inclusivity in the Senate for different groups including students and UASU.

Faculties and Departments: - The Faculty Academic Committees whose functions are stipulated in Statute XVI (2) and Departmental Academic Committees provide academic functions at Faculty and Departmental level.

3.1.3.1.3. Student Leadership

The UNSA Student Council and Faculty Reps has unified the student body representation. Student leadership is anchored on Universities Act (Amended) 2016.

3.1.3.2. Internal Business Processes

The UoN has prioritized establishment of strong internal systems, procedures and controls to ensure the highest standards of education, research, innovation and community service. Academic excellence is driven by market driven curricula, highly qualified faculty, and continuous evaluation of teaching and research methods. UoN is committed to providing comprehensive student support services, including

academic guidance and counselling and student mentorship to foster a conducive learning environment for the students.

The research and innovation culture encourage faculty and students to engage in cutting-edge research that addresses local and global challenges. Transparency, prudence and accountability are integral to the financial management practices, ensuring responsible use of public funds.

The University of Nairobi values diversity and inclusivity and promotes a harmonious campus community. Through community engagement initiatives, the University contributes positively to society, addressing societal needs and promoting sustainable development. Continuous improvement is central to the operations, as we strive to evolve and adapt to meet the changing needs of the students and stakeholders. UoN will continuously improve its Standard Operating Procedures (SOPs) and ensure it aligns to global standards and practice. Currently the SOPs are faculty, department and directorate based however it requires periodic revisions in the ever-changing business environment. This is an area of improvement and over the next 5 years, the University will continue improving its internal business processes through an all-inclusive engagement with all organs of Governance of the University of Nairobi.

3.1.3.3. Resource and capabilities

The University is endowed with a strong asset base of lands and buildings across 10 Faculties and Campuses, high calibre human resource, strong strategic partnerships and collaborations, strong alumni base that combine to enhance the reputation and brand of the University and enhancing the adoption of technology in addressing the information Technology needs of the University of the future.

To achieve the expected results in application of ICT resources, the University will undertake a deep analysis of the current impact of the information and communication technologies on different aspects of development and growth. This will cover teaching and learning, finance, human resource, facility and property management, research, innovation., students and staff welfare.

3.1.4. Summary of Strengths and Weaknesses

The summary of strengths and weaknesses is presented in **Table 3.8**.

Table 3.8: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses	Strategic Responses
Governance and Administrative Structures	<p>Clear governance and Administrative Structures and Policies</p> <p>Inclusivity in governance, Academic & administrative structures through incorporation of students in Senate, FAC and DAC and Unions inclusion in Senate</p> <p>Vibrant legal policy</p>	<p>Conservative governance and administrative structure</p>	<p>Implementation of University Governance Reforms and People Reforms</p>

Factor	Strengths	Weaknesses	Strategic Responses
	<p>framework</p> <p>Optimal university structure aligned to the requirements of the Universities Act and University of Nairobi Charter 2013</p>		
Internal Business Processes	<p>Programmes are accredited and market driven</p> <p>Adoption of Digital Technology</p> <p>Identification of Innovation, Talent and creativity</p> <p>Clear Guidelines and Procedures for processes</p> <p>Effective and integrated support systems such as Human Resource Management Information Systems</p> <p>Identification and recognition of student innovation, talent and creativity</p> <p>Updated Sage EPR System and Online AIE system</p> <p>Integrated Human Resource System (Budgetary and Payroll System)</p> <p>Online Advance System</p> <p>Clear Guidelines and Procedures for Academic processes</p> <p>Increased placement opportunities for internship and attachments through a vibrant Career Services</p>	<p>Non-responsive curricula</p>	<p>Continuous alignment of curricula to industry needs</p> <p>Develop and implement new portfolio of Common Undergraduate Courses to align with National and Global Needs; and the mode of delivery</p>
		<p>Bureaucratic Procedures in some internal processes (Procurement; Admissions for International Students)</p>	<p>Enhanced use of digital technology in internal processes</p> <p>Enhance implementation of Guidelines for Provisional Admission</p>
		<p>Inadequate funding/ Funding constraints.</p>	<p>Enhance update of digitalization in internal processes to reduce cost</p>
		<p>Security concerns due to the porous nature of entry and exit points of the University Campuses</p>	<p>Adopt use of digital technology in security and safety management</p> <p>Enhance security and safety mechanisms for staff and students (installation of CCTV Cameras and use of biometric recognition systems)</p>
		<p>Limited Integration of Administrative Functions</p>	<p>Re-engineer or enhance and integrate automation of administrative functions.</p>
		<p>Limited Data Analytics and Decision Support</p>	<p>Conduct regular data analysis and integrate data analytics into key administrative processes</p>
		<p>Inadequate Staff Training and</p>	<p>Identify skills gaps and enhance staff training and</p>

Factor	Strengths	Weaknesses	Strategic Responses
	Office	Development	development programmes
	Increased opportunities for students in Work Study Programmes	Unresponsive Performance Evaluation and Accountability	Re-engineering of the Staff Performance Appraisal System (SPAS) tool
			Set targets based on actual roles and responsibility assigned
		Low Student involvement in Research	Establish and facilitate Student Research clubs at Departmental level
			Establish/enhance student professional organizations and facilitate them to organize at least one student conference
		Low research output across the University	Establish and facilitate Faculty Research Mentorship programmes
			Undertake Faculty and Staff Training on Research process
		Old ICT technologies	Re-engineering of University Management Information Systems
		Allowance for only one programme in the application portal	Create two or three options in the application system to allow and enhance chances of attracting more students to other flagship programmes
		Lack of a robust Research Grants Management Information System (RGMIS).	Reengineer RGMIS
		Manual or semi-automated processes which delays service delivery	Re-engineering and automation of all internal financial processes
	Manual processes which involve a lot of paper works		
	Manual processes that hinder effective	Digitization and automation of all internal HR processes	

Factor	Strengths	Weaknesses	Strategic Responses
		service delivery	
Resources and Capabilities	High Calibre human resource base competent faculty of renowned scholars, researchers, and practitioners in various fields with a wide range of experience Expansive land and buildings Strong strategic, partnerships, collaborations and linkages Strong government partnership Strong reputation Large and Diverse student population Strategic Location Robust Library and wide range information services system - include a vast collection of books, journals, research papers, and online databases Access to quality health services Strong convening power for local, regional and international forums Modern Facilities Including computer labs and reliable internet access. Strategic location Strong alumni network	Underutilization and recognition of partners	Enhance formal productive partnership Recognize partners who have made notable contributions to the University
		Underutilization of assets	Engage in Public Private Partnerships to develop underutilized land
		Lack of clear succession plan	Implementation of Guidelines on Staff Mentorship to address succession planning.
		Demographic Transition	
		Obsolete equipment and depleted facilities	Invest in modern equipment and facilities and refurbish depleted ones e.g., laboratories and studios
			Implement guidelines for involvement of stakeholders in repair of facilities where applicable
			Fast-track disposal of obsolete equipment
		Inadequate staffing levels	Review and align staff establishment to reflect current needs of the University.
		Underutilization of staff skills and talents	Conduct a skills audit and undertake appropriate deployment
		Staff stagnation in career progression	Develop and implement criteria for alternative progression pathways
		Inadequate student accommodation	Collaborations and Partnerships with hostel Service Providers
			Develop, automate and deploy management information system for access and procurement of privately developed accommodation.
		Limited resources particularly in terms of physical	Developing a framework for use of shared facilities

Factor	Strengths	Weaknesses	Strategic Responses
		infrastructure and equipment	
		Conservativeness of staff including retrogressive attitudes among staff	Establishing a change management framework to proactively manage and embrace organizational change
		Old Technology Infrastructure	Upgrade digital infrastructure through implementation of ICT Master Plan
		Insufficient Financial Resource Management with weak resource mobilization mechanisms	UoN Directorate of Finance has continuously implemented budget tracking and reporting mechanisms
		Use of old desktop computers in Finance Department	Phased purchase of laptops to replace desktop computers
		Stretched resources for competence development	Enhance competency base of staff through training and development
		Lack of a strong, positive corporate culture	Develop and implement a culture change
		Low employee commitment and motivation	Introduce appropriate mechanisms for incentivizing staff
			Continual engagement of staff for enhanced commitment

3.1.5. Analysis of Past Performance

The review of implementation of the Strategic Plan for the period 2018–2023 reveals notable achievements despite challenges associated mainly with the global, regional and economic slowdown due to the impact of the Covid-19 pandemic and dynamism in the global geo- political risks. The key achievements, challenges and lessons learnt are outlined as follows:

3.1.5.1. Key Achievements

Table 3.9 highlights the key achievements for the University of Nairobi under each of the Key Result Areas during the implementation period.

Table 3.9: Key Achievements

No.	Key Result Area	Achievements
1.	Teaching and Learning	<ul style="list-style-type: none"> a. Curricula reforms that archived old and obsolete programmes. b. The University of Nairobi Senate developed and implemented frameworks for enhancing the quality and efficiency of the academic process. These included six (6) regulations; Nine (9) policies revised and aligned with the prevailing organizational structure; and twenty-four <ul style="list-style-type: none"> a. guidelines were developed and implemented. c. Deployment of appropriate technology systems, platforms and tools to facilitate all activities of the academic process such as e-class Platform, SOMAS Platform, Zoom Video Conferencing Solution, Lecturer and Mthani examination Module. d. The University, with the advent of the COVID-19 pandemic in 2020; reviewed existing legal, legislative and regulatory frameworks on e-learning resulting into adoption of online teaching and learning as a default mode. e. Enhancement of post-graduate tracking system enabling the management to maintain an accurate and easily retrievable record of the progress of each postgraduate student and keep track of the students' contacts through retrievable records of submitted progress reports.
2.	Research Innovation Enterprise	<p>Undertook high impact research, innovation, entrepreneurship and creative outputs that address societal needs (aimed at becoming a leading Institution in scholarly, research, innovation, entrepreneurship and creative productivity for sustainable development in Africa):</p> <ul style="list-style-type: none"> a. ARUA Centre of Excellence for Non-Communicable Diseases (NCD) was launched; b. A total of 345 grants worth 12,463,675,825 were obtained; c. Revenue generated from research activities surpassed amounts from Self-sponsored programmes for the first time; d. The University of Nairobi processed applications for 85 intellectual properties.
3.	Student Affairs	<ul style="list-style-type: none"> a. Student personal and academic records digitalization for student files for 2018-2022; student disciplinary cases 2009-2023; student appeals disciplinary cases 2009-2022; consolidated mark sheets for 2009-2022; graduation lists 2009-2022; and graduation booklets for the first 68th Congregations. b. The University of Nairobi, in partnership with UNESCO within the ambit of O3 Plus project constructed tented digitally enabled, safe spaces used by students and staff for

No.	Key Result Area	Achievements
		discussion and recreation.
4.	Resources	<p>Human Resource</p> <p>Under the Human Resource strategic issues which aimed at achieving rationalized staffing and productive staff:</p> <ul style="list-style-type: none"> a. The Human resource department was established to re-orient human resource management and functions that are people focused; b. Staff recognition and sanction policy was developed and implemented; c. Training of staff was done for employee skills improvement and career progression; d. An office was dedicated for industrial relations matters and an officer appointed e. The University of Nairobi devised and implemented the smart staff recruitment, promotion, and appraisal system. Appointment processes from application to dispatch of appointment letters are also now done online. Other online processes include staff appraisal and leave management. f. The University of Nairobi re-engineered the Human Resource Management Information System (HRMIS). The system affords real-time captioning and updating of staff details, tracking of staff employment, automatic alerts for retirement and contract expiry, improved efficiency in payroll processing, facilitates the flow of information, and consistency of staff data g. The University developed and implemented a Policy on Digital Workplace by enhancing LAN; WAN, providing staff with internet bundles and facilitating VPN to enable them to work remotely. Also enforced BYOD and procured ICT equipment for use by staff. h. Standardized recruitment and promotion processes i. Massive deployment of senior administrators, Accounts and Library Staff Administrators and Clerks were deployed to faculties and departments to enhance efficiency and effectiveness. j. Capacity enhancement through structured trainings for Deans, Chairpersons of Departments, Faculty Registrars, and Directors on effective management of Faculties and Departments; and the need to align with the emerging trends and the Law. <p>Physical Infrastructure and Facilities</p> <ul style="list-style-type: none"> a. The University undertook substantial rehabilitation of

No.	Key Result Area	Achievements
		<p>teaching and research laboratories; offices and boardrooms and student’s halls of residence,</p> <p>b. A smart classroom with a sitting capacity of 50 students and unlimited reach for the online community was implemented at the University Towers;</p> <p>c. Office space, furniture and ICT facilities were directed to Faculties and Departments.</p> <p>d. The Wangari Maathai Institute (WMI) for Peace and Environmental was handed over to the university on May 6, 2019,</p> <p>e. The Mahatma Gandhi Graduate Library is an ultramodern library inaugurated in 2019,</p> <p>f. The University of Nairobi Confucius Institute was handed over on May 29, 2020,</p> <p>g. Construction of the KAVI-ICR building was completed and officially opened on 18th July 2019,</p> <p>h. The University constructed and installed Television and Radio Stations dubbed the University of Nairobi Channel Television and Radio stations UNC–TV and UNC-radio stations,</p> <p>i. In 2018/2019, the Nairobi Surgical Skills Centre (NSSC) centre underwent a multimillion upgrade in infrastructure and equipment,</p> <p>j. The University of Nairobi Eye Centre (Uni-Eye) was established by the Department of Ophthalmology, a premier teaching institution of eye care in Kenya,</p> <p>k. The University of Nairobi constructed a state-of-the-art Moot Courtroom for practical engagement by students taking the Bachelor of Laws (LLB) programme in the Kisumu Campus in 2018,</p> <p>l. The University in collaboration with CISCO Networking</p> <p>m. Academy rehabilitated the Computer for Development Laboratory (C4D Labs) in Chiromo with modern creative style furnishings and state-of-the-art equipment for student innovators and Networking students</p> <p>n. The Animal Health Molecular and Diagnostic Laboratory was launched at the Departmental of Clinical Studies in the Faculty of Veterinary Medicine on June 3, 2022.</p> <p>o. Science for Weather Information and Forecasting Techniques (SWIFT) Laboratory was launched in the Department of Earth and Climate Science, Faculty of Science and Technology on 9th September 2022.</p>

No.	Key Result Area	Achievements
		<p>p. The University established and launched the first-ever University of Nairobi Gender Resource Centre domiciled at University Health Services.</p> <p>q. Under the environmental sustainability, the university has made deliberate efforts to institutionalize energy management through installation of solar energy systems in the University Tower, Wangari Maathai Institute; Department of Physics and Biochemistry in Chiromo Campus. These solar lighting projects are designed to provide reliable, affordable and sustainable power supply on the campuses. Also, effective waste water treatment and recycling has been initiated and finally, University of Nairobi planted 3,000 trees with additional preservation and propagation of indigenous and edible fruit trees.</p> <p>Information and Communication Technology</p> <p>Under the digitalization/ICT infrastructure & facilities issues:</p> <p>a. Implementation of the ICT master plan was achieved at (60%);</p> <p>b. The University Educational Data Centre (EDC) Tier 2 was upgraded to Tier 3;</p> <p>c. The University invested in interactive smart screens for the classroom</p> <p>d. ICT has continuously re-engineered management information systems, including the HRMIS, and AIE. Mtihani and E-class platforms were integrated with SMIS and the system websites;</p> <p>e. The University website has been re-engineered, to also include PWD assistive software and improvement is continuous;</p> <p>f. Implementation of EDRMS is ongoing; Online platforms for discussions were adopted; digitization of payment procedures;</p> <p>g. Implementation of various MIS such AfyaKe hospital management systems, SMIS, HRMIS, AIE, EPMIS, RGMIS this led to reduced use of paper in governance meetings and other administrative functions;</p> <p>h. There was an expanded investment in ICT infrastructure and in the library.</p> <p>i. The University of Nairobi expanded the Internet Access Points by enhancing Wide Area Network (WAN), Local Area Network (LAN) and Wireless Fidelity (WIFI) connectivity in various Campuses and Faculties including in teaching rooms, halls of residence and open spaces</p> <p>j. The University ICT installed a new network infrastructure in</p>

No.	Key Result Area	Achievements
		<p>Taifa Hall</p> <p>k. The University of Nairobi enhanced end-user support through staff and student training, cloud-based Google Workspace Solutions, Live-streaming Services, web-based customer care, unified communication systems, virtual open days and digital marketing</p> <p>l. The University of Nairobi adopted digital administrative solutions including Electronic Digital Record Management Information System (EDRMIS), integration of digital Health systems, virtual events and online voting</p> <p>m. Financial Resources</p> <p>n. Under Financial Resources and Sustainability (aimed at achieving adequate and sustainable financial resources):</p> <p>o. The University of Nairobi Personnel Emoluments costs decreased from Kshs 10.0 billion in FY 2018/19 to Kshs 9.3 billion in 2021/2022 following the freeze on employment, non- renewal of staff contracts and implementation of the five- point reform agenda to address the University perennial woes on Financial, Governance, Curriculum, People and Data.</p> <p>p. In addition, Operations and Administrative costs decreased from Kshs 4.1 billion in FY 2018/19 to Kshs 2.9 billion in FY 2021/22 following the implementation the of the reforms.</p> <p>q. The University of Nairobi fully automated financial transactions migrated to e-banking and eliminated cash transactions. The entire finance process encompassing payment requests, approval of authority to incur expenditures, budgetary controls, payments and money transfers are online. The fees collection and payment are through the H2H platform in which the bank transactions are integrated into the SMIS, where the students self-bill.</p> <p>r. The University of Nairobi adopted the Electronic Procurement Management Information System (EPMIS) for procurement processes such as the acquisition and disposal of goods, works and services in adherence to the Public Procurement and Asset Disposal Act, 2015 and Public Procurement and Asset Disposal Regulations, 2020.</p> <p>s. Budgets and their resourcing were deployed to Faculties in tandem with the posting of accountants</p> <p>t. The Vice Chancellor delegated the accounting authority to DVCs, Deans of Faculties; Directors of Institutes; and Principals Investigators. This enhanced accountability and eased delays in procurement, thus enhanced operational efficiency and effectiveness.</p>
5.	Competitiveness and Image	<p>a. The UNC TV and Radio station were operationalized which are used for teaching and profiling the University activities;</p>

No.	Key Result Area	Achievements
		<ul style="list-style-type: none"> b. University data was captured, analysed and stored for decision making. c. The UoN has been the venue of choice for celebrating international days and launching Government Policies, d. International Reports or Blue prints e. UoN has remained a power house in convening and receiving distinguished visitors from across the world etched on its heritage and tradition of excellence. f. The University enhanced its role in advancing knowledge through these collaborations and partnerships by hosting local, regional and international events aimed at dissemination of knowledge. g. The University has maintained the position of excellence in performance contracting over the last five years, consistently ranking among the top four with a composite score ranging between 2.0395 – 2.2621 h. The University, on various ranking systems, maintained its favourable top positioning in Africa and remained among the top 4% in the world. i. Enhanced communication through the re-configuration the website to align its content to the core mandate and developed and implemented a proposal for minimum website content. Subsequently, it has undertaken audits of the content posted on the website. The re-engineered website is more attractive, easier to navigate and rich in content.
6.	Governance, Leadership, and Culture	<p>On Governance, Leadership and Culture (aimed at Improved and sustainable institutional performance):</p> <ul style="list-style-type: none"> a. Statutes governing the appointment and functions of Chairs of Departments (CoDs) and Deans was reviewed and implemented; b. Rationalized the structure of the University by elimination of redundant and overlapping systems, processes, structures and reporting centres; c. Entrenched devolution (flow of authority, resources, responsibility and accountability) of most processes to faculties and basic operating units; d. Implemented a leadership transformation and a coaching programme at all management levels; Adopted data-driven decision-making processes e. The university successfully reorganized the office of the Deputy Vice Chancellors through rationalization f. In 2020, the University progressively embarked on five (5) reform pillars aimed at making the University more vibrant, relevant and sustainable: Curriculum, Data, Financial, Governance and People.

3.1.5.2. Key Challenges

During the implementation period, several factors posed significant challenges to achieving the set targets of the Strategic Plan:

1. **Inadequate Resources:** Insufficient funding hampered the University's ability to realize its strategic goals. Despite allocating resources for implementing the targets, external challenges beyond the University's control hindered their successful achievement.

2. **Inadequate Strategy Communication:** The Governance Reforms implemented in 2020 brought both successes and challenges. The mid-stream overhaul of the University of Nairobi Governance structure affected the realization of Key Performance Indicators in the 2018-2023 Strategic Plan. The positive outcomes of the Governance Reforms are expected to be realized in the subsequent cycles of the Strategic Plan. However, the biggest challenge remained with the communication of the reforms.
3. **Resistance to Change:** Certain stakeholders, including faculty members, staff, and students, exhibited resistance to change during the implementation of the Strategic Plan. This resistance impeded progress and made it difficult to achieve the set targets.
4. **External Factors:** Unforeseen external factors, such as changes in the regulatory environment, political turbulence, and economic downturns, significantly impacted the University's ability to achieve its set targets. The University of Nairobi may not have adequately anticipated or adapted to these external influences, leading to hindered progress.
5. **Lack of Communication and Collaboration:** Effective communication and collaboration are vital for successfully implementing a Strategic Plan. While the University performed well in communicating the Strategic Plan to stakeholders, a lack of mechanisms for collecting feedback through Monitoring and Evaluation hindered the implementation. Additionally, different units within the University operating in silos further complicated the process.
6. **Staff Turnover:** Over the last five years, the University of Nairobi experienced a significant reduction in staff numbers due to natural attrition, including retirements, resignations, and unfortunate passing. Furthermore, the Government directive to freeze employment in the public service further impacted the implementation of the current Strategic Plan.
7. **Decline in Student Numbers:** The increase in admitted students who were unable to enrol and take up their offers resulted in a decline in revenue collection. This decline may have directly or indirectly affected the implementation of planned activities.
8. **Global economic recession and cost of doing business:** There is increased pressure due to the economic environment coupled with demand and pressure from partners like unions demanding more
9. **Work environment:** This is largely related to the facilities within the building and softer issues within the work space.

To address these challenges and enhance the success of future Strategic Plans, the University should focus on securing adequate resources, fostering a culture of openness to change, proactively responding to external factors, promoting effective communication and collaboration, and developing strategies to mitigate the impact of staff turnover and fluctuations in student numbers.

3.1.5.3. Lessons Learnt

The following are the lessons learnt:

1. The University of Nairobi made strides in improving research output. However, more investment and focus on research, innovations and enterprise can help achieve multiple goals for the innovators and the university at large.
2. The University of Nairobi developed an ambitious plan for the period 2018-2023. There should be flexibility in the Strategic plans with clear indicators on how to respond to unexpected/unforeseen phenomena that may arise.
3. The University of Nairobi usually develops a 5-year strategic plan which forms the basis for annual work plans and performance contracts. Therefore, there is need for top management to own, comply and support the implementation of the strategic plan. Furthermore, the strategic plan should form the basis for allocation of resources during budgeting.
4. It is important to set clear, measurable, and achievable goals in a strategic plan. This helps to ensure that everyone involved in the implementation of the plan understands what needs to be achieved and can track progress. In addition, goals should be regularly reviewed and updated to ensure they remain relevant. The University of Nairobi 2018-2023 Strategic Plan was not clearly communicated and goals were not measured periodically as required.
5. Involvement of stakeholders: It is important to involve stakeholders, including faculty, students, staff, and external partners, in the development and implementation of the strategic plan. This helps to ensure that everyone's needs and perspectives are taken into account and can increase the likelihood of successful implementation. The University of Nairobi 2018-2023 Strategic Plan only involved stakeholders at the point of development. Implementation phase lacked a proper and structured stakeholder engagement strategy
6. Communication is crucial throughout the implementation of a Strategic Plan. This includes regular updates to stakeholders, sharing progress reports, and celebrating successes. Effective communication helps to build buy-in and support for the plan and can increase motivation and engagement. The University of Nairobi should improve the communication strategy especially on future Strategic Plans in order to get buy in from all stakeholders.
7. It is important to ensure that the necessary resources, including funding, personnel, and technology, are in place to support the implementation of the strategic plan. This can involve prioritizing resource allocation and seeking additional funding or partnerships where needed. It is important to work with budgets within control.
8. Evaluation and adaptation are critical to ensuring the success of a strategic plan. Regularly assessing progress, identifying challenges, and adapting the plan as needed can help to keep the implementation on track and ensure that goals are met. It is necessary that a monitoring and evaluation framework be incorporated the 2023-2027 Strategic Plan Period.
9. The University of Nairobi migrated some of its processes onto the virtual platform, hence opportunity for effective and efficient service delivery. Indeed, staff do not have to make physical visits to access services. Conducting virtual corporate training has reached more participants and reduced the cost of training. The future of work is digital – leveraging on technology for working and telecommuting, including use of artificial intelligence
10. There is need to pay more attention to metrics guidelines for universities global rankings
11. There is need for a University of Nairobi 10-year Master Plan that covers spatial development.

3.1.6. Stakeholder Analysis

The effective implementation of the University of Nairobi Strategy requires goodwill, support, and cooperation from various stakeholders. The results of the stakeholder analysis are outlined in **Table 3.10**.

Table 3.9: Stakeholder Analysis

#	Stakeholder Name	Functional Relationship (Role)	Stakeholder Expectations of UoN	UoN's Expectations from Stakeholder
1.	Government	Policy development and oversight	Alignment with national and regional development goals Collaboration and partnerships Responsiveness to needs in society Accountability and transparency Quality and excellence	Funding support Policy support Collaboration and partnerships Regulatory support Timely disbursements of funds Enhanced capitation to cater for Collective Bargain Agreements (CBAs), Pension and Capital projects
2.	Ministry of Education	Policy direction	Timely status updates Support implementation government policy, legislative and regulatory framework Effective and efficient utilization of availed resources	Technical and financial support in the Implementation of the UoN's work plan and budget
3.	Statutory Bodies (KRA, RBA, SRC, KNEC, HELB, NSSF, NHIF)	Sector regulations	Full compliance to all the industry laws and regulations Timely remittance of all necessary levies	Enforcements of all relevant laws and regulations Technical support and advisory services
4.	Accreditation bodies (CUE, TSC)	Provide standards, build capacity and collaboration	Clear vision, mission and objectives Continuous improvement: Evidence-based decision making Alignment with accreditation standards Engage with stakeholders	Compliance and accountability Collaboration and partnership Transparent Communication Continuous improvement
5.	Donors and sponsors	Support and collaboration	Clarity of purpose Demonstrated impact Responsiveness to needs Collaboration and partnership Innovation and	Financial support Partnership and collaboration Stewardship and accountability Advocacy and promotion

#	Stakeholder Name	Functional Relationship (Role)	Stakeholder Expectations of UoN	UoN's Expectations from Stakeholder
			entrepreneurship Reputation and brand recognition	
6.	National Research Fund	Research Partner	Collaboration in research, science, technology and innovation	Facilitation and support of the Research, Science, Technology, Innovation and Enterprise Agenda
7.	Unions (UASU, KUSU & KUDHEIHA)	Welfare checks and balances	Accurate member information and data Member education and awareness Fair and equitable treatment of members Protection of members benefits High return on investments Accountability and transparency/good governance	Adequate representation of the members Active participation in capacity building and member education Collaboration and engagement with the Scheme
8.	Professional Associations (KISM, ICPAK, IHRM, ICIFA etc.)	Promote professionalism and ethical conduct	Registration and accreditation of members Compliance and adherence to regulations and best practices Collaborations and partnerships Prudent management of the Fund	Expertise and guidance on professional matters Exchange of information on topical issues Collaborations and partnerships
9.	Industry Partners	Collaborations and partnership	Relevant and up-to-date curriculum, Research and development, Workforce development, Collaboration and partnerships, Entrepreneurship and innovation Access to Talent	Financial support Partnership and collaboration
10.	Media	Educate, Inform and disseminate information	Transparency & accountability Adherence to social & ethical responsibility	Fairness, openness and equity in reporting Advocacy for Member right Promote the Fund activities
11.	General public; Parents, Guardians and sponsors	Share information, support and	Good governance Corporate social responsibilities Effective and efficient execution of mandate	Advocacy and public awareness of the Fund Support resource acquisition and maintenance through timely payments where

#	Stakeholder Name	Functional Relationship (Role)	Stakeholder Expectations of UoN	UoN's Expectations from Stakeholder
				needed
12.	Financial Institutions (Insurance, Banks)	Financial services	Long term investment opportunities Collaboration and partnerships	Transparency and accountability Conduct member education on financial matters and investment opportunity Safe custody of Fund assets Compliance to legal and regulatory requirements
13.	University of Nairobi Convocation	Alma Mater	To be proactively and strategically engaged with the University Management in charting the future of the University	To rally support for financial and infrastructural support of the UoN Agenda
14.	Alumni	Advocacy and support	Reputation and Branding Strong alumni network Career readiness Transparency & accountability Commitment to sustainability	Engagement with University, Giving back to the university Representing the University Providing feedback and input, Continuing learning and growth
15.	Faculty and staff	Execute duties and responsibilities (including teaching and research)	Clear Vision and Mission Career Development Research and Innovation Collaboration and Inclusivity Resource Allocation and Engagement Communication	Align with the vision and mission of the University Excellence in teaching, research, and service delivery Collaboration and teamwork, Responsiveness to student needs Professional development
16.	Students	Customers and share information	Quality Education Access to Resources Student Welfare, Innovation and Technology, Career Development, Engagement & involvement	Active participation, Academic success Diversity and inclusion Career readiness, Civic engagement, Prompt payment of fees
17.	Suppliers	Offer goods and services	Timely payments of goods and services supplies Equal opportunities in doing business Sensitization of procurement systems	Supply of quality goods and services that meet Contractual obligations Competitive pricing Timely supply of goods and services
18.	Development Partners	Provide support (Technical and material)	Accountability for availed resources, Provide timely project reports	Financial support on Capital projects

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter presents a review of the strategic issues that the University should deal with expeditiously and effectively in order to achieve their mission and realize their vision. The goals which are the desired outcomes in addressing strategic issues have also been teased out herein. Finally, the Key Result Areas which are the focal points of the strategic planning process as derived from the comprehensive strategic situational analysis of the University are presented.

4.1. Strategic Issues

The strategic issues are the fundamental policy choices, critical challenges, gaps and opportunities to be addressed in a plan period. To derive the strategic issues, the University of Nairobi in its review of the situational analysis identified the following foundational elements which then inform the identified strategic issues presented in **Table 4.1**.

The core mandate of the University of Nairobi encompasses both “*teaching and learning*” and “*research*”. The outcome of teaching and learning (T&L) envisages an improved quality and delivery of teaching and learning programmes whose products will be globally competitive students. This will be achieved by strategically enhancing the quality and delivery of academic programmes in compliance with all regulatory requirements on university education.

The critical choices on teaching and learning thrust would be achieved through:

1. Setting up and implementing a comprehensive and integrated student data management system;
2. Reviewing academic process for improved efficiency and effectiveness by automation of admissions and administration of examination (online examinations);
3. Reviewing and implementing procedure for administration of examination results as per the University examinations policy.
4. Developing and implementing (new) guidelines on for Quality Assurance of Academic Programmes, student progression, choices of elective units across the University, external examination and involving graduate students in teaching through Work Study Programme (WSP).
5. Developing and implementing Academic Regulations to ensure compliance with universities Act, 2012; CUE Standards and Guidelines, 2014 and University of Nairobi Charter, 2013.
6. Developing and implementing guidelines for staff mentorship, training and certification of all faculty in Pedagogy and Andragogy.
7. Implementing curriculum Reforms continually.
8. Aligning administrative frameworks for academic process, including Students’ Code of Conduct (Revised 2021), to Faculties and Departments.
9. Developing and implementing guideline for rationalized teaching workload continually.

The outcomes of these teaching and learning thrust initiatives are expected to including;

4.1.1. Teaching and Developing Globally Competitive Students

1. Achieving optimal student-centred learning as opposed to admission based on capacity.
2. Developing framework for an innovative curriculum that links with the industry needs.
3. Encouraging and supporting both undergraduate and graduate students' participation in research activities, fostering a culture of inquiry, innovation, and critical thinking.
4. Improving student numbers and engagement of graduates in diverse markets and fields.

4.1.2. Institutional Capacity

Ensuring focus on effectiveness, efficiency and sustainability in the university processes and activities.

4.1.3. Innovation and Commercialization for Sustainability

1. Entrenching innovation and entrepreneurial culture in the university curriculum.
2. Fostering effective linkages with industry to increase employability index for UoN graduates.
3. Establishing sustainable collaborations and partnership in both local and global arenas.
4. Fostering a circular economy mind-set, implementing sustainable practices and initiatives to minimize waste, conserve resources, and reduce the university environmental carbon footprint.
5. Increased quality of STEM programmes.

4.1.4. Increased Use of Technology

1. Promoting diversity and inclusion, internationalization of University of Nairobi.
2. Adopting Technology Transfer (facilitate the transfer of technology and knowledge generated through research into practical applications that benefit society - Roles of Department of Pharmacy, Chemistry and other departmental IGUs
3. Increasing access to education and training.

4.1.5. Framework for High Quality Research and Input

1. Strengthening research support systems and infrastructure, providing the necessary resources and facilities for high-quality research outputs.
2. Enhancing community engagement and outreach programs, leveraging the university expertise and resources to address societal needs and contribute to community development.
3. Resource mobilization to support sustainability initiatives and research endeavours through partnerships, grants, and other funding opportunities.

4.1.6. Focus on People

The University of Nairobi recognizes the diversity of its stakeholders and thus acknowledges that all services should be people-centred. For the University of Nairobi to achieve the goal of being vibrant, the people should take the centre stage and above all, have a unity of purpose and deliver as one. The result of this will be Increased staff motivation and commitment.

4.2. Strategic Goals

The UON recognizes that to address the strategic issues identified during the plan period 2023- 2027, it must clearly spell its goals in a clear manner that is realizable. The goals were derived as the actual outcomes of the strategic issues and were drawn out of the vision and mission statements. These are presented in **Table 4.1**.

4.3. Key Result Areas

The Key Result Areas form the pillars of this Plan and have been determined following a comprehensive analysis. Each key result area is described as follows:

KRA 1: Digitalization

The University of Nairobi is cognizant of the changing environment it is operating in. Digitalization of all processes, activities and services is seen as a way of increasing effectiveness, efficiency, and productivity. The KRA will focus on making the University a comprehensively digital enabled institution. This will result into among others, enhanced end-user access to local and global resources; automated business processes; improved global visibility; improved customer satisfaction; cost savings; improved campus experience; and, increased efficiency and effectiveness in all university core and functional mandate mainly teaching and learning. This will be achieved through implementing a robust, secure digital campus infrastructure (DCI), institutionalization of a digital transformation programme and through development and implementation of a framework to facilitate digital communication, marketing and branding.

KRA 2: Research and Community Service

Every year, the University of Nairobi boasts huge research output from research activities by both staff and students. To achieve the mandate of knowledge development and technology transfer, and offer solutions to industry and society, the university must actively engage the industry by Organizing and convening Annual Research Week. The University must be intentional on this key result area to remain relevant in its pursuit of extending the frontiers of knowledge development and application. The result of these initiatives will include impactful demand-driven research outputs; increased participation of research by students and staff; positive research-teaching nexus with a robust research management structure and system. In addition, the University will enjoy enhanced research visibility as a teaching and research-oriented university. Finally, UoN through its enhanced research visibility will have increased quality service to the community and impactful service to the community

KRA 3: Innovation and Commercialization Ecosystem

The University of Nairobi seeks to reposition itself as the key solutions provider. Inculcating and institutionalizing the culture of innovations is seen to be a mechanism for realizing that

goal. The university seeks to provide a platform where innovations and start-ups are hatched and eventually commercialized, and organize Expos to show-case and promote innovations e.g., Nairobi Innovation Week. The KRA focuses on Foster a culture and practice and practice of innovation and commercialization in the University of Nairobi. The outcome of this will be evidenced enhanced innovation pipelines development, increased innovation culture in all areas of teaching and learning and enhanced innovation competency capability.

This will be achieved through defining and nurturing an effective innovative ecosystem; inculcation of a vibrant innovation and commercialization culture among the students and staff; and, forging strong strategic university-industry linkage and collaborations; fostering industry and societal confidence in engaging and contracting the University of Nairobi for knowledge transfer, consultancies and products; coordinating and strengthen a focused and practical approach in teaching of entrepreneurship and innovation courses. In addition, the University shall adhere to incentivize innovators, investors and entrepreneurs to the University of Nairobi community to innovate products and services with commercial and societal value. To achieve this, the University of Nairobi will have to strengthen the Intellectual Property Management office and create a functional Innovation and Enterprise Office to coordinate all activities towards this realization.

KRA 4: People Focus

The University of Nairobi recognizes the diversity of its stakeholders and thus acknowledges that all services should be people-centred. For the University to achieve the goal of being vibrant, the people should take the centre stage. The KRA will focus on implementing a responsive people-centric framework. This will be achieved through enhancement of campus experience for students and staff. The strategic partners are also earmarked for enhanced engagement and relationship management. The results of this initiatives will include among others: Improved student experience and therefore increased completion rates; enhanced learning and work environments, rationalized staff establishments and better staff experience hence improved productivity and staff performance. In addition, the curricula will be aligned through improved partnerships to increase employability of students; increased international student experience and attraction of international faculty.

KRA 5: Sustainability

There is a renewed focus on changing operation model to ensure organizational sustainability. Business reengineering is therefore necessary to achieve the ultimate goal of sustainable development. The university seeks to adopt sustainable development approaches in all its business operations, processes and activities cognizant of the changing environment. The KRA focuses on promoting an adaptive, responsive and a socially entrepreneurial university aligned to the sustainability agenda. This will be realised through resource mobilization; institutionalizing promotion of corporate social responsibility (CSR) and sustainability practices; and, implementation of the UI Green Metric Initiative. The University of Nairobi will be a more financially sound, environmentally friendly and socially cohesive University. The university programmes will be more socially relevant to address community needs and remain culturally sustainable. The University of Nairobi will also enhance its corporate governance, external cohesion and compliance strategy.

KRA 6: Teaching, Learning and Creative Works

The University of Nairobi appreciates the changes taking place in the education sector under the reforms that have introduced curriculum based curriculum (CBC) thus shifting its focus on core mandate of teaching and learning to include creative works as part of its preparedness. The KRA will focus on the University producing competitive quality graduates. This will result into among others, improved student experience; improved conflict resolution; students' completion rate; enhanced learning environment for students; reviewed and aligned curricula; employed graduates; improved staff experience; improved staff performance; improved international students experience; increased enrolment of international students; increased number of international faculty. This will be achieved through developing and reviewing curricula in line with industry needs and in compliance with all regulatory requirements on university education, developing and implementing flagship programmes to attract more students, promoting and increasing internationalization of the University of Nairobi, developing guidelines for quality assurance of academic programmes, upscaling access to quality University education and training, monitoring and reporting on regular basis completion rates and progression of students, and enhanced student experience.

Each Key Result Area is linked to corresponding strategic issue and goal as outlined in **Table 4.1**.

Table 4.1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Strategic Goal	Key Result Area
Make the University vibrant, through institutionalization of a digital transformation programme on all processes, activities and services.	To create a technologically advanced and integrated environment that enhances quality teaching and learning, foster efficient campus services and facilitates seamless collaborations and partnerships for research	KRA 1: Digitalization
Strengthen research support systems and infrastructure, and to enhance community engagement and outreach programs	To increase vibrancy of research activity and community services at the University of Nairobi	KRA 2: Research and Community Service
Promotion of solution through conversion of innovations into market ready products and services that will meet the needs of society and industry	To harness, nurture and motivate the free flow of knowledge, resources and opportunities towards the creation and growth of innovative industry-relevant products and services	KRA 3: Innovation and Commercialization Ecosystem
Recognition of stakeholder's diversity and ensuring that services are people centrically driven	To ensure that the university is people focused in all its undertakings	KRA 4: People Focus
Ensuring organizational sustainability and sustainable development in all business operations, processes and activities	To transform the university into an environmental and financially sustainable institution	KRA 5: Sustainability

Strategic Issue	Strategic Goal	Key Result Area
Ensuring competitive, innovative and compliant curricula whose products will be globally competitive students	To strategically provide relevant, attractive, sustainable and responsive curricula in compliance with all regulatory requirements on university education.	KRA 6: Teaching, Learning and Creative Works

The core mandate of the University of Nairobi on quality university training and education encompasses both teaching and learning, and research. The UoN SP 2023-2027 has integrated this this core mandate with supportive KRAs thus creating a well fusional outcome as enumerated. Firstly, with regard to KRA 1 on digitization, the major outcome will be to ensure a transformed teaching and learning experience, improved campus operations and enhanced engagement and collaborations among students, faculty and stakeholders. Secondly, with regard to KRA 2 on research and community service, the major outcome will be to ensure an increased participation of staff and students in research as well as a robust research management structure and system. Thirdly, with regard to KRA 3 on innovation and commercialization ecosystem, the major outcome will be to ensure and enhanced innovation and entrepreneurial culture among students, staff and stakeholders. Fourthly, with regard to KRA 4 on people focus, the major outcome will be to ensure a people-centric university that will yield a high improved high satisfaction index among the students and staff. Fifthly with regard to KRA 5 on sustainability, the major outcome will be to ensure a financially sound university that guarantees that then needs of students and staff are catered for in a most satisfactory manner. Finally, KRA 6 on teaching, learning and creative works, the major outcome will be producing competitive quality graduates.

The University of Nairobi Strategic Plan 2023-2027, by providing the desired environment, aims to support the University of Nairobi deliver on its core mandate a more vibrant, effectively, efficiently and sustainable manner, and in so doing transform society.

Although the University of Nairobi core mandate remains focussed as before, this strategic plan proposes that the key drivers of institutional spending during the period be the six (6) Key Result Areas that have been synthesized into enablers and pillars. A graphical representation on the linkages between the University of Nairobi vision, mandate, transformational pillars, core values and foundational enablers is presented in Figure 4.1.

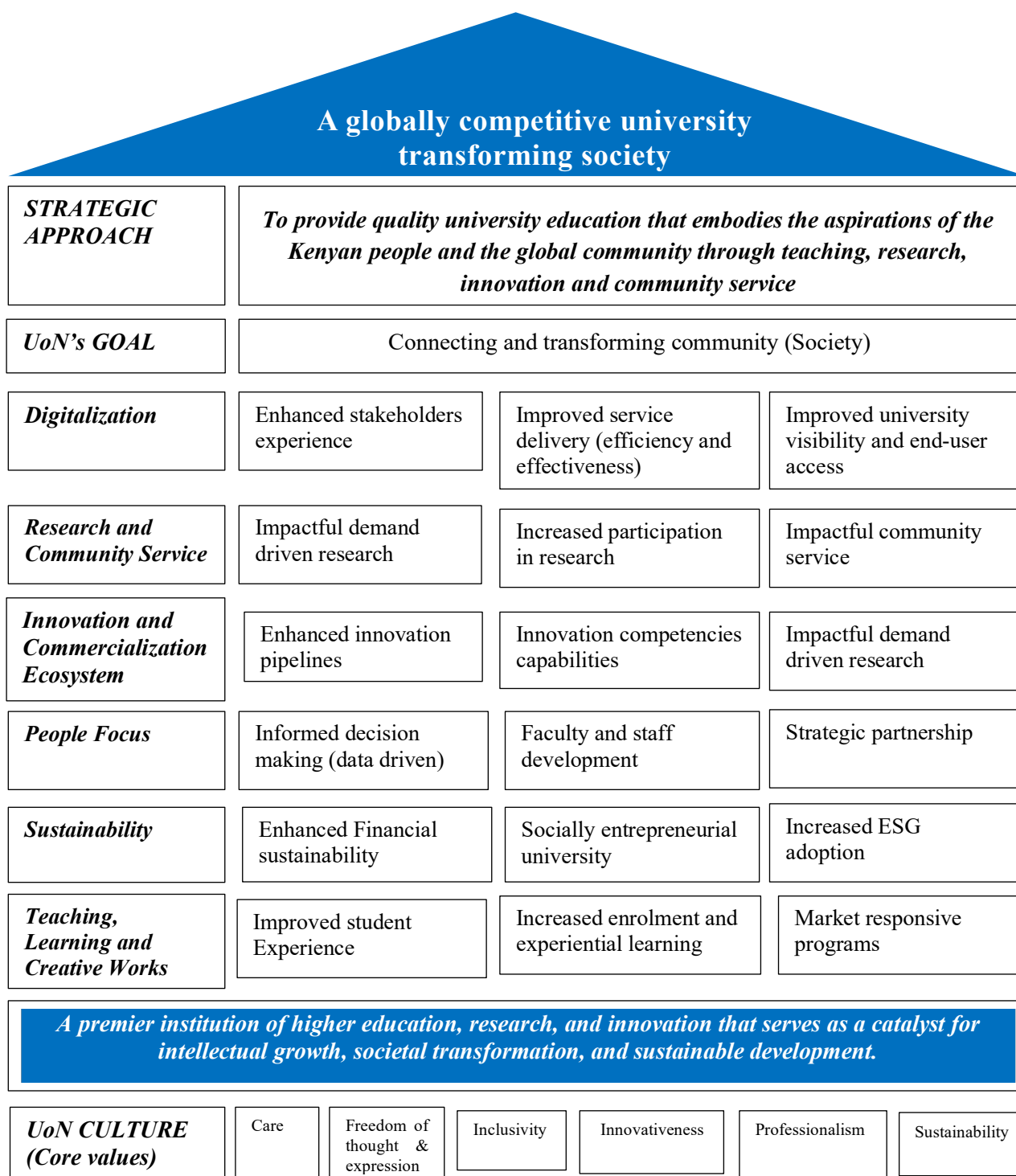


Figure 4.1: Linkage between the Vision, Mission and Key Result Areas.

CHAPTER FIVE: STRATEGIC OBJECTIVE AND STRATEGIES

The Chapter sets out the projected performance of the University on a year to year basis for the strategic plan period 2023-2027. The projections are based on realistic evaluation of the University. Further, the chapter highlights the strategic objectives and the corresponding strategies that have been set out for the period so as to realize the desired projected performance. Finally, the strategic choices are teased out in this chapter.

5.1. Strategic Objectives

The performance projections on a year to year basis for the planning period 2023-2027 of the University of Nairobi has been presented in **Table 5.1**.

Table 5.1: Outcome Annual Projections

KRA 1: Digitalization							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1.1: To become a comprehensively digital enabled University	Transformed teaching and learning experience, improved campus operations and enhanced engagement and collaborations among students, faculty and stakeholders	Improved effectiveness and efficiency in university operations and processes	10%	30%	60%	80%	100%
KRA 2: Research and Community Service							
SO2.1: To engage in impactful demand-driven research.	Increased participation of staff and students in research	Enhanced visibility and utilization of university research output	+5%	+20%	+30%	+40%	+50%
SO2.2: To design and implement a mechanism for effective research communication	A robust research management structure and system	Research management structure and system implemented	10%	30%	60%	80%	100%
SO2.3: To Effectively provide relevant community service	Impactful service to the community	No of CSR activities	25	25	25	25	25
KRA 3: Innovation and Commercialization Ecosystem							
SO3.1: To foster a culture and practice of innovation and commercialization in the University	Enhanced innovation and entrepreneurial culture among students, staff and stakeholders	innovation and entrepreneurial culture among students, staff and stakeholders enhanced	15%	35%	70%	85%	100%

KRA 4: People Focus							
SO4.1: To implement a responsive people-centric framework	A people-centric university	Improved satisfaction index	+5%	+10%	+15%	+20%	+25%
KRA 5: Sustainability							
SO5.1: To promote an adaptive, responsive and a socially entrepreneurial university	Financially sound University	Optimal absorption of budgets	100%	100%	100%	100%	100%
SO5.2: To be a financially sustainable university		Reduction of debtors	-5%	-10%	-20%	-35%	-50%
		Cost cutting	100%	100%	100%	100%	100%
KRA 6: Teaching, Learning and Creative Works							
SO6.1: To design/review and implement relevant and innovative teaching and learning programmes	Competitive quality graduates	Employability index	+5%	+5%	+5%	+5%	+5%
		Increase in enrolment of international students	+5%	+10%	+10%	+10%	+10%
SO6.2: Enhanced access to quality university education and training	Enhanced student experience	Increase in completion & progression rates	+5%	+10%	+15%	+20%	+25%

Ten (10) strategic objectives were identified for the University of Nairobi 2023 -2027 Strategic Plan Period as listed below.

1. To become a comprehensively digital enabled University
2. To engage in impactful relevant research
3. To design and implement a mechanism for effective research communication
4. To Effectively provide relevant community service
5. To foster a culture and practice of innovation and commercialization in the University
6. To implement a responsive people-centric framework
7. To promote an adaptive, responsive and a socially entrepreneurial university
8. To be a financially sustainable university
9. To design or review and implement relevant and innovative academic programmes
10. To enhance access to quality university education and training.

It is envisaged that by achieving these set objectives, the performance projected in **Table 5.1** will be achieved.

5.2. Strategic Choices

This section outlines the strategic objectives, strategies and activities that will be implemented over the plan period. The UoN strategic choices for the plan period are summarised in **Table 5.2**.

Table 5.2: Strategic Objectives and strategies

KRA	Strategic Objective(s)	Strategies
KRA 1: Digitalization	Objective 1: To become a comprehensively digital enabled University	S1.1: Implement a robust, secure Digital Campus Infrastructure
		S1.2: Institutionalize a digital transformation programme
		S1.3: Develop and implement a framework for facilitating digital communication, marketing and branding
KRA 2: Research and Community Service	Objective 1: To engage in impactful relevant research.	S2.1: Prioritize thematic research areas
		S2.2: Permeate research culture among staff and students
		S2.3: Establish and implement a robust research support structures and systems
		S2.4: Establish and operationalize a functional Research Grants Management system and infrastructure
		S2.5: Enhance academia-industry linkages
	Objective 2: To design and implement a mechanism for effective research communication	S2.6: Design mechanisms for effective research communication
		S2.7: Spotlight and disseminate research findings through various platforms.
Objective 3: To effectively provide relevant community service	S2.8: Generate and implement a framework for effective community service	
KRA 3: Innovation and Commercialization Ecosystem	Objective 1: To foster a culture and practice of innovation and commercialization in the University	S3.1: Define and nurture an effective innovation ecosystem
		S3.2: Inculcate a vibrant innovation and commercialization culture among staff and students
		S3.3: Forge strategic university-industry linkages and collaborations
		S3.4: Enhance the mandate of the Intellectual Property Management office
		S3.5: Commercialized innovations
KRA 4: People Focus	Objective 1: To implement a responsive people-centric framework	S4.1: Enhance University experience for staff and students
		S4.2: Enhance and Institutionalize Strategic Partners engagement
KRA 5: Sustainability	Objective 1: To promote an adaptive, responsive and a socially entrepreneurial university	S5.1: Environmental, Social and Governance (ESG)
		S5.2: Adopt and Implement UI Green Metric Initiative

KRA	Strategic Objective(s)	Strategies
	Objective 2: To be a financially sustainable university	S5.3: Strengthen Resource mobilization S5.4: Institutionalize a Debt Recovery Plan (DRP)
KRA 6: Teaching, Learning and Creative Works	Objective 1: To design /review and implement relevant, competitive and innovative academic programmes	S6.1: Develop and review curricula in line with global trends, industry needs and in compliance with all regulatory requirements on university education
		S6.2: Develop and implement flagship academic programmes to attract enhanced enrolments
		S6.3: Promote and increase internationalization of the University by attracting international students and faculty
		S6.4: Develop and implement Guidelines for Quality Assurance of Academic Programmes
	Objective 2: Enhanced access to quality university education and training	S6.5: Upscale access to quality university education and training through competitive costing and heightened promotion of programmes
		S6.6: Monitor and report on regular basis students' completion and progression rates and address potential laggards and dropouts
		S6.7: Enhance student experience by reduction of incomplete/missing marks cases; enhance students' and lecturers' lesson attendance and increase students-lecturers' interactions

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This Chapter cover the implementation plans an active component of success, the action plan alongside the annual work plans and budgets and the resultant performance contract philosophy of the University. To facilitate all this the coordination framework drawn out of the implementation matrix is highlighted. The Chapter concludes by presenting the risks analysis and mitigation measure proposed for the implementation of this plan.

6.1. Implementation Plan

Successfully implementing a Strategic Plan necessitates active engagement and commitment from staff and stakeholders. The process involves several key steps contributing to a seamless flow and achieving desired objectives. Firstly, aligning annual work plans with the budget is crucial as it ensures the proper allocation of financial resources to support plan execution. Secondly, communicating the vision and mission effectively is paramount to creating a shared sense of purpose among all involved parties. Thirdly, establishing a clear organizational structure with well-defined responsibilities for different officers ensures that each individual knows their role in the implementation process.

Moreover, continuous capacity building for staff is vital, as it empowers employees with relevant skills and knowledge to contribute effectively to the plan's success. A robust monitoring and evaluation plan is also critical in tracking project progress and allowing timely adjustments and improvements. Taking charge of day-to-day implementation, the Directorate of Planning and Performance Management ensures that officers are responsible for their allocated targets. In contrast, the Director approves annual work plans and budgets.

Furthermore, the Director oversees the strategic plan's execution, prepares progress reports, and conducts regular meetings to review implementation progress and address emerging issues promptly. An efficient monitoring, evaluation, and feedback plan is established to facilitate continuous assessment and improvement, with insights and suggestions actively sought from stakeholders through a feedback mechanism.

Measuring targets against actual performance is a crucial aspect of the process, enabling an assessment of the plan's effectiveness and identifying areas needing attention and enhancement. Finally, comprehensive reviews conducted by the Director provide valuable lessons that inform subsequent stages of the plan and facilitate the development of intervention measures to tackle implementation challenges. By diligently following these steps and adopting a proactive approach, successful execution of the strategic plan becomes achievable, leading to positive outcomes and fostering growth for the organization.

6.1.1. Action Plan

Action plan will be derived from the strategic plan for implementation at the beginning of each financial year. It constitutes the strategic issues, strategic goals, key result areas, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of the activities. The plan is presented on **Table 6.1**.

Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Make the University vibrant, through institutionalization of a digital transformation programme on all processes, activities and services.																
Strategic Goal: To create a technologically advanced and integrated environment that enhances quality teaching and learning, foster efficient campus services and facilitates seamless collaborations and partnerships for research.																
Key Result Area: Digitalization																
Outcome: Transformed teaching and learning experience, improved campus operations and enhanced engagement and collaborations among students, faculty and stakeholders																
Strategic Objective: To be a comprehensively digital-enabled University																
To develop and implement a robust, secure Digital Campus Infrastructure	Undertake an ICT infrastructure needs assessment and analysis for the organization	Needs assessment analysis Report	No. of Report	1	1					5					VC	Director ICT
	Implement the Need Assessment Report	Level of implementation	% level of implementation	100	50	60	75	90	100						VC	Director ICT
		Level of Re-engineered processes	% of re-engineered processes	100	50	60	75	90	100						VC	Director ICT
	Revamp campus the current broadband network	Revamped campus broadband network report	No. of Campuses revamped	25	10	10	5			60	60	30	20	20	VC	Director ICT
	Increase internet connectivity	High speed internet connectivity	Speed in Bgs	10	4	5	6	8	10	70	70	80	90	100	VC	Director ICT
	Build Smart Campus infrastructure	Access control Real time	No. of Buildings with Access control	50	10	10	10	10	10	15	15	15	15	15	VC	Director ICT
			No. of Campus Gates	50	10	10	10	82	10	20	20	20	20	20	VC	Director ICT
		Level of Digital surveillance	No. coverage of Campus	25	10	10	5			50	50	25			VC	Director ICT
		Smart Building maintenance	No. of smart buildings	50	10	10	10	10	10	100	100	100	100	100	VC	Director ICT
		level of high value Smart asset tracked	% of assets digitally tagged	20%	4	8	12	16	20	10	10	10	10	10	VC	Director ICT
Smart ID		% of Staff and students with smart Ids	100%	50	100	100	100	100	22	12	7	7	7	VC	Director ICT	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and implement an Asset/Facilities Management System	Level of automation of Asset/Facilities Management System Facility optimization	% level of development and implementation % level of utilization	100%	20	40	60	80	100	10	10	10	10	10	VC	Director ICT
	Revamp and implement a unified Campus Communication solution	Level of implementation of UCCS	% of implementation	100%	20	40	60	80	100	10	10	10	10	10	VC	Director ICT
	Deploy ICT tools to collect and monitor environmental data	Deployed ICT technologies; Collected Data	No. of technologies deployed	5	1	1	1	1	1						VC	Director ICT
	Revamp and implement the Local Area Networks	Revamped Buildings with LAN report	The number of building LAN revamped	50	10	10	10	10	10	100	100	100	100	100	VC	Director ICT
		Implemented hot spots	No. of hotspots	500	100	100	100	100	100	5	5	5	5	5	VC	Director ICT
		Power Charging points	No. of charging points	1000	200	200	200	200	200	2	2	2	2	2	VC	Director ICT
	Acquire end user equipment	End user equipment schedule	No. of end user equipment acquired	1000	200	200	200	200	200	25	25	25	25	25	VC	Director ICT
	Acquire end user equipment for PWDs	End user equipment for PWDs	No. of end user equipment for PWDs acquired	50	20	20	5	5		4	4	1	1		VC	Director ICT
		Acquire software for PWDs	Software acquired for different PWDs	10	2	2	2	2	2	1	1	1	1	1	VC	Director ICT
	Develop and implement a Bring Your Own Device Policy	Policy developed	No. of Policy developed	1	1					2					VC	Director ICT
		level of Implementation of the policy	% of students with BYOD	100	50	60	80	90	100	25	25	25	25	25	VC	Director ICT
	Enhance the current data centre	A tier III data centre	% primary DC implementation	100	50	60	70	80	100	40	40	30	30	30	VC	Director ICT
			% Secondary DC implementation	100	30	40	60	80	100	20	20	20	20	20	VC	Director ICT
			% Offsite back-up site implementation	100	30	40	60	80	100	5	5	7	7	7	VC	Director ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement a clean power infrastructure	Clean power used to power ICT infrastructure	No. of Gadget powered by clean power	300	60	60	60	60	60	15	15	15	15	15	VC	Director ICT
	Develop an integrated University wide Management System for processes	Level of Automated processes	No. of Processes automated	500	150	100	100	100	50	10	10	10	10	10	VC	Director ICT
	Implement an integrated University wide Management System for processes	Level of automated processes implemented	% of automated processes implemented	100	20	40	60	80	100	5	5	5	5	5	VC	Director ICT
	Develop and implement a digital infrastructure for Teaching, Learning and exam	Smart/exam Classrooms	No. of Smart/exam Classroom	60	20	10	10	10	10	20	10	10	10	10	VC	Director ICT
		Developed learning technologies	No. of learning technologies	60	20	10	10	10	10	20	10	10	10	10	VC	Director ICT
		Level of Implementation of integrated Learning management systems	% of the implementation of the Integrated Learning management system implemented	100	60	70	80	100	100	5	5	5	5	5	VC	Director ICT
		Asynchronous learning content developed	Percentage level of Courses with asynchronous learning content	70	15	30	45	60	70	25	25	25	25	25	VC	Director ICT
	Develop and launch online programmes	Fully online Programmes mounted	No. of programmes fully offered online	12	2	3	3	2	2	20	30	30	20	20	VC	Director ICT
	Develop and implement student course evaluation system	Developed and implemented student evaluation system	% level of development and implementation	100	50	50				2	2				VC	Director ICT
	Develop and implement an online timetabling system	level of Online Timetabling system	% level of implementation of online timetable	100	20	20	20	20	20	5	5	5	5	5	VC	Director ICT
	Implement online proctoring solutions	Level of online proctoring solutions	% level of implementation of the online proctoring	100	30	30	20	20		10	10	10	10	10	VC	Director ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Acquire end user Software for use by Faculty and Students for teaching and learning	Licensed software that support Students and faculty teaching and learning	No. of licensed Software subscribed	20	10	13	16	18	20	20	26	32	36	40	VC	Director ICT
	Strengthen the e-library system	Level of revamping of the e-library System	% of the E-library system revamped	100	60	70	80	90	100	15	20	25	30	30	VC	Director ICT
	Implement a high-performance computing infrastructure for research	Level of Implementation of High performance computing infrastructure	No. HPC clusters	5	1	1	1	1	1	15	15	15	15	15	VC	Director ICT
		Digital Research Technologies	No. of technologies subscribed	2		1	1				15	15	15	15	VC	Director ICT
	Acquire and implement an innovation and idea management platform	the IMS Platform	No. of platforms	1			1					10			VC	Director ICT
		Level of implementation of the IMS Platform	% of implementation	100			50	75	100			5	5	5	VC	Director ICT
	Automation of Campus service digital infrastructure	Level of Automation of Campus services	% of the automated Campus services	100	20	40	60	80	100	10	10	10	10	10	VC	Director ICT
	Integrated digital Student and staff Service support portals	Level of automation integrated digital Student and staff Service portal	No of implemented student and staff support services	100	20	20	20	20	20	5	5	5	5	5	VC	Director ICT
	Implement Digital Infrastructure for data analytics for Data driven decision making	Level of implementation of a Data Warehouse	% of data harnessed in a warehouse	100	20	40	60	80	100	10	10	10	10	10	VC	Director ICT
		Data analytical tools	Number of analytical tools deployed	5	1	1	1	1	1						VC	Director ICT
		Management Dashboard	No. of Dashboard	1			1					5			VC	Director ICT
	Implement a robust cyber security and cyber protection measures	Security Infrastructure Deployment	No. of Security Infrastructure Deployment	5	3	1	1	1	1	15	20	25	25	25	VC	Director ICT
	Digitization of records and documents	Level of records and documents Digitized	% of active Records and documents digitized	100	20	40	60	80	100	10	15	20	20	20	VC	Director ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		Level of automated workflows	% of automated workflows	100	20	40	60	80	100						VC	Director ICT	
To institutionalize a digital transformation programme	Equip staff and students with requisite knowledge and skills to operate efficiently and effectively in a digital university	Level of Student and staff equipped with the requisite knowledge and skills (Training programme)	% of staff and student trained	100	20	40	60	80	100	2	2	2	2	2	VC	Director ICT	
	Develop an ICT Centre of Excellence for skills enhancement	A centre of excellence	No.	1		1					10				VC	Director ICT	
	Enhanced ICT skills training	Trained staff and students	No. of people trained	400		100	100	100	100	5	5	5	5	5	VC	Director ICT	
	Undertake a baseline survey for staff and student campus experience	Baseline survey	No. of Survey	2	2					0.5					VC	Director ICT	
	Undertake a baseline survey for process automation levels	Baseline survey	No. of survey	1	1					0.5					VC	Director ICT	
	Develop and implement a framework for engaging students in development of IT solutions	Developed Framework	No. of framework	1	1						0					VC	Director ICT
		Engaged students	No. of Students engaged	50	10	10	10	10	10	10	7.5	7.5	7.5	7.5	7.5	VC	Director ICT
	Review and align existing Policies and Guidelines	Level of reviewed Policies	% of policies	100	10	40	60	80	100	2		1			VC	Director ICT	
	Develop Policies and Guidelines for Digital Transformation	Level of policies and guidelines developed	% of Policies and Guidelines developed	100	20	40	60	80	100	2		1			VC	Director ICT	
	Create requisite management and support structures for the digital system	Level of redefined job and role	% of redefined job and role	100	50	70	100	100	100	10	15	20	20	20	VC	Director ICT	
		Level of filling of new job and role	% of new jobs and roles filled	100	20	40	60	80	100						VC	Director ICT	
	Undertake a baseline survey on current process cost	Baseline survey report	No. of report	1	1					5					VC	Director ICT	
To develop and implement a framework for facilitating digital	Develop a framework for Communication, Marketing and branding	Developed Framework	No. of framework	1	1					2					VC	Director ICT	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Communication, marketing and branding	Implement the framework	level of increase brand awareness	% of awareness	TBD							5				VC	Director ICT	
		level of Improvement of the brand reputation	% of reputation	TBD												VC	Director ICT
	Revamp and enhance use of university websites	Revamped websites	% of revamped websites	100	40	60	100									VC	Director ICT
	Update website content update	Increased website visits report	No. of traffic to the website	TBD												VC	Director ICT
			% level of engagement through the website	TBD												VC	Director ICT
	Revamp, optimize and licensed use of UNCTV & Radio	Revamped TV/Radio programmes schedule	No. of TV/Radio Programmes	TBD							50	50	50	50	50	VC	Director ICT
		Licensed TV/Radio	Fully operational station	1		1						5	5	5	5	VC	Director ICT
	Acquire and use of Digital marketing tools	Acquired digital tools	No. of acquired digital marketing tools	5	1	1	1	1	1		5	5	5	5	5	VC	Director ICT
		Increased Outreach	% Outreach	TBD												VC	Director ICT
	Revamp and implement a social media strategy	Revamped social media strategy plan	No. 1	1	1						2	2	2	2	2	VC	Director ICT
Improved visibility		No. of audience or followers	TBD												VC	Director ICT	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Strengthen research support systems and infrastructure, and to enhance community engagement and outreach programs																
Strategic Goal: To increased vibrancy of research activity at the University																
Key Result Area: Research and community services																
Outcome: Increased participation of staff and students in research; a robust research management structure and system; and impactful service to the community																
Strategic Objective 1: To engage in impactful demand-driven research																
Strategic Objective 2: To design and implement a mechanism for effective research communication																
Strategic Objective 3: To effectively provide relevant community service																
Prioritize thematic research areas	Map research priority areas	Mapping report	Number of reports	1	1					0.2	-	-	-	-	DVC RIE	Director Research Deans of Faculties
	Mainstream thematic research areas across all faculties	Thematic research areas operationalized	Number of thematic research areas mainstreamed	10	5	5				-	0.2	-	-	-	DVC RIE	Director Research Deans of Faculties
	Increase student participation in research	Increased participation of students in research activities.	% increase of students actively engaged in research activities.	30%	5%	5%	5%	5%	10%	1	1	1	1	1	DVC RIE	Director Research Deans of Faculties
	Increase staff participation in research	Increased participation of staff in research activities.	% increase of staff actively engaged in research activities.	30%	5%	5%	5%	5%	10%	3	3	3	3	3	DVC RIE	Director Research Deans of Faculties
	Enhance empowerment programmes (e.g., grants writing training, mentorship, ethics, policy briefs, journal publications, communication etc.)	Empowerment programmes developed	Number of programmes developed	10	10	10	10	10	10	3	3	3	3	3	DVC RIE	Director Research Deans of Faculties
	Engage targeted researchers on available funding opportunities for research	Researchers engaged	Number of researchers engaged	2,500	500	500	500	500	500	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Research Deans of Faculties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Permeate research culture among staff and students	Develop a framework for recognizing researchers	Framework developed	Framework	1	1						-	0.2	0.2	0.2	0.2	DVC RIE	Director Research Deans of Faculties
	Operationalize guidelines on research incentives	Researchers recognized	% of researchers recognized	10%	3 Per faculty	3 Per faculty	3 Per faculty	3 Per faculty	3 Per faculty		-	-	-	-	-	DVC RIE	Director Research Deans of Faculties
	Develop and implement a mechanism to incentivize researchers using both inputs and outputs	Enhance research portfolio	Number of Researchers incentivized	150	30	30	30	30	30		10	10	10	10	10	DVC RIE	Director Research Deans of Faculties
	Support the formation of research teams to promptly respond to research calls	Research teams formed	Number of research teams formed	30	3 Per faculty						0.1	0.1	0.1	0.1	0.1	DVC RIE	Director Research Deans of Faculties
	Strengthen University to industry and University to University partnerships and research collaborations by mapping strategic partners	Strategic partnerships focusing on University to industry and University to University engagements mapped	Number of strategic partners	5	1	1	1	1	1		0.1	0.1	0.1	0.1	0.1	DVC RIE	Director Research Deans of Faculties
	Develop and implement a framework for efficient management of grants	Framework developed	Framework developed and implemented	1	1						-					DVC RIE	Director Research Deans of Faculties
	Increase the number of principal investigators (PIs) to achieve a critical	PIs increased	% of PIs	30%	10%	15%	20%	25%	30%		0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Research Deans of

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	mass of expertise. (Increase critical mass for PIs to 30%)															Faculties	
	Organize and Convene Annual conferences	Conferences convened	No of conferences convened	75	15	15	15	15	15	5	5	5	5	5	DVC RIE	Director Research Deans of Faculties	
	Enhance university profile and global competitiveness through research	% Increase in number of Publications	Number of publicans in high impact journals	50	10	10	10	10	10	5	5	5	5	5	DVC RIE	Director Research Deans of Faculties	
Establish robust research support structures and systems	Constitute a UoN Ethics and Research Committee	UoN Ethics and Research Committee Constituted and operationalized	Committee constituted	100%	100%						0.03		-	-	DVC RIE	Director Research Deans of Faculties	
	County ethics committee partnerships	Agreements signed	Number of agreements	15	3	3	3	3	3	-	-	-	-	-	DVC RIE	Director Research Deans of Faculties	
	Make the ethics review committees more efficient	Reduced turnaround time (Service delivery charter)	Time expedited	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	2 weeks	-	-	-	-	0	DVC RIE	Director Research Deans of Faculties	
	Establish a robust UoN research management structure and system for effective coordination of research Activities	Research structure		Number of reports	1	1					2		-	-	0	DVC RIE	Director Research
		Revamped Research Office	% Level of implementation		100%		30%	60%	80%	100%	-	0.2		-		DVC RIE	Director Research Deans of Faculties
	Improve accessibility of shared research equipment to facilitate research	Guidelines for sharing research facilities developed	Number of reports		1	1					0.5					DVC RIE	Director Research Deans of Faculties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	activities	Guidelines for sharing research facilities implemented and monitored	% level of implementation	100%		50 %	50 %		0.25	0.25	0.25	0.25	0.25	0.25	DVC RIE	Director Research Deans of Faculties
	Develop and implement curricula that emphasize-inquiry based learning	Curriculum developed	Number of curricula developed	1	1					0.43	0.43	0.43	0.43	0.432	DVC RIE	Director Research Deans of Faculties
		Curriculum implemented	% level of implementation	100%		100 %	100 %	100%	100%	0.3	-	-	-	0	DVC RIE	Director Research Deans of Faculties
	Framework for the management of students' research (undergraduate, graduate and postdoctoral projects)	Framework developed and implemented	% level of implementation	100%			100 %			0.3	-	-	-	-	DVC RIE	Director Research Deans of Faculties
	Develop integrated curricular emphasizing both research and teaching	Curriculum developed	Number of curricula developed	1	1	-	-	-	-		0.43				DVC RIE	Director Research Deans of Faculties
		Curriculum implemented	% level of implementation	100%		100 %	100 %	100%	100%	-	0.23	-	-	0	DVC RIE	Director Research Deans of Faculties
	Develop and implement a framework for teaching and research nexus	Framework developed	Number of frameworks	1	1					0.43					DVC RIE	Director Research Deans of Faculties
		Framework implemented	% level of implementation	100	-	20	30	70	100	0.23		-	-	0	DVC RIE	Director Research Deans of Faculties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Co-supervision with staff from industries to foster collaboration and knowledge exchange.	Guidelines developed	Number of reports	1	1					0.2	-	0	-	0	DVC RIE	Director Research Deans of Faculties
		Guideline implemented and monitored	% level of implementation	100%	20%	20%	20%	20%	20%	0.25	0.25	0.25	0.25	0.25	DVC RIE	Director Research Deans of Faculties
	Reengineer and enhance the Deans Research Fund for internal research activities	Deans Research Fund	Amount of money set side	65		100%	100%	100%	100%	13	13	13	13	13	DVC RIE	Director Research Deans of Faculties
Establish and operationalize a functional Research Grants Management system and infrastructure	Implement research grants management information system	Develop RGMIS	Number	1	1						12				DVC RIE	Director Research Director ICT
		level of implementation of the RGMIS	% of implementation	100%		30%	30%	30%	10%						DVC RIE	Director Research Director ICT
Enhance academia-industry linkages	Establish structures for research with industry in the University labs/facilities	Linkages established	Number of linkages signed	10	2	2	2	2	2	0.2	0.2	0.2	0.2	0.2	DVC RIE	Director Research Deans of Faculties
	Enhance alumni, industry and university interlinkages	Linkages established	Number of linkages signed	10	2	2	2	2	2	0.2	0.2	0.2	0.2	0.2	DVC RIE	Director Research Deans of Faculties
	Develop and operationalize a mechanism of expanding, deepening and engaging strategic partnerships and collaborations	Partnerships and collaborations established	No. engaging strategic partnerships and collaborations established	500	100	100	100	100	100	0.05	0.05	0.05	0.05	0.05	DVC RIE	Director Research Deans of Faculties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Design and implement Mechanisms for effective research communication	Develop and implement a research communication framework	A research communication framework	Number of framework reports	1	1						-	-	-	-	0	DVC RIE	Director Research Deans of Faculties
Spotlight and disseminate research findings through various platforms	Increase quality publications in high-impact journals,	Increased number of research articles published in high-impact journals.	Number of articles published in high-impact journals,	100%	20%	20%	20%	20%	20%	-	-	-	-	0	DVC RIE	Director Research Deans of Faculties	
	Support University journals to be indexed in reputable databases	University journals indexed	Number of UoN journals indexed	4		1	1	1	1						DVC RIE	Director Research Deans of Faculties	
	Subscribe and increase access to high-impact research databases	High-impact journals subscribed to	Number subscribed	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	DVC RIE	Director Research	
	Increase the number of policy briefs publications	Increased number of policy briefs published per year.	Number of policy briefs published in a year	120	24	24	24	24	24	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Research Deans of Faculties	
	Optimize the use of dissemination platforms (e.g. Conferences, workshops, bulletins, media appearances, public lectures, bulletins, Community forums, social media, town-halls and university-owned platforms.)	Increased research visibility	Improved rankings	Top 500	Reduce by 180	Reduce by 180	Reduce by 180	Reduce by 180	Reduce by 12%	1.5	1.5	1.5	1.5	1.5	DVC RIE	Director Research Deans of Faculties	
	Reactivate and digitalize UoN Press	Revamped UoN Press	% level of implementation	1	1						20	20	20	20	20	DVC RIE	Director Research

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Generate and implement a framework for effective community service	Develop and implement a framework for effective community service	Framework developed	Number of frameworks developed	1	1						0.2					DVC RIE	Director Research Deans of Faculties
	Develop forums for dissemination of research findings among communities at National and County government levels	National and County government levels	Number of policy briefs shared at National and County government levels	75	15	15	15	15	15							DVC RIE	Director Research Deans of Faculties
	Implement a strategy for effective community service	Strategy implemented	% level of implementation	100	100	100	100	100	100	1	1	1	1	1		DVC RIE	Director Research Deans of Faculties
	To map and profile the special needs of the Nairobi Metropolitan region	Needs assessment report	Number of reports	100	100	100	100	100	100	1	1	1	1	1		DVC RIE	Director Research Deans of Faculties
		Database on Nairobi services established	Number of databases	1		1					1	-	-	-		DVC RIE	Director Research Deans of Faculties
	Identify and document transformative community services	Transformative Community service documented	No. of documentaries	18	2	4	4	4	4	0.2	0.2	0.2	0.2	0.2		DVC RIE	Director Research Deans of Faculties

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Promotion of solution through conversion of innovations into market ready products and services that will meet the needs of society and industry																
Strategic Goal: To harness, nurture and motivate the free flow of knowledge, resources and opportunities towards the creation and growth of innovative industry-relevant products and services																
Key Result Area: Innovation and commercialization ecosystem																
Outcome: Enhanced innovation and entrepreneurial culture among students, staff and stakeholders																
Strategic Objective: To foster a culture and practice of innovation and commercialization in the University																
Define and nurture an effective innovation ecosystem	Development of a framework to identify and operationalize the main elements of an innovation ecosystem	Guideline for innovation ecosystem	No. of guidelines developed	1	1					0	1	0	0	0	DVC RIE	Director Innovation & IP Management
	Develop a corporate innovation policy	Innovation and Commercialization policy	No. of policies developed	1	1					1		0	0	0	DVC RIE	Director Innovation & IP Management
	Sensitize University community on the innovation ecosystem	Workshops, seminars and webinars conducted	No. of trainings held	250 (5 per faculty per year)	50	50	50	50	50	0.5	0.2	0.2	0.2	0.2	DVC RIE	Director Innovation & IP Management
	Incentivize innovators, investors and entrepreneurs to the University community	Enhance innovation portfolio	Number of innovations developed of commercial value	20	4	4	4	4	4	20	20	20	20	20	DVC RIE	Director Innovation & IP Management
	Enter partnerships for resources mobilization and system support with strategic investors	Partnerships agreements for resource mobilization and system support	No. of partnerships entered into	5	1	1	1	1	1	1	1	1	1	1	DVC RIE	Director Innovation & IP Management
	Designate a Wall of Recognition in each faculty for best innovators and entrepreneurs	wall of recognition	wall of recognition with updated list of innovators	10	50	50	50	50	50	1	1	1	1	1	DVC RIE	Director Innovation & IP Management
	To host investor centred activities	Enhanced Investor Engagement	No. of Investor – Centered Activities	2 per Faculty per Year	20	20	20	20	20	2	2	2	2	2	DVC RIE	Director Innovation & IP Management
	Designate an innovation and	Innovation and Commercialization	No. of Champions Appointed	1 per Faculty	10					0	0	0	0		DVC RIE	Director Innovation & IP Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	commercialization champion in each faculty	Champions Appointed		for the Five Years													
Inculcate a vibrant innovation and commercialization culture among staff and students	Mentoring of undergraduate and postgraduate students' in incubation start-ups and spinoffs	Mentorship programmes designed	No. of mentorships	250 (5 per faculty per year)	50	50	50	50	50	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Innovation & IP Management	
	Design a university wide self-driven modular course on innovation and commercialization	Customized entrepreneurial and innovation Courses	Percentage of curriculum and courses customized	100%	1				1	0.5	0	0	0	0.5	DVC RIE	Director Innovation & IP Management	
Forge strategic University- Industry linkages and collaborations	Mapping of key players in the National System of Innovation	Reference framework for key players	No. of frameworks developed	1		1				0	2	0	0	0	DVC RIE	Director Innovation & IP Management	
	Validation workshops and	Targeted Engagements	No of workshops		40	40	40	40	40	0.4	0.4	0.4	0.4	0.4	DVC RIE	Director Innovation & IP Management	
	Problem based research with undergraduate & Postgraduate Students	with industry players	No. of problem based validation workshops held	1 per year per faculty	10	10	10	10	10	10	10	10	10	10	DVC RIE	Director Innovation & IP Management	
	Entering into targeted collaborative agreements/MOUs with key players including government, civil societies, communities and private companies	Collaboration Agreements and MOUs Formulated	No of collaborative agreements signed with industry players	5 per year	5	5	5	5	5	5	0.25	0.25	0.25	0.25	0.25	DVC RIE	Director Innovation & IP Management
			No of students absorbed in industry as a result of collaborations	20 per Faculty per year	100	100	100	100	100	100	0	0	0	0	0	DVC RIE	Director Innovation & IP Management
	Formulation of an engagement plan	Engagement Plan	No. of Engagement plans developed	1		1					0	0	0	0	0	DVC RIE	Director Innovation & IP Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	and Agreements with venture capitalists and Angel investors	and Contractual Agreements developed	No. of agreements	2 per year			2			0	0	0	0	0	DVC RIE	Director Innovation & IP Management
	Formulate an engagement framework for targeted strategic industry players	Engagement Framework Developed	No. of Engagement Frameworks	1		1				0	0	0	0	0	DVC RIE	Director Innovation & IP Management
	Engage professional bodies and alumni as platforms for the linkages	Increased engagement with Professional Bodies and Alumni	No. of professional bodies and alumni engaged.	5 per Faculty per year	50	50	50	50	50	0.2	0.2	0.2	0.2	0.2	DVC RIE	Director Innovation & IP Management
	Branding, marketing and promotion of innovations and events using UNC TV, mainstream media, social media and other platforms	Promotion of Innovations	No. of Innovations Promoted	50	10	10	10	10	10	5	5	5	5	5	DVC RIE	Director Innovation & IP Management
	Conducting trainings for various groups e.g., MSMEs	Enhanced Capacity and Capabilities for innovation	No. of innovators trained on skills improvement	1000	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Innovation & IP Management
	Conducting gap analysis to assess the needs of the industry and society	Gap Analysis Report	No. of Gap Analysis Reports	1report per 2 years		1		1		0	5	0	5	0	DVC RIE	Director Innovation & IP Management
	Organizing Expos to show-case and promote innovations e.g., NIW	Innovations Showcased and Promoted	No. of Expos	1 per Faculty per Year	10	10	10	10	10	10	10	10	10	10	DVC RIE	Director Innovation & IP Management
	Form Consortiums with targeted institution of higher learning	Consortiums Formed	No of consortiums formed	1 per Faculty per 2 years		10		10		0	0	0	0	0	DVC RIE	Director Innovation & IP Management
Enhance the mandate of the Intellectual Property Management office	Sensitize innovators on their intellectual property rights	Sensitization Workshops	No of Sensitization Workshops	2 per Year	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Innovation & IP Management
	Registering innovations with KIPI and Kenya	Registered Innovations	% of Registered Innovations	100%	100 %	100 %	100 %	100%	100 %	0.2	0.2	0.3	0.3	0.3	DVC RIE	Director Innovation & IP Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Copyright Board																
	Establishment and operationalization of innovating and commercialization Infrastructure	Innovation and commercialization office	Innovation and commercialization office operationalized	100%	20%	80%				0.5	5	0	0	0	DVC RIE	Director Innovation & IP Management	
	Identify and engage a self-sustaining private sector Innovation and commercialization expert	Expert engaged	No. of experts engaged	5	1	1	1	1	1	5	5	5	5	5	DVC RIE	Director Innovation & IP Management	
Commercialized innovations	Identify and qualify viable innovations	Promising innovation ideas	No. of viable innovations	100	20	20	20	20	20	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Innovation & IP Management	
	Conduct evaluation of existing incubation hubs	Evaluation report	Number of Report	1report	1					0.05		0.05			DVC RIE	Director Innovation & IP Management	
	Revival of viable incubation hubs and infrastructure	Viable and operational incubation hubs	No. of operational incubation hubs	4	2	1	1			50	50	0	0	0	DVC RIE	Director Innovation & IP Management	
	Establish a functional commercialization office	Functioning commercialization office	No. of start-ups supported	5		3		2			0.5	0	0.5	0	DVC RIE	Director Innovation & IP Management	
	Establish structures for technology transfer to accelerate Intellectual Property(IP) commercialization	Increased number of successful commercialization deals and Partnerships.	Number of IPs	100	20	20	20	20	20	20	20	20	20	20	DVC RIE	Director Innovation & IP Management	
	Identify, document and engage 'Angel Funders' and Private Equity firms in Kenya and beyond to support start-ups commercialization	Angel Funders' and Private Equity firms engaged	No. of angel funders and private equity firms engaged	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Innovation & IP Management	
	Establish and implement an equitable revenue	Funding formula report	Number	1		1					5					DVC RIE	Director Innovation & IP Management
		Implementation of the report	Percentage of implementation	100%			100%	100%	100%							DVC RIE	Director Innovation & IP Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	sharing formula for innovations and commercialized products between innovators, funders and UoN															
	Establish modalities and pathways of commercialization of innovations	Modalities and pathways established	Number of pathways established	4		1	1	1	1	0.5	0.5	0.5	0.5	0.5	DVC RIE	Director Innovation & IP Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Recognition of stakeholder's diversity and ensuring that services are people centrically driven																
Strategic Goal: To ensure that the university is people focused in all its undertakings																
Key Result Area: People focus																
Outcome: A people-centric university																
Strategic Objective: To implement a responsive people-centric framework																
To enhance University experience for staff and students	Rationalization of Staff establishments for all departments	Rationalized Staff establishment	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Fast-track staff promotions	Staff promoted	Percentage	50%	10%	10%	10%	10%	10%	100	100	100	100	100	VC	Director HR
	Review the procedure for academic staff promotion	Reviewed promotion procedure	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Develop framework for affirmative action in promotions	Framework	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implement framework for affirmative action in promotions	Implementation Report	Level of Implementation		100%	20%	20%	20%	20%	-	-	-	-	-	VC	Director HR
	Develop career progression guidelines	Career Guidelines	Number	45	5	10	10	10	10	-	-	-	-	-	VC	Director HR
	Implement career progression guidelines	Career Guidelines implementation report	Level of Implementation	100%	20%	20%	20%	20%	20%	-	-	-	-	-	VC	Director HR
	Conduct a training needs assessment	TNA report	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implementation of the recommendations of the training gaps	Trainings	Level of Implementation	100%	20%	20%	20%	20%	20%	-	-	-	-	-	VC	Director HR
	Conduct a competencies and skills audit	Competency Framework	Number	1	0	1	0	0	0	-	-	-	-	-	VC	Director HR
	Develop Terms of Service for Faculty Deans and Associate Deans	Terms of Service Document	Number	1	1	0	0	0	0	cc	-	-	-	-	VC	Director HR
	Implement Terms of Service for Faculty Deans and Associate Deans	Implementation Report	Level of Implementation	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR
	Review performance appraisal tools	Reviewed Appraisal Tools	Number	3	3	0	0	0	0	-	-	-	-	-	VC	Director HR
	Automate Academic staff appraisal tool	Automated tool	Number	100%	100%	0	0	0	0	-	-	-	-	-	VC	Director HR
	Conduct work measurement	Workload Analysis	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
Implement work rationalization	Rationalized workload report	Level of Implementation	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Talent mapping and competence recognition for staff	Roll of Honour	Number	1000	200	200	200	200	200	-	-	-	-	-	VC	Director HR
	Map staff recognition and contribution	Report	Number	500	100	100	100	100	100	-	-	-	-	-	VC	Director HR
	Increase International Faculty	Report	Number	200	40	40	40	40	40	20.5	18.5	18.5	20.5	20.5	VC	Director HR
	Mobilize mobility grants for international staff	Mobility Grants Report	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Review the framework for recognition of outstanding performance, harnessing and incentivizing talents and skills	Recognition Framework	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implement the framework for recognition of outstanding performance, harnessing and incentivizing talents and skills	Implementation Report	Level of implementation	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR
	Implement three (3) University policies on Health and wellness	Implementation Report	Level of implementation	100%	100%	0	0	0	0	-	-	-	-	-	VC	Director HR
	Institutionalize efficient and effective communication with staff	Informed and engaged staff	Percentage	100%	100%	0	0	0	0	-	-	-	-	-	VC	Director HR
	Conduct space audit	Space Audit	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implement the space audit report recommendations	Rationalized space utilization	Level of implementation	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR
	Establish lactation facilities in all Faculties	Established facility	Number	10	2	2	2	2	2	5.0	5.5	4.0	4.5	4.0	VC	Director HR
	Develop a framework for conflict resolution	Conflict Resolution Document	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implement a framework for conflict resolution	Guidelines on Conflict Resolution	Level of implementation	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR
	Develop a culture Change programme	Culture Change Programme	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implement a culture change programme	Culture Change Programme	Percentage	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR
	Conduct employee satisfaction survey	Survey report	Number	1	0	1	0	0		-	-	-	-	-	VC	Director HR
	Implement recommendations of the employee satisfaction	Implementation Report	Level of implementation	100%	0	0	100%	0	0	-	-	-	-	-	VC	Director HR

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	survey															
	Operationalization of disaster management policy	Operational Manual	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Develop guidelines for restructuring catering services	Restructuring guidelines	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Implement guidelines for restructuring catering services	Implementation Report	Level of implementation	100%	0	100%	0	0	0	-	-	-	-	-	VC	Director HR
	Refurbish/repair all University facilities for accessibility by PWDs	PWDs compliant facilities provided	Number	100%	20%	20%	20%	20%	20%	5	5	4	-	-	VC	Director HR
	Provide and maintain basic amenities across campuses for PWDs	PWDs compliant amenities provided	Number	100%	0	100%	0	0	0	4.5	3	2.5	2.0	1	VC	Director HR
	Refurbish/repair staff offices and houses	Status Report	Number	100%	20%	20%	20%	20%	20%	6	6.5	6	7	7.5	VC	Director HR
	Provide vehicle(s) for use by PWDs	Modified vehicle(s)	Number	3	1	1	1	0	0	2	2	-	-	-	VC	Director HR
	Install access control systems in university facilities	Access control systems	Number	100%	20%	20%	20%	20%	20%	3	3.5	4	-	-	VC	Director HR
	Develop a mechanism for mapping and engaging strategic partners	Guidelines for Mapping and Engaging Partners	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR
	Establish Disability Resource Centres	Disability Resource Centres	Number	10	2	2	2	2	2	3	3.5	4	4.5	5	VC	Director HR Dean of students
	Develop a framework for conflict resolution	Conflict Resolution Document	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR Dean of students
	Implement a framework for conflict resolution	Guidelines on Conflict Resolution	Level of Implementation	100%	20%	20%	20%	20%	20%	-	-	-	-	-	VC	Director HR Dean of students
	Develop and implement succession plan policy	Succession plan	Number	1		1					0.5				VC	Director HR
		Succession plan implemented	100%				100%	100%	100%						VC	Director HR
To enhance engagement with Strategic Partners	Implement a mechanism for mapping and engaging strategic partners	Implementation Report	Level of implementation	100%	100%	0	0	0	0	-	-	-	-	-	VC	Director HR
	Develop guidelines on Staff exchange programmes	Guidelines on Staff Exchange program	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Talent mapping and competence recognition for partners	Roll of Honour	Number	2100	420	420	420	420	420	1.5	2.0	2.5	3.0	3.5	VC	Director HR
	Implement guidelines on Staff exchange programmes	Implementation Report	Level of implementation	50%	10%	10%	10%	10%	10%	2	2	3	3.5	4	VC	Director HR
	Develop guidelines for research collaborations with strategic partners	Guidelines for Research Collaborations	Number	1	1	0	0	0	0	-	-	-	-	-	VC	Director HR

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Strategic Issue: Ensuring organizational sustainability and sustainable development in all business operations, processes and activities																	
Strategic Goal: To transform the university into an environmental and financially sustainable institution																	
Key Result Area: Sustainability																	
Outcome: Financially sound University																	
Strategic Objective 1: To promote an adaptive, responsive, and a socially entrepreneurial University																	
Strategic Objective 2: To be a financially sustainable university																	
Resource Mobilization	Develop a Resource Mobilization & Investment Policy.	Approved Resource Mobilization & Investment Policy	No. of Approved Resource Mobilization Policy	1	1	-	-	-	-	-	-	-	-	-	VC	Director Finance	
	Develop a resource mobilization strategy	Resource Strategy developed	Approved resource mobilization strategy	1	-	1	-	-	-	-	-	-	-	-			
	Operationalize the Resource Mobilization & Investment Policy through development of framework and guidelines.	Operationalized Resource Mobilization Investment framework and guidelines	No. of operationalized framework & guideline	1	1	-	-	-	-	-	-	-	-	-	VC	Director Finance	
	Optimize existing Special Purpose Vehicles (SPVs) UNES & UNI PRESS	Optimized (SPVs).	No. of SPVs Utilized	2	-	1	1	-	-	-	-	10	10	-	-	VC	Director Finance
	Increase Income on Lease of University Assets & Spaces	Increased Revenue from Kshs. 200 M annually to 300M annually over 5 years	Amount in Kshs. raised	1.5B	300 M	300 M	300 M	300 M	300 M	-	-	-	-	-	-	VC	Director Finance
	UoN Foundation	UoN Foundation to Raise Kshs. 150M over 5 Years	Amount Kshs. Raised	150M	30 M	30 M	30 M	30M	30M	-	-	-	-	-	-	VC	Director Finance

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Debt Recovery Plan	Increase Revenue from Tuition. Declare more module (1) spaces from (6000 students - 10,000 students)	Raise Kshs. 835 Million annually *5years.	Amount Kshs. Raised	4.175 Billion	835 M	835 M	835 M	835 M	835 M	-	-	-	-	-	VC	Director Finance
	Commercialize by Recalibrating/Reengineering the University Business Models i.e. spaces & facilities	Optimize space & facilities currently generating Kshs. 130 Million per annum.	Percentage Increase % Increase by 40% over 5 Yrs.	40%	-	10 %	10 %	10%	10%	-	100	50	50	50	VC	Director Finance
	Review the Direct Service Provider (DSP) Policy for sustainability	Reviewed DSP Policy	Number	1	-	1	-	-	-	-	-	-	-	-	VC	Director Finance
	Develop Executive Courses.	Amount raised from Executive Courses.	Amount Kshs.	500M	100 M	100 M	100 M	100 M	100 M	5	5	5	5	5	VC	Director Finance
	Increase student enrolment through social media platforms	Increase enrolment	Percentage increase %	25%	5%	5%	5%	5%	5%	3	3	3	3	3	VC	Director Finance
	Increase income from research and consultancy	New grants and consultancy	Percentage increase	50%	10 %	10 %	10 %	10%	10%	-	-	-	-	-	VC	Director Finance
	Re-engineer IGU's and UNES business models	Financially viable models	Number of viable IGU's	3	1	1	1	-	-	-	-	-	-	-	VC	Director Finance
	Upgrade specialized Units to increase capacity (e.g. Dental Hospital, University Health Service, University Veterinary Teaching, Research and Referral Hospital, University Pharmacy, Chemistry and other Departmental IGUs)	Upgraded specialized units with increased capacity to serve a larger number of people.	Number of Units upgraded resulting in expanded capacity.	5	1	1	1	1	1	-	20	20	30	40	VC	Director Finance
	Upscaling viable IGU's	Increased revenue	Percentage increase	50%	10 %	10 %	10 %	10%	10%	-	-	-	-	-	VC	Director Finance
	Develop and implement University Recovery	University recovery	Approved university	1	-	1	-	-	-	-	-	-	-	-		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Strategy. (High level corporate engagement with Government Industry & key Stakeholders)	strategy developed	recovery strategy													
	Designating and tasking a key person for high level Government & Industry Engagement within the University Resource Mobilization unit.	Staff designated	Number.	1	-	1	-	-	-	-	-	-	-	-	VC	Director Finance
Environmental, Social & Governance (ESG)	Improve the Infrastructure to accommodate Persons with Disability.	Infrastructure Installed in faculties	Number	20	4	4	4	4	4	5	5	5	5	5	VC	Director Finance
	Set up a committee to harmonize all gender, equity and inclusivity issues	Harmonized framework	Number	1	1	-	-	-	-	-	-	-	-	-	VC	Director Finance
	Appoint a champion on gender, equity and inclusivity in each faculty	10	Number	10	10	-	-	-	-	-	-	-	-	-	VC	Director Finance
	Sensitize staff on gender, equity and inclusivity	Training	Number	10	2	2	2	2	2	-	-	-	-	-	VC	Director Finance
	Implement a 3 R program (Reduce- Reuse- Recycle)	3 (R)Program s Rolled out in faculties	Number	10	2	2	2	2	2	-	-	-	-	-	VC	Director Finance
Adopt and Implement UI Green Metric Initiative	Develop a water and energy consumption audit	Audit report	1	1	1	-	-	-	-	-	-	-	-	-	VC	Director Finance
	Implement cost effective landscaping programs in faculties and campuses	Well maintained environment	Number faculties and campuses with well-maintained environment	10	2	2	2	2	2	-	-	-	-	-	VC	Director Finance
	Reduce water consumption	Reduction of water consumption	Percentage reduced	50%	10%	10%	10%	10%	10%	-	-	-	-	-	VC	Director Finance
	Reduce energy consumption	Reduction of energy consumption	Percentage reduced	50%	10%	10%	10%	10%	10%	-	-	-	-	-	VC	Director Finance

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Reduce waste generated	Reduction of waste generated	Percentage reduced	50%	10%	10%	10%	10%	10%	-	-	-	-	-	VC	Director Finance
	Embed sustainability in teaching and learning	Number of university organized sustainability events	Number of events	10	2	2	2	2	2	-	-	-	-	-	VC	Director Finance
		Each Faculty to embed sustainability in their curricula	Number of courses	10	2	2	2	2	2	-	-	-	-	-	VC	Director Finance
	Enhance Safety & Security at Campuses by installing solar powered lighting	Installed Solar powered lighting in faculties	Number of installed Solar lights	10	2	2	2	2	2	10	10	10	10	10	VC	Director Finance
	Improve security and safety around campus by installing CCTV system	Installed CCTV systems across the University	Number of CCTV installed	10	2	2	2	2	2	10	10	10	10	10	VC	Director Finance
	Align University Governance Structure with the current Strategic Plan.	People per faculty/unit/ department matched based on their competencies	Percentage %	100	100	100	100	100	100	-	-	-	-	-	VC	Director Finance
	Develop a university wide ADR framework	Framework and policy	Number	2	2	-	-	-	-	-	-	-	-	-	VC	Director Finance
	Use ADR to solve disputes	Increased usage of ADR to solve disputes	Percentage increase %	50%	10	20	30	40	50	-	-	-	-	-	VC	Director Finance
	Appoint Industrial Stakeholders in the Faculty Committees through operationalization of University Statute 19 that deals with External Stakeholders	Industrial External Stakeholders appointed	Number of external stakeholders appointed	50	10	10	10	10	10	-	-	-	-	-	VC	Director Finance Deans of Faculties

STStrategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Ensuring competitive , innovative and compliant curricula																
Strategic Goal: To provide relevant, attractive, sustainable and responsive curricula																
Key Result Area: Teaching, Learning and Creative Works																
Outcome: Competitive Quality graduates																
Strategic Objective 1: To design/review and implement relevant and innovative academic programmes																
Strategic Objective 2: To enhance access to quality university education and training																
Develop and review curricula in line with industry needs in compliance with all regulatory requirements on university education	Implement Curricula with a student-centred approach	Reviewed Curricula	No. of Reviewed Curricula	323	64	64	64	64	67	0	-	-	-	-	DVC AA	Deans of Faculties
	Align University curricula to Competency Based Curriculum (CBC)	Aligned curricula	No. of Curricula aligned	323	64	64	64	64	67	1	1.5	-	-	-	DVC AA	Deans of Faculties
	Embed student placement through attachment in academic programmes	Reviewed curricula	No. of Students Placed	5	1	1	1	1	1	0	-	-	-	-	DVC AA	Deans of Faculties
	Establish university niching by conducting a comprehensive assessment of all the current university's programmes	University Niche identified and amplified/made visible	Report on University niching	1	1	-	-	-	-	-	-	-	-	-	DVC AA	Deans of Faculties
	Mainstream experiential competency and problem-based learning in university programmes	Entrepreneurial graduates	No. of programmes with inbuilt experiential learning	323	64	64	67	64	64	100	100	100	100	100	DVC AA	Deans of Faculties
Develop and implement flagship programmes to attract more students	Implement mechanism for selective promotion of Flagship programmes	Growth in enrolments in flagship programmes	Number of flagship programmes mounted/promoted	10	2	2	2	2	2	-	-	-	-	DVC AA	Deans of Faculties	

STStegy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and implement executive graduate courses to enhance continuing education	Executive courses developed and implemented	Number of Executive graduate programmes mounted	10	-	5	5	-	-	-	0.5	0.5	-	-	DVC AA	Deans of Faculties
	Develop and implement lifelong learning courses	Lifelong courses developed and implemented	Number training conducted	10	2	2	2	2	2	-	-	-	-	-	DVC AA	Deans of Faculties
Promote and increase internationalization of the University	Enhance enrolment of International Students	increased number of international students	No. of International Students enrolled	2000	400	400	400	400	400	1.5	1.5	1.5	1.5	1.5	DVC AA	Deans of Faculties
	Mobilize mobility grants for international students	Availability of Mobility grants	Mobility grants Report	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DVC AA	Deans of Faculties
	Assess the effectiveness of the international student's framework for travel and accommodation	Effective framework Enhanced University visibility	Assessment Report	5	1	1	1	1	1	-	-	-	-	-	DVC AA	Deans of Faculties
	Establish/Participate in regional and international University Career Fairs		No. of Career Fairs held/participate in	10	2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	DVC AA	Deans of Faculties
	Set up liaison office for International Students at Faculty level	Conducive environment for international students	Functional Liaison Offices	10	1	1	1	1	1	0.6	0.6	0.6	0.6	0.6	DVC AA	Deans of Faculties
	Undertake structured targeted orientation, acclimatization and acculturation of International Students	Enhanced satisfaction index of International Students	Acclimatization and Acculturation Program	100%	25%	25%	20%	20%	10%	2	2	2	2	2	DVC AA	Deans of Faculties

STStrategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and publicize an International Student Guide	Informed International students	published international student guide	1	1	-	-	-	1	-	-	-	-	-	DVC AA	Deans of Faculties
	International marketing initiatives	Increased University international Visibility	Report of Initiatives undertaken	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	DVC AA	Deans of Faculties
Develop Guidelines for Quality Assurance of Academic Programmes	Implement Guidelines for Quality Assurance of Academic Programmes	Enhanced Level of Compliance	Number of Departments in full compliance with QA Guidelines	63	63	-	-	-	-	-	-	-	-	-	DVC AA	Deans of Faculties
	Ensure accreditation of academic programmes to national, regional and international standards for global appeal	Accreditations acquired	No. of accredited programmes	50	10	10	10	10	10	3.2	3.2	3.2	3.2	3.2	DVC AA	Deans of Faculties
Upscale access to quality University education and training	Enhance adoption of technology in teaching and learning (synchronous and asynchronous)	Asynchronous content developed	Percentage level of courses with asynchronous teaching and learning content	100%	25%	30%	20%	15%	10%	-	-	-	-	-	DVC AA	Deans of Faculties
	Training of staff and students on digital transformation for programme delivery	Student and staff equipped with digital transformation skills	percentage of staff and students trained	100%	25%	30%	20%	15%	10%	-	-	-	-	-	DVC AA	Deans of Faculties
Monitor and report on regular basis completion rates and progression of students	Implement guidelines for management of examinations and progression of students	Reduction of cases of incomplete examination records	Enhanced student progression rate	80%	40%	20%	10%	5%	5%	-	-	-	-	-	DVC AA	Deans of Faculties
	Implement mechanism for tracking students from admission to graduation	Enhanced transition and completion rates	Student transition and completion rates	80%	40%	20%	10%	5%	5%	-	-	-	-	-	DVC AA	Deans of Faculties

STStegy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and implement University of Nairobi Graduate tracer system to monitor graduates employability and entrepreneurship and feedback	enhanced entrepreneurial and employable graduates	Graduates' tracer system reports	4	*	1	1	1	1	-	-	-	-	-	DVC AA	Deans of Faculties
Enhance student experience	Conduct students survey on learning Experience	Enhanced student experience index	Level of Satisfaction report	85%	30%	20%	15%	10%	10%	-	-	-	-	-	DVC AA	Deans of Faculties
	Enhance engagement of student leadership at the faculties and professional bodies	Well-rounded and responsible citizens who can fit well in society	Number of students engaged	50	10	10	10	10	10	5	5	5	5	5	DVC AA	Deans of Faculties
	Develop and implement a framework to support student professional organizations to facilitate student led academic and social initiatives	Effective student led Professional organizations	Functional Framework	1	1	0	0	0	0	-	-	-	-	-	DVC AA	Deans of Faculties
	Implement framework to support student professional organizations to facilitate student led academic and social initiatives	Enhanced student led academic and social initiatives	Number of academic and social initiatives conducted	100%	0	25%	25%	25%	25%	0.5	-	-	-	-	DVC AA	Deans of Faculties
	Implementation of the framework for dual/joint/sandwich degree programmes with	Enhanced uptake of dual/joint/sandwich degree programmes	Number of students enrolled on dual/joint/sandwich degree programmes	10	2	2	2	2	2	-	-	-	-	-	DVC AA	Deans of Faculties

STStegy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	appropriate MoUs															
	Enhance security and safety mechanisms for students	Secure and Safe Learning Environment	security and safety measures in place	100%	50%	20%	15%	10%	5%	5	5	3.5	3.5	3.5	DVC AA	Deans of Faculties
	Harness and support student's talents for brand visibility	Enhanced brand visibility	Talent inventory/system	10000	2000	2000	2000	2000	2000	0.5	0.5	0.5	0.5	0.5	DVC AA	Deans of Faculties
	Repair and maintain student amenities	Repaired and Maintained student Amenities	Number of student amenities repaired and maintained	100%	40%	30%	15%	10%	5%	8	12.5	12.5	12.6	11.5	DVC AA	Deans of Faculties Director Facilities
	Repair and maintain student learning facilities for Increased quality of delivery of academic programmes	Repaired and Maintained Facilities	Number of learning facilities repaired and maintained	100%	40%	30%	15%	10%	5%	5	8	8	7.5	9	DVC AA	Deans of Faculties Director Facilities
	Develop a framework for guidance, counselling, coaching and mentoring students	Enhanced number of students benefiting from G&C, coaching and mentorship	Functional Framework	1	1	0	0	0	0	0.4	-	-	-	-	DVC AA	Deans of Faculties Dean of Students
	Develop and implement a culture change programme	Well Cultured respectful and good mannered students	Reports	1	1	0	0	0	0	-	-	-	-	-	DVC AA	Deans of Faculties Academic Registrar
		Increased moral values and sense of responsibility among students	Number of trainings conducted on culture change	100%	20%	20%	20%	20%	20%	1.2	-	-	-	-	DVC AA	Deans of Faculties
	Assess the implementation of the Work	Efficient and effective work study	Assessment Report	5	1	1	1	1	1	-	-	-	-	-	DVC AA	Deans of Faculties

STStrategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Kshs. Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Study Programme	programme														
	Review the framework for recognition of outstanding performance, harnessing and supporting talents and skills	Effective Framework	Reports	1	1	0	0	0	0	-	-	-	-	-	DVC AA	Deans of Faculties
	Talent mapping and competence recognition for students	Roll of Honor	No. of students honored	10000	2000	2000	2000	2000	2000	2.5	2.5	3	3.5	3.5	DVC AA	Deans of Faculties
	Designate a hall of residence for international students	Conducive residence for international students	Designated hall of Residence for international students	100%	20%	20%	20%	20%	20%	-	-	-	-	-	DVC AA	Deans of Faculties Director Facility Management
	Graduate mapping for students in business and/or employment	Data of students in business and/or employment	Report	5	1	1	1	1	1	-	-	-	-	-	DVC AA	Deans of Faculties Dean of Students
	Engage graduate students in teaching	Rationalized Teaching workload	No. of Students engaged in teaching	500	100	100	100	100	100	15	15	15	15	15	DVC AA	Deans of Faculties
	Develop guidelines on Student exchange programmes	Guidelines on Student Exchange program	Number	1	1	0	0	0	0	-	-	-	-	-	DVC AA	Deans of Faculties
	Implement guidelines on Student exchange programmes	Implementati on Report	Level of implementation	50%	10%	10%	10%	10%	10%	-	-	-	-	-	DVC AA	Deans of Faculties

6.1.2. Annual Workplan and Budget

The University Executive Board has extracted the Financial Year 2023/2024 Annual Work Plan and Budget from the Implementation Matrix. The two documents are attached to this Strategic Plan as Annexure 1 and II respectively.

6.1.3. Performance Contracting

The costed annual work plans will constitute the university performance contracts for the five years' period covered by the Strategic Plan 2023-2027. The negotiated and signed Performance Contract between the Ministry of Education and University of Nairobi Council will inform the cascaded Performance Contract for the Vice Chancellor.

6.2. Coordination Framework

The costed annual work plans will constitute the university performance contracts for the five years' period covered by the Strategic Plan 2023-2027. The negotiated and signed Performance Contract between the Ministry of Education and University of Nairobi Council will inform the cascaded Performance Contract for the Vice Chancellor.

6.2.1. Institutional Framework

The UoN has a robust institutional and governance framework, operational policies and procedures within the legal environment that governs the higher education sector in Kenya. The University of Nairobi management will bolster the implementation of the University of Nairobi 2023-2028 Strategic Plan through the ongoing governance reforms and policy review by undertaking a comprehensive and all-inclusive approach. First, the University's management will continue with its unwavering commitment to the Strategic Plan by effectively communicating its importance to all internal and external stakeholders.

Management will cascade the Strategic Plan across all University organs with representatives from diverse university sectors to ensure a collaborative and holistic approach towards implementation of the plan. In addition, through regular communication and engagement, the university will keep the entire community informed about the progress and challenges, while also seeking valuable feedback.

By conducting rigorous policy reviews, the University of Nairobi will identify areas requiring reforms to align with the strategic plan's objectives, effectively eliminating administrative bottlenecks. Management will also define a clear performance metrics and hold staff accountable to foster a culture of responsibility and accountability. This will be done through engaging the multisectoral stakeholders, offering professional development to staff, allocating resources optimally, and establishing robust monitoring and evaluation mechanisms to support effective implementation of the University of Nairobi 2023-2027 Strategic Plan.

The Organizational Structure is designed to achieve the following;

1. To maximize the efficiency and success of the University;
2. Facilitate working relationships with various sections of the University; and
3. Retain order and command whilst promoting flexibility and creativity.

The University of Nairobi is governed around a number of governance arms namely; The Chancellor,

University Council, University Executive Board, and Senate. The University is organized around ten (10) Faculties, sixty-two (62) Teaching Departments, eleven (11) Research Institutes, four (4) Research Centres and nineteen (19) Central Administrative Departments. All these organs are housed within 10 University Campuses in Nairobi, Kisumu and Mombasa.

6.2.2. Staff Establishment, Skill Set and Competence Development

The current University staff establishment is as given in table 6.2. The staff establishment will be progressively rationalised based on strategic needs and funding situation. The staff establishment will be progressively rationalised based on strategic needs and funding situation.

Table 6.2: Staffing Establishment

Cadre	Approved Establishment	Optimal Staffing Levels	In-post	Variance
	A	B	C	B-C
Top Management	4	4	4	0
Academic	1820	1291	1291	0
Senior Library, Technical and Administrative	416	423	423	0
Middle level clerical, administrative and technical	2020	1080	1080	0
Ancillary	1783	737	737	0
TOTAL	6043	3534	3534	0

Table 6.3: Skills Set and Competence Development

CADRE	SKILLS SET	SKILLS GAP	COMPETENCE DEVELOPMENT
Management	<ul style="list-style-type: none"> • Governance • Leadership • Coaching & mentorship change management • Resource management • Managing the work environment • Financial fundamentals • Risk management • Protocol and diplomacy • Negotiations • Policy development • Communication • Knowledge management • Analytical, problem solving and decision making • Managing projects • Managing performance • Strategic visioning 	<ul style="list-style-type: none"> • Performance management • Change management • Risk management • Succession management • Productivity improvement and measurement • Financial management 	<ul style="list-style-type: none"> • Governance and leadership development • Strategic management development programme • Coaching and mentorship • Professional standard and values in the public service • Collective bargaining and negotiations skills • Risk management • Strategic human resource management and development • Financial literacy • Productivity improvement and measurement • Effective performance management
Academic	<ul style="list-style-type: none"> • Pedagogy and andragogy • Communication • Analytical, problem solving and decision making • Project management • Change management • Collaboration and partnerships • Innovation 	<ul style="list-style-type: none"> • Effective supervision • Course delivery • Research proposal development • Innovation and entrepreneurship • Change management 	<ul style="list-style-type: none"> • Research skills development • Pedagogy and andragogy skills • Effective supervision • Effective change management

Note. The skills set should be as per respective career progression guidelines

6.2.3. Leadership

The UoN Council will monitor and evaluate the implementation of the strategic plan through the Finance and Strategy committee of Council with the support of the Vice Chancellor and the University Executive Board (UEB). The UEB will form the strategic theme sub-committee for the purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to the Key Result Areas (KRAs), they will be as in **Table 6.4**:

Table 6.4: Strategic Theme Teams

S/No.	Key Result Area (KRA)	Strategic Theme Team(s)	
		Lead	Support
1.	Digitalization	Vice Chancellor	<ul style="list-style-type: none"> • Deputy Vice Chancellor Academic Affairs • Deputy Vice Chancellor- Research Innovation and Enterprise • Deans of Faculties • Chief Operations Officer • Director University Advancement and Institutional Development • Director, ICTC • Director Facilities Management • Academic Registrar • Director Human Resources • Director Finance • Director Corporate Affairs • Registrar Administration • Director Library and Information Systems
2.	Research and Community Service	Deputy Vice Chancellor Research, Innovation and Enterprise (DVC-RIE)	<ul style="list-style-type: none"> • Director Research • Director IPMO • Director Finance • Director Corporate Affairs • Deans of Faculties • Dean of Students • Directors of Research Institutes • Director Library and Information Systems
3.	Innovation and commercialization ecosystem	Deputy Vice Chancellor Research, Innovation and Enterprise (DVC-RIE)	<ul style="list-style-type: none"> • Director IPMO • Director Research • Director Finance • Managing Director, UNES • Director Corporate Affairs

S/No.	Key Result Area (KRA)	Strategic Theme Team(s)	
		Lead	Support
		RIE)	<ul style="list-style-type: none"> • Director Library and Information Systems • Deans of Faculties • Directors of Research Institutes
4.	People Focus	Vice Chancellor	<ul style="list-style-type: none"> • Deputy Vice Chancellor Academic Affairs • Deputy Vice Chancellor- Research Innovation and Enterprise • Director Human resources • Director ICT • Director Legal and Board Services • Registrar Administration • Dean of Students • Director Facilities Management • Director Corporate Affairs • Academic Registrar • Director, University Advancement & Institutional Development • Director, Sports and Games • Director, University Health Services
5.	Sustainability	Vice Chancellor	<ul style="list-style-type: none"> • DVC AA • DVC RIE • Deans of Faculties • Director Finance • Director Human Resources • Director Facilities Management • Director Legal and Board services • Director Security and safety services • Managing Director, UNES • Director, Planning & Performance Management • Registrar, Administration • Director, University Advancement & Institutional Development • Director Corporate Affairs
6.	Teaching, Learning and Creative Work	Deputy Vice Chancellor Academic Affairs (DVC-AA)	<ul style="list-style-type: none"> • Deans of Faculties • Chairmen of Departments

6.2.4. Systems and Procedures

The University of Nairobi has prioritized establishment of strong internal systems, procedures and controls to ensure the highest standards of education, research, innovation and community service. Our academic excellence is driven by a market driven curricula, highly qualified faculty, and continuous evaluation of teaching and research methods. The University of Nairobi is committed to providing comprehensive student support services, including academic guidance and counselling and student mentorship to foster a conducive learning environment for the students. The research and innovation culture encourage faculty and students to engage in cutting-edge research that addresses local and global challenges.

Transparency, prudence and accountability are integral to our financial management practices, ensuring responsible use of public funds. The University of Nairobi value diversity and inclusivity and promoting a harmonious campus community. Through community engagement initiatives, the University contribute positively to society, addressing societal needs and promoting sustainable development. Continuous improvement is central to our operations, as we strive to evolve and adapt to meet the changing needs of our students and stakeholders.

UoN will continuously improve its Standard Operating Procedures (SOPs) and ensure it aligns to global standards and practice. Currently the SOPs are faculty, department and directorate based however it requires periodic revisions in the ever-changing business environment. This is an area of improvement and over the next 5 years, the University will continue improving its internal business processes through an all-inclusive engagement with all organs of Governance of the University.

6.2.4.1. Digital Framework

The University has embraced the inside-out approach digitisation component framework as part of its efforts to align automation with the Strategic Plan. This comprehensive framework comprises several key components: Firstly, collaboration takes centre stage, as the University uses data communication and research platforms to identify crucial stakeholders and partners who will contribute the necessary resources to achieve the Strategic Plan's goals. Secondly, the existing systems supporting teaching and learning, encompassing financial systems, student management information systems, grant management systems, and e-learning systems, undergo thorough review and analysis. By leveraging the university's analytical tools, any gaps within these systems are identified, ensuring effective implementation of the strategic plan.

Next, the focus shifts to automation, wherein manual or semi-automated services are meticulously redesigned, developed, and seamlessly integrated into the existing systems. This undertaking aims to fulfil the objectives outlined in the Strategic Plan. Innovation remains a cornerstone of the University's approach to fostering ongoing progress. By continuously generating new ideas and techniques, the institution endeavours to enhance its capabilities and stay abreast of emerging technologies. In this pursuit, the Electronic Document and Records Management Information Systems (EDRMIS) are vital and a significant enabler. Finally, sustaining the application of the strategic goals is of paramount importance. To this end, the University diligently allocates resources, including personnel, technology, and state-of-the-art ICT equipment, to ensure the long-term viability and success of the strategic initiatives.

6.2.4.2. Quality Standards and Value Chain Execution Framework

Quality Standards form a critical aspect of the revamped procedural framework. It is believed that adhering to nationally and internationally recognized quality standards, tailored to the University of Nairobi's vision and mission, will facilitate effective delivery on their commitments. An integral part of the implementation strategy is the adoption of a Value Chain Execution Framework. This model aims to ensure a smooth, value-adding transition from one operational stage to the next, thereby enhancing overall efficiency. It also fosters accountability and provides a robust mechanism to track progress towards strategic goals.

All departments and units within the UoN will adopt the enhanced systems and procedures. Compliance will be monitored using an Implementation Matrix, allowing for identification of areas that may need additional resources or training. The digitisation strategy, a key element of the implementation process, is designed to support real-time updates, promote the sharing of best practices, and expedite resolution of emerging issues. This digitisation push is anticipated to cultivate a culture of transparency, collaboration, and adaptability, essential characteristics for achieving the strategic objectives. Framework, and digitisation, the University of Nairobi is solidly positioned for success. These strategic initiatives represent substantial strides towards the realization of the university's vision and mission.

6.2.5. Risk Management Framework

Risks are, in the context of this Strategic Plan implementation, factors may compromise the successful achievement of the key result areas. Risk Management will involve a set of coordinated activities towards directing and controlling UoN with regard to the risk of not realising the aspiration of Strategic Plan. This will involve taking actions to reduce the likelihood and impact of the risk thereof.

The risks are classified as follows:

1. **Strategic Risks:** These are categorized as:
 - a. The risk of choosing and continuing to follow sub optimal strategies to meet objectives;
 - b. The risk of not executing the chosen strategies successfully; and,
 - c. Emerging risks as a result of changes in situations and circumstances or achievement of strategic objectives.

These risks are closely related to education, research and student related affairs.

2. **Operational Risks:** These are events that may hinder human resource Management (People), processes and systems from effectively supporting the University's day- to-day activities. This also includes, but is not limited to, business continuity and service delivery, corporate governance, security and Information Technology risks. This may include associated risks from facilities, sports and games and related incidences.
3. **Supervisory Risk:** This is external to the University and arises due to noncompliance with laws and regulations. They are governed through statutory compliance.
4. **Financial Risk:** Reduced capitation and therefore liquidity to meet cash flow obligations when they are due;

- a. Budget Overrun and therefore reduce credit quality;
 - b. Loss of revenue through fee balance payments and pending bills that result into Market Risk.
5. **Technological Risk:** The potential negative consequence associated with development, deployment and use of technology.
 6. **Reputational Risk:** The potential for negative publicity, public perception or uncontrollable events to have an adverse impact on the University of Nairobi's reputation, thereby affecting its ability to fulfil its mandate. This injures both brand and reputation.
 7. **Legal/Regulatory Risk:** Exposure to legal penalties, financial forfeiture and material loss when the organization fails to act in accordance with laws and regulations, internal policies or prescribed best practices.

The overall risk rating is arrived at by multiplying the impact and likelihood. Impact and likelihood are given equal weighting based on a range. On the basis of this scale, the risk rating is determined as a combination of impact and likelihood to give a range that determines whether it is a low risk, medium risk or high risk. The range provided for in the Risk Appetite Statement for both inherent and residual risk is as shown in **Table 6.5a** and **6.5b**.

Table 6.5a: Risk Rating Range and Colour Code

#	Rating	Likelihood of Occurrence (LO)
1	RARE - Very unlikely to occur	NEGLIGIBLE - very small impact
2	POSSIBLE - May happen occasionally	MINOR - Easily remedied, with some effort the objectives can be achieved
3	CERTAIN - Expected to occur in most circumstances	MAJOR - Most objectives threatened

SCORE	Colour	Risk Level
1- 3		Low (L)
4-7		Medium (M)
8-9		High(H)

KEY: LO: Likelihood of Occurrence

PI: Potential Impact

LO*PI: Likelihood of Occurrence Multiplied by Potential Impact RL: Risk Level

RT: Risk Tolerance

Table 6.6b: Risk Analysis and Mitigation

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
EDUCATION & RESEARCH	Loss or Reduction in Student Enrolments and Retention	Government Directives and Decisions	Shift Focus from numbers to high impact programmes and courses aligned to national development Rebranding/ Reengineering/ Target more post Graduate programs	2	3	6	M		Aggressive marketing of key programs Improved online admission process	Increased revenue growth and financial stability for the University.
	Loss of Faculty Members	Demise Greener Pastures Retirement	Succession planning and extensive faculty training and educational support to encourage staff retention Prompt promotion and motivation	2	3	6	M		Increased opportunities for progression	Improved relationship with research funding agents.
	Changes in level of Research Activity or Output	Reduced Research Funds Low number of Faculties involved in research activities and proposal writing	Active engagement, encouragement and incentives to faculty members and students Strengthening research endowment fund. Improved Branding and Competitiveness	2	3	6	M		Regular communication of Research Calls by AVC (RIE) Regular trainings to Academic staff on Grant writing	Increased funding opportunities
	Challenges attaining desired admission level for both regular and parallel students	Efficient, Effective and Accountable staff	Performance contracting targets with Deans Faculties.	3	3	9	H		Institutionalize targets in the signed performance contract for Faculties and departments	Increased financial stability
	Strained relationship with research funders and Collaborators	Failure to Honor agreements Breach of Accounting	Ensure compliance on management of relationships with partners and collaborators	2	3	6	M		Ensure compliance with management and financial for donor funds	Increased funding opportunities for the University

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
		Protocols	Monitors Performance and Relationships Implement University financial regulations as a guide for accounting for donor funds							
	Admission Process	Delays in processing applications	Regularly review admission procedure to minimize delays. Enhance online processing of admission letters Constantly sensitize all stakeholders on use of online application system	2	3	8	H		Implementation of an Online Help Desk for users	Increased number of admitted students across various courses
	Non-alignment in skilling and training of staff	Adhoc request from staff Lack of structured Training needs assessment program	Standardize application procedure and restrict requests to staffs' work Develop training needs assessment procedure	2	3	6	L		Implement University Training Policy	Ensure matching of staff training to their assigned duties and responsibilities
	Delays in submission of graduation list	Non-adherence to Graduation timetable issued by DVC (AA) by Deans of Faculties	Regular sensitization of Deans and Chair of departments on the need to adhere graduation timelines Use of SMIS to generate graduation lists.	2	3	8	H		Issuing graduation programme in good time	Delivering graduation in an organized manner
	Incomplete Students files	Non-completion of admission process by failure	DVC (AA), Faculty Deans and Academic Registrar to ensure all	2	3	6	M		Both digital and physical files are being maintained	Maintenance of up to date records for students

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
		to open files for new intake Use of Hard copies	students files are opened and relevant/ future communication inserted in the file Maintain electronic files							
	Lapse in exam records	Noncompliance with Senate Rules and Regulations	Issue strict guidelines for invigilation to all staff involved in the examination process Enforce the senate approved rules on invigilation of examinations of 1:50	2	3	8	H		Regular reminders to Academic staff to observe invigilation regulations	Better exams management
HUMAN RESOURCE MANAGEMENT	Injury in service or Death in Service	Work Safety and Security Omissions	University to procure WIBA Insurance Cover Sensitize staff on safety measures	2	3	6	M		WIBA cover in place Medical Cover for all staff administered through the University Health services	A healthy work force working in a safe environment
	Overpayment of salary and benefits to staff on unpaid leave of absence, study leave, sabbatical	Delays in issuance of Staff Movement Advice on time	HRMIS Office to keep track of all communications affecting staff leaves Sensitize Heads of departments on need to promptly raise SMA's when need arises	2	3	6	M		Training of Heads of Departments and Faculty Registrars	Reduction in salary over payments Efficient utilization of university funds
	Industrial Action	Incomplete CBAs Negotiation Process Unfunded CBS's	Ensure CBA cycles are negotiated and funded	2	3	6	M		University Management ensures constant engagement with Unions	Maintenance of industrial harmony and institutional stability

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
	Inadequate Mentoring and Succession Planning leading to staff shortages in some cadres	Lack of an approved Mentoring and Succession planning policy/ procedure.	Develop and implement a structured University mentoring and succession planning policy	2	3	6	L		Administration of the plan through departmental performance contract	Staff growth opportunities
SERVICE DELIVERY	Inability to achieve Set Strategic Goals and Objectives	Limited Funding	Goals and objectives to be aligned with expected funding.	2	3	6	M		Increased security surveillance	Safe working environment
BRAND AND REPUTATION	Damage to Reputation on University Status	Staff/Customers/ Partners/ Collaborators	Sustained adherence to Establish rules and regulation. Establishment of a communication policy Regular sharing of achievements	2	3	6	M		Directorate has been provided with appropriate working tools Directorate currently staffed with adequate qualified staff	Positive image for the University
	Negative Media attention;	Staff/Customers/ Partners/ Collaborators	Enhance communication of correct information	2	3	6	M		Directorate has been facilitated with appropriate working tools and adequate qualified staff	Positive image for the University
	Brand / Image Affected Nationally and / or internationally	Staff/Customers/ Partners/ Collaborators	Enhanced Institutional Culture	2	3	6	M		Directorate has been facilitated with appropriate working tools and adequate qualified staff	Positive image for the University
FINANCE	Reduced Capitation	Government directives and decisions	Reduce overreliance on Treasury support and diversification of revenue streams	2	3	6	M		Rationalization of University programs and staffing	Attainment of a reliable and sustainable University
	Significant Budget Overrun with no Capacity to adjust within existing budget / resources	Reduced income	Operating within budgetary allocation and Prudent financial management and discipline	3	3	9	H		Plan for activities that can be met with available resources	Attainment of a reliable and sustainable University
	Pending Bills	Procurement of	Approve Procurement	2	3	6	M		Match procurement	Attainment of a

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
		Goods and Services without matching to Cash flow	matched with realistic cash flow targets						requests with available cash flow	reliable and sustainable University
	Loss of revenue through clearance of students with fees balances	Non – Integration of Clearance system with Graduation Modules and SMIS	Ensure the three systems are integrated in order minimize revenue leakages through grandaunts	2	3	8	H		Enhance adherence of fees policy Ensure only students who have cleared fees graduate	Higher financial resources available
STATUTORY/ LEGAL COMPLIANCE	Failure to Meet Statutory Compliance Requirements	Non-Payment of monthly statutory obligations	Request for more capitation. Downsize staff through natural attrition	2	3	6	M		Engagement with the relevant institutions in order to structure payment plan	Institutional stability due to reduced conflict with Statutory bodies
	Conflict between Internal Policies and Regulatory Framework	Legal suits arising from contradiction between provisions in the Internal Policies and Provisions of the law	Ensuring that Internal Policies are aligned with the Country's Regulatory Framework	2	3	6	M		Involve University's Legal Team in the development of internal policies	Minimization of legal suits and expenditure on legal services
STUDENTS	Students' indiscipline	Delays in prompt disciplinary process	Compliance with student's code of conduct	2	3	6	L		Sensitize Deans, Chairs and HOD's on need to adhere to students' disciplinary timelines	Institutional stability due to reduced conflict with students
	Student Unrest / Protest/ Violence	Students	Increased positive engagement with students and inclusion in decision making. Actively involving and engaging students in positive extra co-activities.	2	3	6	M		Continuous engagement with Students leaders by Management	Stability of University and teaching programming running efficiently
ICTC	ICT Infrastructure	Inadequate infrastructure	Continuously provide budget for upgrading the	2	3	6	L		Continuous upgrading of ICT	Ensure an ICT enabled

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
		leading to poor service delivery	infrastructure						infrastructure in the University	infrastructure capable of providing efficient service delivery
	Accumulation of E- Wastes	Slow procurement and disposal process	Observe annual disposal process Develop an e- waste policy	2	3	6	M		Compliance with University annual disposal programme	Minimize accumulation of e-waste and release of storage space for other use
	Implementation of ICT policy	Inadequate facilities for enabling prevention and recovery process in case of disaster	Implement disaster management policy Continuously upgrade data Centre	2	3	8	H		Director ICT to develop and implement Disaster Management Policy	Ensure safety of University data and systems
	Noncompliance with procedure for access to MIS applications in the University	Inadequate policy on issuance of passwords in the University	Apply secure MIS access protocols	2	3	8	H		Director ICT constantly review password protocols Vet staff with Data base access rights	Ensure safety data for the University
	ICT Inventory	Inaccurate inventory records of ICT equipment	Implement Assets management procedures and regulations	2	3	8	H		Ensure all ICT equipment is signed for by those in possession	Ensure safety of university equipment
	Cybersecurity	Threats from Cyber-attacks on the University systems	Continuously upgrade firewalls	2	3	8	H		Constant monitoring of Cyber threats	Ensure safety of University Management Information systems and a data
	Data Protection Act	Impact of provisions of the Act on management of internal data	Sensitize staff of the provisions of the Act to avoid litigation	2	3	6	M		Sensitization to staff by Directorate of ICT	Minimization of possible litigation
SPORTS AND GAMES	Use of sports and Games facilities	Porous fence	Daily surveillance by Sports department staff and security Engage Government to repair	2	3	6	L		Constant monitoring of intruders by University security and Sports and	Attainment of a safe sporting facilitates

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
			the fence following completion of Express Highway construction						Games staff	
FACILITIES/ DEPARTMENT	Capital projects management	Cost overruns Low budget availability leading to incomplete projects	Adherence to variations regulations as per PPRA guidelines Ensure all variations are approved by the accounting Officer Strictly adhere to approved budget Plan for projects whose funds are budgeted for and available	2	3	6	M		Prioritization of projects when budgeting	Minimal stalled projects in the University
	Risk of repossession/ grabbing / encroachment of idle underutilized assets	Inadequate funds to develop all the properties Lack of a policy on idle assets utilization	Solicit for Public Private Partnerships to enable actualization of potential use Regular monitoring of the assets physically	2	3	6	M		Regular inspection of various parcels of land	Safe guarding of university assets
	Unfair allocation of staff houses	Limited number of available houses thereby increasing competition	Implement and adhere to housing allocation policy	2	3	6	L		University developed and implemented housing policy	Fair administration of housing allocation
	Payment of Utility bills	Overbilling by service providers e.g. Kenya Power, Nairobi water	Monitor bills and participate in meter reading Regular reconciliation of bills	2	3	6	M		Participation in meter reading	Cost management by ensuring correct billing
	Loss of Revenue through Fuel cards	Poor management of fuel card system	Compliance with electronic fuel card system	2	3	8	H		University developed and implemented University Transport	Cost savings through efficient fuel card Management

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
			Regular reconciliation of fuel card usage						Policy	
	Repair of Motor vehicles	Inadequate maintenance records on repair of motor vehicles	Full implementation of Transport Management Information System (TRANSMIS) Implementation of University Transport Policy	2	3	8	H		Regular systems Audit Regular monitoring vehicle repair cost on a monitoring	Cost containment for vehicle repairs
	Delays in Disposal of Unserviceable motor vehicles and parts	Delays in completing annual disposal process Failure by binders from taking up item's tenders for Lack of ownership documentation for vehicles acquired through Donor funded projects	Fully implement University transport policy Procurement division to undertake regular disposal process	2	3	6	M		Adherence to annual disposal plan	Reduction in number of unserviceable vehicles in the University grounds
UNIVERSITY HEALTH SERVICES	Impersonation by Staff and students at the outpatient Clinic	Un updated HRMIS and SMIS records	Implement Integrated Patient Management system	2	3	6	M		Updating of students and staff dependents records in the UHSMIS	Reduction in the cost of medical services
	Pilferage of pharmacy stocks	Issuance of drugs without prescription Issuance of drugs outside the UHMIS	Adhere to issuance of drugs through the integrated management system	2	3	8	H		No service to staff and students who have not updated the dependent's records	Reduction in the cost of medical services
LEGAL SERVICES	Late or delayed payment to service providers	Lack adequate cash flow	Preparation of Budget that is consistent with available funding Review program	2	3	6	L		Provide adequate budget for ligation Minimize use of external legal	Reduction in the cost of legal services

RISK AREA	RISK DESCRIPTION	SOURCE	RISK MITIGATION	LO	PI	LO * PI	RL	RT	ACTION TAKEN	OPPORTUNITIES
			offering and align to budget						services	
	Non-Compliance contractual obligations by the University	Laxity by various staff in effective management of contracts on behalf of the University Noncompliance with legal obligations	Involve Legal Office in ensuring full compliance with contractual obligations	2	3	8	H		Regular sensitization of staff on legal matters	Reduction of conflict involving the University and hence reduced legal costs to the University

CHAPTER SEVEN: RESOURCE REQUIREMENT AND MOBILIZATION STRATEGIES

This chapter provides the financial requirements of the UoNSP 2023-2027. It further provides the resource mobilization strategies and the resource management approaches that be adopted to expand the existing revenue base for the advancement of the university mission and vision.

7.1. Financial Requirements

For the Plan to be implemented, annual budgets proposals have to be prepared and submitted to The National Treasury and Economic Planning for approval in line with the PFM Act, 2012 requirements. The total financial cost for implementing this Strategic Plan is estimated at **KSh. 108,736,505,000** over the next five years as tabulated in **Table 7.1**.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Key Result Area	Financial Resource Requirements Estimate (KSh. '000')					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1: Digitalization	916,500	948,500	918,500	875,500	888,500	4,547,500
KRA 2: Research and Community Service	71,240	81,170	67,080	67,080	67,082	353,652
KRA 3: Innovation and Commercialization Ecosystem	131600	146750	78400	83850	78850	519,450
KRA 4: People Focus	152,500	152,000	148,500	145,000	145,500	743,500
KRA 5: Sustainability	33,000	163,000	113,000	113,000	123,000	545,000
KRA 6: Teaching, Learning and Creative Works	153,900	160,300	157,800	157,400	157,800	787,200
Total for KRA 1-6	1,458,740	1,651,720	1,483,280	1,441,830	1,460,732	7,496,302
Pension		1,000,000	1,500,000	2,000,000	2,500,000	7,000,000
Kenya Revenue Authority		1,000,000	1,000,000	1,500,000	1,500,000	5,000,000
Recurrent budget	14,940,590	16,204,077	16,997,851	17,377,538	18,246,415	83,766,471
Development Budget	904,232	2,331,500	1,158,000	685,000	395,000	5,473,732
Total	17,303,562	22,187,297	22,139,131	23,004,368	24,102,147	108,736,505

The projected financial resource requirement for the implementation of this Strategic Plan is approximately **KSh. 108,736,505,000** against an estimated resource allocation of **KSh. 100,801,190,000** as tabulated in **Table 7.2**.

Table 7.2: Resource Gaps

Financial Year	Requirement KSh. '000'	Estimated Resource Allocation KSh. '000'	Variance KSh. '000'
2023/24	17,303,562	16,353,046	950,516
2024/25	22,187,297	20,638,444	1,548,853
2025/26	22,139,131	20,753,448	1,385,683
2026/27	23,004,368	20,991,838	2,012,530
2027/28	24,102,147	22,064,415	2,037,732
Total	108,736,505	100,801,190	7,935,314

** The financing gap of Kshs. 7,935,314,000 is as a result of the pending bills. The University should explore negotiating with the government and Kenya Revenue Authority and UoN Pension on payment plans with a focus on waiver of penalties and interest.*

7.2. Resource Mobilisation Strategies

Following the resource gaps in the planning period, the proposed resource mobilizations strategies and activities planned together with their resultant outcomes in line with the sustainability of each resource stream are summarized in **Table 7.3**.

Table 7.3: Resource Mobilisation Strategies

Source of Funds	Strategy for Resource Mobilization	Projected Funding				
		Kshs “000”	Kshs “000”	Kshs “000”	Kshs “000”	Kshs “000”
		Y1	Y2	Y3	Y4	Y5
Government Capitation	High level corporate engagement with Government Industry & key Stakeholders by designating and tasking a key person for high level Government & Industry Engagement within the University Resource Mobilization unit.	3,972,073	2,900,000	1,672,677	900,000	0
Tuition fees	Increase Revenue from Tuition. Declare more module (1) spaces from (6000 students -11,800 students) Raise KShs. Additional 835 Million annually	6,110,718	9,311,281	11,434,297	12,454,748	13,700,223
	Develop Executive Courses	0	100,000	100,000	100,000	100,000
IGUs	Upscaling viable IGU’s	170,000	180,000	234,000	257,400	283,140
	Commercialize by Recalibrating/Reengineering the University Business Models i.e., spaces & facilities	200,000	205,000	210,500	216,550	223,205
	Advertisement revenues from UNC TV	2,000	2,000	2,000	2,000	2,000
	Commercialize by Recalibrating/ Re-engineering the University Business Models i.e. spaces & facilities	200,000	205,000	210,500	216,550	223,205
	Advertisement revenues from UNC TV	2,000	2,000	2,000	2,000	2,000
Accommodation Catering		160,000	175,000	182,000	187,000	205,700
Finance Income		17,000	17,000	17,000	17,000	17,000
Research and Consultancy	Research Administrative revenue	250,906	376,359	564,539	846,808	1,270,212
Capital Dev		805,000	2,227,000	1,058,000	600,000	400,000

Source of Funds	Strategy for Resource Mobilization	Projected Funding				
		Kshs “000”	Kshs “000”	Kshs “000”	Kshs “000”	Kshs “000”
		Y1	Y2	Y3	Y4	Y5
Cost Savings	Office expenditure for tonners stationery to reduce by 10% following digitization	8,000	8,188	8,196	8,213	8,229
	Outsourced Security costs to reduce by 10% in y1 and 2 and 15% in year 3-4 on installation of CCTV	11,300	11,250	16,892	16,950	16,950
	Reduce water consumption(10%)	6,500	6,500	6,500	6,500	6,500
	Reduction of energy consumption(10%)	20,000	20,000	20,000	20,000	20,000
	Reduction of waste 10%	800	800	800	800	800
	Commercialization of innovations	5,000	5,000	5,000	5,000	5,000
	Increase in postgraduate students by 1,200	416,000	816,000	816,000	816,000	816,000
Totals		16,353,046	20,638,444	20,753,448	20,991,838	22,064,415

7.3. Resource Management

The overall expenditure incurred must be within the approved budget, guidelines issued by The National Treasury and Economic Planning and in line with the provisions of the PFM Act, 2012, PFM Regulations 2015 and Public Procurement and Disposal Act of 2015 and its regulations. The expenditure will also be within UoN Financial Regulations, approved procurement plans.

The University will ensure that the overall expenditure incurred is within the approved budget, guidelines issued by The National Treasury and Economic Planning and in line with the provisions of the PFM Act, 2012. The UoN is expected to enhance cost control measures to ensure utilization of allocated resources efficiently and eliminating wastage

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter presents the Monitoring, Evaluation and Reporting framework that will guide the implementation of the Plan. This will be achieved through systematic and continuous process of collecting and analysing data on targets, output indicators, outcome indicators among other measures as well as taking corrective actions and making necessary adjustments to ensure realisation of the set objectives. The chapter has incorporated a result-based performance standard and an evaluation framework to enhance feedback on effectiveness of the Plan's implementation.

8.1. Monitoring Framework

Monitoring which is the process of continually tracking the implementation of planned programmes or activities to assess their progress and performance will be achieved through a cascaded approach. As such the plan will be cascaded to all levels within the University establishment and integrated into the performance management framework.

Operational plans will be aligned to the strategic plan via close supervision of all activities progress through:

1. Development and implementation of annual corporate work plans;
2. Monitoring and reporting quarterly on the implementation of the annual work plans to the University Executive Board and the University Council;
3. Taking corrective actions on deviations in the Plan's implementation;
4. Undertaking annual reviews and reporting on the implementation of the Plan to the University Executive Board and the University Council;
5. Disseminating the findings and recommendations;
6. Implementing the recommendations of the report; and,
7. Administering rewards and recognition.

8.2. Performance Standards

The University will use the five (5) universal criteria based on the log frame to evaluate the strategic plan. They are: Efficiency, Effectiveness, Impact, Relevance and Sustainability. The university will use the outcomes of monitoring and evaluation activities to improve the implementation of the strategic plan, integrate routine monitoring into activities to measure progress towards the realization of the five KRAs.

8.3. Evaluation Framework

Evaluation of the University of Nairobi Strategic Plan 2023-2027 shall employ best practice principles that call for use of indicator identification, frequency of data collection; responsibility of data collection; data analysis and use; reporting and dissemination to guide the monitoring process; assessment of progress towards achieving plan outcomes; evaluation focused on why results are being achieved, or not; clear logical pathways where results from one level flow towards the next level and so on leading to the achievement of the overall goal.

The Monitoring and Evaluation (M&E) shall be managed by the Directorate of Planning. The M & E of the UoNSP 2023-2027 shall be integrated with performance contracting process to eliminate duplication of effort and to make the process more effective. Details of the M&E process shall be developed and outlined in the Monitoring and Evaluation Plan 2023-2027 including templates for quarterly and annual performance evaluations as contained in **Tables 8.1, 8.2, 8.3 and 8.4**. The defined outcome indicators, baselines and targets for the University of Nairobi Strategic Plan 2023-2027 which will be the basis for evaluation are as summarized in **Table 8.1**.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
Digitalization	Enhanced end user access to local and global resources	Increase in end user connectivity speed	3 mbps	2023	5mbps	10 mbps
	Automated business process	% Increase in number of automated processes	40.5%	2023	70%	95%
	Improved global university visibility	Increase in Times Higher Education Ranking	500-600	2023	400-500	400 - 500
			WCR ranking	7%	2023	6%
		UI Green Ranking	New			
		Webometric ranking	14 Africa 1076 World	2023	10 Africa 1000 World	8 Africa 900 World
	Improved customer satisfaction	% of Staff satisfaction index	68.3	2023	70%	80%
		Student satisfaction index	60%		75%	85%
	Increased visibility	No. of visitors to the website per year	250,000	2023	350,000	400,000
	Cost saving	% reduction in process cost	N/A	2023	2.5%	5%
	Increase in efficiency and effectiveness in academic processes	% Increase in completion rate	(55% for UG and 2%* for PG)	2023	70%	80%
		% increase in Reporting rate	60%	2023	70%	80%
		Connectedness with convocation	N/A	2023	25%	50%
		% Reduction in missing marks	3%	2023	1%	0.5%
	Improved Campus Experience	% level of increase	N/A		5%	10%
	Improved performance	% increase in PC Composite score	2	2023	5%	10%
	People centred HR management	Staff satisfaction index	68.3	2023	70	80
	Improved Service delivery	Level of compliance to service Charter	100	2023	100	100
	Secure Campus	% of critical systems with an SLA for time to recovery	N/A	2023	40%	80%
	Enhance Stakeholder engagement	Stakeholder engagement index	N/A	2023	50	100

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
	Increased uptake of Research	% of staff engaged in research	N/A	2023	50	100
	Increased partner outreach	Number of active partners	N/A	2023	150	250
	Online portfolio of academic programmes	Number of programmes fully online	0	2023	6	12
	Improved Campus Experience	% level of student campus experience	N/A	2023	60	80
		% level of staff campus experience	N/A	2023	50	75
Research and community services	Impactful demand-driven research	University improved global ranking	1462	2023	Top 1000	Top 500
		Increased publications in high-impact journals	950	2022	+40%	+70%
		Increased value of research funding	Kshs. 2.0 B	2022	Kshs. 3.0B	Kshs. 4.0B
		Increased PIs	63	2022	100	140
	Increased participation of staff in research	Increased student research completion rate	23%	2022	50%	75%
		Increased number of funded research proposals	419	2023	+20%	+50%
	Increased participation of students	Curriculum to build research capacity among students implemented	0	2023	50%	100%
		Developed and implemented framework for the management of student's research	0	2023	50%	100%
	A robust UoN research management structure and system	Turnaround time	0	2023	- 25% Reduction	-50%
		Researcher confidence level	0	2023	50%	100%
	Positive influence of research on teaching	Increased research competency (Competency score)	0	2023	50%	100%
	Positive influence of teaching on research	Increased research competency (Competency score)	0	2023	50%	100%
	Enhanced research visibility	Increased reputation	80%	2022	84%	87%
	Increased quality services to the community/ Impactful service to the community	Increased customer satisfaction level	7.23	2022	7.53%	7.73%
Innovation and commercialization	Increased innovation culture (teaching and	Innovation, training behaviour change index	5	2023	10	20

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
ecosystem	training					
	Enhanced innovation pipelines	No. of operational incubation hubs	2	2023	4	5
		No. of start-ups	5	2023	20	30
		No. of spinoffs	0	2023	10	20
	Enhanced innovation management capabilities	Innovation engagement and sponsorship index	3	2023	5	10
	Enhanced innovation competency capacity	Practical training score	15	2023	30	60
	Functional innovation and enterprise office	No. of actionable innovative ideas	30	2023	50	100
		No. of registered IP products	100	2023	125	150
		Growth of innovation budgets	10M	2023	50M	100
	People Focus	Improved conflict resolution	Level of Complaints resolved	100%	2023	100%
Rationalized Staff Establishment		Optimal establishment	60.86%	2023	70%	75%
Improved Staff experience		Employee Satisfaction index	79.13%	2023	82.5%	85%
Improved Staff performance		Performance Index Teaching Staff	68.2%	2023	80%	85%
		Non-Teaching Staff	83.75%		85%	90%
Enhanced work environment		Work Environment Index	N/A	2023	50%	100%
Defined Strategic Partners		No. of strategic partners	1618	2023	1900	2100
Improved partnerships		Strategic Partners Satisfaction Index	N/A	2023	50%	85%
Sustainability	Financially sound university	Current ratio	0.38	2023	0.6	1.0
		Profit Margin	-20.7%	2023	-10%	0
		Profitability of IGUs	-3.6%	2023	0	5%
		Increased revenue from optimized space use	196 million	2023	50%	100%
		Increased revenue from research and consultancy services	4 billion	2023	50%	100%
		Increased revenue from tuition fees	900 million	2023	50%	100%
	Environmentally friendly university	-Reduction in water consumption	60 million	2023	-25%	-50%
		-Reduction in electricity consumption	200 million	2023	-25%	-50%
		-Reduction in waste generation	90 million	2023	-25%	-50%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
		Increased sustainability events	-	2023	25%	50%
	Socially cohesive university	Reduced litigation and disputes in terms of legal costs	24 million	2023	-50%	-100%
		Reduced crime at the university	25	2023	-50%	-100%
		Reduced incidences of GB harassment	N/A	2023	-50%	-100%
		A more ethnically diverse workforce	0	2023	25%	50%
	Socially relevant programme	Number of industry stakeholders appointed in each faculty committee	0	2023	5	10
	Culturally sustainable institution	percentage of students, faculty, and staff who actively engage in and support cultural diversity initiatives	60%	2022	70%	100%
	Debt Free Institution	Percentage of current University Pending Bills to the Total Budget	7%	2022	3.5	1
		Amount of outstanding University pending bills paid	12 billion	2022	6 billion	12 billion
	Sensitized stakeholder	Percentage of stakeholder awareness and engagement in social and environmental issues based on UoN activities	60%	2022	60%	100%
	Corporate governance	Percentage level of compliance with governance policies, regulations, and best practices	60%	2022	50%	100%
	Compliance	Percentage rate of policy and regulatory compliance across various areas of university operations	60%	2022	50%	100%
Teaching, Learning and Creative Work	Improved Student experience	Student satisfaction index	60%	2023	50%	90%
	Increased students'	Undergraduates Completion Rate	55%	2023	60%	70%
		Masters Completion Rate	60%	2023	70%	85%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
	completion rate					
		PhD Completion Rate	2%	2023	5%	10%
	Enhanced learning environment for Students	Learning Environment Index	N/A	2023	50%	100%
	Reviewed and aligned curricula	Level of Alignment to CBC	N/A	2023	50%	100%
	Employed graduates	Employability Index for Flagship programmes within 5 years after graduation	N/A	2023	50%	80%
		Tracer studies on: No. Employed	N/A	2023	1000	2000
		No. in Entrepreneurship	N/A			
	Improved international students experience	International Student satisfaction index	N/A	2023	50%	85%
	Increased enrolment of international students	Percentage	3.5%	2023	10%	20%
	Increased number of international faculty	Number	35	2023	150	200

8.3.1. Mid-Term Evaluation

The mid-term review will be undertaken in the third year of the strategic plan period. The key issues to be addressed in the mid-term reviews will include:

- a) **Relevance:** The extent to which the goal, purpose and objectives of the strategic plan were consistent with the needs and priorities of the relevant stakeholders.
- b) **Efficiency:** How resources/inputs (funds, expertise, time and infrastructure.) have been converted to results
- c) **Effectiveness:** The extent to which the implementation of activities met the set objectives.
- d) **Sustainability:** Assess the likelihood of strategic plan achievements continuity.
- e) **Impact** of the Strategic plan over the period under evaluation
- f) **Achievements and Challenges:** Document the achievement and challenges faced in the implementation of the plan.
- g) **Mitigation Measures:** Document the measures to overcome the challenges

8.3.2. End-Term Evaluation

As best practice, the process of strategic plan formulation starts by examining where the organization is coming from. Invariably, this implies the review of the implementation of the antecedent Strategic Plan. It is for this reason that the end-term review and the development of the next cycle strategic plan be carried out in the fifth year of the strategic plan period. The objective of such a review is to establishing the relevant outstanding activities to be carried forward into the next strategic plan, challenges encountered, and key lessons learnt.

8.4. Reporting Framework and Feedback Mechanism

The Director Planning and Performance Management will prepare the quarterly, mid-year and annual reports. The purpose of the reviews is to track progress of the achievement, identify and address challenges and constraints affecting the implementation to ensure that we are on course to achieving the annual targets. Annual strategic plan evaluation is the culmination of the process of performance contracting and is carried out in a manner that ensures objectivity and integrity of the results. All the divisions, faculties and departments will provide verifiable evidence during the exercise. Feedback will be provided for improvement in all stages. All the reports will be tabled at University Executive Board for discussion and approval. The approved quarterly, mid-year and annual reports will be submitted to the State Department for Economic Planning within 15 days following the end of the period which we analyse the report and provide feedback for improvement.

Lessons learnt will be captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. If the actual results fall outside the desired tolerance range, action must be taken to correct the deviation. The action will correct the deviation but also prevent its recurrence.

Table 8.2: Quarterly Progress Reporting Template - QUARTER ENDING.....

(Expected Output)	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)	

Table 8.3: Annual Progress Reporting Template - YEAR ENDING

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)	

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Key Performance Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks
			Value	Year	Target	Achievement	Target	Achievement	
KRA 1									
KRA 2									
KRA 3									
KRA 4									
KRA 5									