Strategic Plan
2017 - 2022

RONGO UNIVERSITY

Goldmine of Knowledge and Innovation

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Goldmine of knowledge and innovation

Vision

A world-class technology driven University in learning and practice

Mission

To provide quality and innovative higher education through teaching, research and community service

Motto

A goldmine of knowledge and innovation

Core Values

- Integrity
- Professionalism
- Innovation
- Equity
- Social responsibility

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List of Abbreviations and Acronyms

CBA	Collective Bargaining Agreement
CSR	Corporate Social Responsibility
DVC	Deputy Vice Chancellor
DVC ASA	Deputy Vice Chancellor- Academics and Student's Affairs
DVC RIC	Deputy Vice Chancellor-
DVC AFP	Deputy Vice Chancellor- Administration, Finance and Planning
EMIS	Education Management Information System
ERS	Economic Recovery Strategies
GDP	Gross Domestic Product
HELB	Higher Education Loans Board
IGA	
ISO	
KP	
KRA	Key Result Area
KUDHEIHA	Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied
KUSU	Kenya Universities Staff Union
LAN	Local Area Network
M&E	Monitoring and Evaluation
MIT	Moi Institute of Technology
MTP	Mid-Term Plan
PABX	
PESTEL	Political, Economical, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
PSSP	privately Sponsored Students' Academic Programme
QMS	
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
UASU	Universities Academic Staff Union
VC	Vice Chancellor

Foreword

The unreserved need of Rongo University to become a world-class University is the force that has been driving its rapid growth in the last six years. Today, the higher education sector is facing increasing demands from the society as pedestals to champion socio-economic transformation of societies and nations. There is a clear need to develop systems and processes that will enable the University to effectively respond to the emerging challenges and tap the opportunities in the operating environment. As we prepare to launch this 2017-2022 Strategic Plan, I call upon all staff, students and stakeholders of Rongo University to pull resources and abilities together in a structured, focused and coordinated way that will support the University to realise its vision and mission.

By adopting a responsive, structured and coordinated mindset in the way the affairs of the university are conducted, the University expects all centres of responsibility to discharge their roles with the highest standards of professionalism. This will support institutional and technical capacity of the University to provide quality and innovative university education.

The University has made significant progress in living up to the aspirations of her vision and mission since attaining University status in 2016. Provision of market driven academic programmes and incorporating ICT in the university operations have remained key features of Rongo University. The continued success of the University is, therefore, premised on our ability to effectively implement the 2017-2022 Strategic Plan which will propel the University to international standards. The Strategic Plan allocates clear responsibilities for supervision, implementation, monitoring and evaluation in order to achieve specific targets for the growth of the University.

The Strategic Plan addresses four key result areas which include academic excellence, research and community service, financial sustainability and institutional capacity. The result areas provide a basis for specific actions in respect of academic, research and extension programmes, financial capital and infrastructure, human resources and other physical facilities. Throughout this strategic plan period, the University will endeavour to provide a conducive environment for learning. In preparing the Strategic Plan, the University has taken into account the national development goals including the Big Four Agenda, the Kenya Vision 2030, Africa Development Agenda – 2063 and the Sustainable Development Goals among others.

In view of the broad consultations leading to the development of this Plan, it is hoped that all stakeholders will claim ownership of the Plan and support the implementation process. I sincerely thank the University Council, staff, students and all those who participated in its formulation.

Prof. Mohamed Yusuf Elmi,
Chancellor, Rongo University

Preface

The 2017-2022 Strategic Plan is the second plan which precedes the first Strategic Plan which covered the period 2012-2017. It aims to attain consistency in the pursuit of the University vision and mission while seeking to optimise exploitation of existing strengths and opportunities to achieve coordinated development of the University. The University recognises the emerging challenges in its operating environment from time to time. The Strategic Plan has specified shared plan-of-action as a basis to confronting the emerging challenges in the education arena. For instance, declining student enrolment, government capitation, inadequate learning facilities among other socioeconomic issues require deliberate plans that will enable the University to face these challenges.

I am pleased to report that the 2017-2022 Strategic Plan is a product of extensive stakeholder consultative forums, making it consistent with our 2010 constitutional requirements on public participation. It is my hope, therefore, that all our stakeholders will not only view this plan as a vessel for implementation of their valued ideas but also find it interesting to relate with. Lessons learnt and major achievements from the last Strategic Plan period (2012-2017) informed the new strategic objectives and ideas that are essential building blocks of this 2017-2022 Strategic Plan. For example, high student-lecturer ratios, inadequate learning and support facilities, and declining government funding remained prominent challenges in the last strategic period. Nonetheless, the University kept her resilience and became chartered as a full-fledged university in the year 2016, grew the number of her programmes and expanded the facilities.

The Strategic Plan has established expectations and assigned responsibilities to all University staff who will be responsible for its successful implementation while making provisions for performance evaluation and periodic reviews to sustain focus, and momentum based on set targets and key performance indicators. The theme of this 2017-2022 Strategic Plan is founded on four key result areas that are aligned to the University mission namely; academic excellence, research and community service, financial sustainability and institutional capacity. These key result areas will inform the University strategic choices for the next five years. I, therefore, call upon the University management, staff and students of Rongo University to undertake all university activities in a manner consistent with the aspirations in the four key areas.

I wish to assure all our stakeholders that the Council is committed to full implementation of this Strategic Plan and will accord the process all the support required to ensure that the University fully and meticulously delivers on her mandate and the goals that we all cherish. May we all find it inspiring and fulfilling to take part in the implementation of this Rongo University second Strategic Plan.

Dr. Rachael Masake
Chairperson, University Council

Executive Summary

The 2017-2022 Rongo University Strategic Plan is the second five-year plan after the 2012-2017 Plan. It is founded on the need for the University to remain relevant and true to its mandate as provided for in the Charter, and adequately respond to the national development agenda. It is also aimed at propelling the University to international standards of a higher learning institution that is consistently sensitive to market needs. The plan focusses on four key result areas that will inform the University's strategic choices for the next five years including academic excellence, research and community service, financial sustainability and institutional capacity.

The development of the 2017-2022 Strategic Plan was preceded by a comprehensive review of the 2012-2017 Strategic Plan to identify areas of weaknesses and the successes achieved in that strategic period. Results were varied. Despite falling short of attaining all the set targets in some areas, remarkable accomplishments were made at the same time. Those lessons have largely informed the strategic choices outlined in this current plan.

A variety of stakeholders and experts were involved and engaged in the development process at different stages to appropriately tap into the ideas and skills that have formed the building blocks of the plan. Information and data were collected from the stakeholders in consultative forums and analysed at Council, Senate, Management and Committee levels for final compilation of this plan. The Strategic Plan Development Committee also reviewed relevant secondary materials to provide a basis for environmental analysis, which was predominantly guided by the SWOT and the PESTEL models. These were done to align the Plan to new paradigms and emerging national and global agenda, and trends in higher education needed to enhance economic and social development.

This plan has also provided for an elaborate framework for its implementation and coordination by comprehensively outlining the resources needed and strategies to be put in place to attain the resource capacities required to support its full implementation. The projected budget for the plan has, therefore, been provided. It has adequately addressed itself to the need for performance based management in order to enhance accountability for results and putting in place a supportive and responsive organisational structure that will remain dynamic enough to catch up with the changes in the University's operating environment. Potential risks to successful implementation of this Plan have been mapped and appropriate mitigating measures proposed to contain such risks.

An implementation matrix is presented in the Strategic Plan as a performance measurement tool built along the four key result areas. To achieve this, an elaborate monitoring, evaluation and reporting framework has been established to monitor, evaluate and report results on periodic basis. This will ensure that the implementation process consistently remains on course and create a feedback mechanism between stakeholders throughout the implementation phase. It is envisaged that sacksful implementation of the Plan will provide a balanced and sustained growth of the University in the next five years.

Chapter | 1

1.0 Introduction

1.1 Rationale for Development of the Strategic Plan

This Strategic Plan provides the University leadership and stakeholders with a strategic focus on the growth and developmental priorities of the University. It offers strategic guidance on what needs to be done, how it shall be done, by whom and within what time frame in order to attain the University's Vision, Mission and Objectives between 2017 and 2022. It is a blueprint for planning and implementation of key activities aimed at driving the development agenda of the University.

The plan provides the University leadership with a framework of mid-term goals and outcomes to guide annual work plans, and a means to optimise the use of resources. The Strategic Plan process enables the University to examine the environment in which it operates, explore the factors and trends that affect the way it does its operations, attain its strategic vision and mission, identify strategic issues that must be addressed and find ways to address them.

Rongo University, will develop and carry out periodic reviews of this Strategic Plan in order to match the strategic direction of the University with the dynamism of market demands, and laws and regulations that may come into force from time to time.

1.2 Background of the University

Rongo University was awarded Charter on 7th October 2016 by H.E. President Uhuru Kenyatta. Formerly, Rongo University College, the institution was established as a Constituent College of Moi University through Rongo University College order 2011 (Legal Notice No. 70, of 17th June, 2011). It was inaugurated and handed over to the University Council on 23rd July, 2012 by the then Ministry of Higher Education Science and Technology. This was after five years of collaboration between Moi University and Moi Institute of Technology (MIT), within which time, Moi University was offering some degree and diploma programmes in MIT as a satellite campus.

The University is strategically located at a serene high land of Kitere Hills situated in the South Western part of Kenya, bordering Tanzania. It is located in Rongo Sub-County, Migori County, Kenya. The University is 11 kilometres from Rongo Town, and 2.5 kilometres off Rongo–Migori-Highway. It is located in a gold mining and high agricultural potential area. It is readily accessible by road and air.

1.3 Mandate

The University derives its mandate from the Rongo University Charter of 7th October, 2016, which stipulates the objects and functions of the University as follows:

- Provide directly, or in collaboration with other institutions of higher learning, facilities for technological, professional and scientific education
- Advance knowledge and its practical application by research and other means
- Disseminate the outcomes of research by various means and commercially exploit the results of such research
- Participate in scientific and technological innovation as well as in the generation, discovery, transmission and enhancement of knowledge, and to stimulate the intellectual life in the economic, social, cultural, scientific and technological development
- Contribute to scientific, technological and industrial development of society in collaboration with specific industries and other organisations
- Make proposals for new academic programmes culminating in degrees, diplomas and certificates
- Make proposals for the establishment of colleges, campuses, faculties, schools, institutes, directorates, departments, centres and other resource and administrative units as may be appropriate
- Inculcate a culture of innovation in technology, engineering and science among staff, students and society
- Promote education in social dynamics, science and technology within the institution and society
- Develop an institution of excellence in teaching, training, scholarship, entrepreneurship, research, consultancy and community service among other educational services and products
- Provide a multi-level system of education and training that is relevant to the needs of the local, national and global community, covering a wide range of fields and levels with provision for recognition of prior learning and flexibility of transition between educational levels
- Play a leading role in the development and expansion of opportunities for socio-cultural, technological and vocational education and training
- Provide high quality educational, research, residential, commercial, cultural, social, recreational, sporting and other facilities
- Facilitate student mobility between programmes of study at different accredited technical training institutions, polytechnics and universities
- Promote critical enquiry, independence and creativity in education, training and research within the institution
- Participate in commercial ventures and activities that promote the objectives of the institution
- Foster the general welfare of students and staff
- Provide equal opportunity for development and further training for staff of the institution

- Develop and provide educational, cultural, professional, technical and vocational services to the community and, in particular, foster corporate social responsibility
- Provide programmes, products, and services in ways that reflect the principles of equity and social justice
- Conduct examinations for, and grant such, academic awards as may be provided for in the statutes, and to syndicate examinations for awards at other institutions as may be approved by the Senate
- Generally facilitate the development and provision of appropriate and accessible academic and other programmes.

1.4 Schools, Departments and Academic Programmes

1.4.1 Schools and Departments

The University currently has six (6) Schools and thirteen (13) Departments which offer innovative academic programmes (Appendix 1) designed to meet the needs of the society. These Schools and Departments include:

i) School of Agriculture, Natural Resources and Environmental Studies
- Department of Agronomy and Environmental Science
- Department of Agricultural Economics and Agribusiness

ii) School of Arts and Social Sciences
- Department of Languages, Linguistics and Literature
- Department of Social Sciences and Humanities

iii) School of Business and Human Resource Development
- Department of Business Studies
- Department of Human Resource, Hospitality and Tourism

vi) School of Education
- Department of Educational Psychology and Science
- Department of Curriculum Instruction and Media Studies
- Department of Educational Management and Foundation

v) School of Information, Communication and Media Studies
- Department of Information Science
- Department of Communication, Journalism and Media Studies

vi) School of Science, Technology and Engineering
- Department of Physical Sciences
- Department of Biological Sciences

Five (5) additional Departments will be established during the period covered by this Strategic Plan.

1.4.2 The School of Graduate Studies

The School of Graduate Studies will be converted to Directorate of Graduate Studies within the period.

1.5 The Library

The University will construct a 2000-seater library with shelving capacity of seventy thousand books and journals, and increase subscription to e-books and e-journals.

1.6 Directorates

Currently, the University has three directorates, namely:

1.6.1 Directorate of Privately Sponsored Students Academic Programme (PSSP)

The PSSP Programme aims at providing opportunities to students to pursue University education under self-sponsorship. The Directorate is an interschool educational service through which students are able to pursue higher education locally, compared to similar studies abroad. Income generated from the programme offers budgetary support to the University.

1.6.2 Directorate of Open, Distance and e-Learning

The Directorate of Open, Distance and e-Learning provides a stable and user-friendly e-platform for learning and research. The e-platform has enhanced the opportunity for students to pursue university education through a flexible mode of study.

1.6.3 Directorate of Quality Assurance

The Directorate of Quality Assurance coordinates the assessment of quality in service delivery, including the quality of academic programmes, quality audits as well as regular liaison with regulatory bodies to ensure quality compliance and conformance.

1.6.4 Other Directorates

The University will establish two new Directorates during the Plan period, namely:
- Directorate of Research and Linkages
- Directorate of Resource Mobilisation and Enterprise Development

1.7 Centres

The University will establish three new centres during the Plan period, namely:
- Centre for Innovation and Incubation
- Centre for Peace, Media, Democracy and Security
- Centre for Teacher Education

1.8 Administrative and Support Services

The University has established various administrative departments and sections to support its academic activities. These departments/sections are mandated to streamline various University operations including financial management, human resource, maintenance services, students' welfare, medical services, ICT, quality assurance, legal and security services, among others.

1.9 Legislations Relevant to Rongo University

The University recognises the Constitution of Kenya (2010) as the Supreme Law of the Republic which binds all persons and all state organs at all levels. The University shall respect, uphold and defend the Constitution, and abide by the following laws, regulations and guidelines:

- Education Act, 2013
- Executive Order No. 7—Mwongozo—The Code of Governance for State Corporations, 2015
- Ethics and Integrity in the Public Service—Executive Order Number 6, 2015
- Leadership and Integrity Act, 2012
- Universities Act, 2012
- Universities Amendments Act, 2016
- State Corporations Act, 2012
- Science, Technology and Innovation Act, 2012
- National Hospital Insurance Fund Act, 2012
- National Social Security Fund Act, 2012
- Retirement Benefits Authority Act, 2010 (Revised version, 2012)
- Alcoholic Drinks Control Act, 2010
- National Environment Management Authority Act, 1999
- Public Health Act, 2009
- The Occupational Health and Safety Act, 2007
- Trade Dispute Act, 2007
- Work Injury Benefit Act, 2007
- Employment Act, 2007
- Labour Relations Act, 2007
- Public Finance Management Act, 2012
- Public Procurement and Disposal Regulations Act, 2006
- Sexual Offences Act, 2006
- Public Audit Act, 2003
- Public Officers Ethics Act, 2003
- HELB Act, 1995
- University Standards and Guidelines, 2014
- Any other relevant laws, regulations and guidelines

1.10 The University Charter, Statutes, Policies, Guidelines, Rules and Regulations

The following documents inform the policy framework under which the University operates:

- Rongo University Charter
- Rongo University Statutes
- Rongo University Strategic Plan
- Rongo University Performance Contract
- Rongo University Quality Assurance Policy
- Rongo University Gender Mainstreaming Policy
- Rongo University Terms and Conditions of Service
- Rongo University Disability Policy
- Risk Management Policy
- Open, Distance and e-Learning Policy

- Alcohol, Drug and Substance Abuse Policy
- Rongo University Scheme of Service
- Rongo University Rules & Regulations Governing Graduate Studies
- Rongo University Staff Training Policy
- Rongo University Work Study Policy
- Rongo University Part-time Teaching Policy
- Rongo University Awards and Recognition Policy
- Rongo University Common Rules and Regulations for University Examinations
- Rongo University Rules and Regulations Governing Conduct and Discipline of Students
- Rongo University Research Policy
- Rongo University Extension and Outreach Policy
- Rongo University Intellectual Property Rights Policy
- Rongo University Code of Conduct and Ethics for Staff Members
- Rongo University Code of Conduct and Ethics for Council Members
- Rongo University Council Charter

1.11 Methodology of Developing the Strategic Plan

This Strategic Plan was prepared by the Rongo University Council through consultations and deliberations with internal and external stakeholders to determine the key result areas, strategic objectives, strategies and activities. Primary data was generated from stakeholder consultations while the secondary data was drawn from the appropriate legal instruments and policy documents, including Guidelines for the Preparation of Fourth Generation Strategic Plans (2018-2022), the Constitution of Kenya (2010), Kenya Vision 2030, the United Nations Sustainable Development Goals 2016, the African Union Development Agenda 2063 and the strategic plans of the Ministry of Education.

Kenya Vision 2030 guidelines for the preparation of strategic plans and other sectoral policy documents were taken into account. This enabled the strategic planning team to identify the national, sectoral, ministerial and the University policy priorities that the Strategic Plan would address.

1.12 Development Challenges and National Agenda

1.12.1 Development Challenges in the University Education

Challenges to access and equity in university education include inadequate capacity to cater for the growing demand for more places in universities, imbalance between number of students studying science and arts based courses, lack of policies on credit transfers among universities, gender and regional disparities in terms of admissions and inadequate household income. Challenges of quality and relevance result from inadequate facilities and appropriate teaching and learning environment, inadequate staff, weak collaboration with professional accreditation bodies, lack of external quality assurance in public universities, large class sizes, weak linkage between the competences acquired in some programmes and demands of the market, and inadequate research funding. On financing, challenges encountered include inadequate budgetary support, lack of differentiated unit cost in provision of funds from the government, inadequate internal income generation and system inefficiencies.

1.12.2 Kenya's Development Agenda

In 2003, the Government of Kenya developed the Economic Recovery Strategy (ERS) for Wealth and Employment Creation to respond to the global economic crisis which had impacted negatively on the social, environmental and political stability of many nations. The strategy resulted in rapid economic growth from 0.6% to 7% between 2002 and 2007 while poverty levels reduced from 56% to 46%. Other public sectors such as health, education and business were also impacted positively. Following the successful implementation of ERS, the government developed a long-term blueprint, the Kenya Vision 2030.

Between the year 2008 and 2017, the country's economic growth has remained fairly consistent at an average of 4.4-5.8% due to a stable macro-economic environment. In 2017, national economic growth stood at 4.4% indicating a deceleration in growth compared to 5.6% achieved in the previous year, 2016. Annual GDP growth rate averaged 5.44%, leading to a reduction in poverty levels to 45.2% in 2017 up from 46% in 2008. The value of GDP increased from 35.9 billion USD in 2008 to 70.53 billion USD in 2016 representing the highest growth achievement since 1960. The major economic sectors that supported Gross Domestic Product (GDP) growth in 2017 were agriculture, forestry and fishing (15.2%), manufacturing (6.3%), transport and storage (9.7%), information and communication (6.1%), construction (8.2%), real estate (12.3%) and financial services (7.3%). Inflation levels, however, increased to an average of 7.5% down from 6.3% experienced in 2016.

Gross enrolment rate in educational institutions also increased between 2008 and 2017. Enrolment in universities in 2017 stood at 640,507 students registered in 74 universities in the country.

1.12.3 Kenya Vision 2030

The Kenya Vision 2030 is motivated by a collective aspiration for a better society by the year 2030, to create a globally competitive and prosperous country with a high quality of life. The aim of Kenya Vision 2030 is to transform Kenya into an industrialised, middle-income country that provides a high quality life to all citizens in a clean and secure environment, consistent with the tenets of SDGs by the year 2030. The Vision is anchored on three key pillars: Economic, Social and Political. It is divided into Mid Term Plans (MTP) of 5 years each. The first Mid Term Plan covered 2008 to 2012, the second MTP ran from 2013 to 2017 and the third and current MTP runs between 2018 to 2022.

1.12.3.1. Sector Focus in the Third MTP (2018-2022)

The Education and Training (E&T) sector has identified strategic areas for implementation in MTP III. The choices have been informed by the analysis of the challenges and constraints in the sector, gaps and constraints in the implementation of MTP II, and the need to reform and align the sector in accordance with the provisions of the Kenyan Constitution 2010, together with the aspirations of Vision 2030. Consequently, the sector has identified six priority areas, which include:

1. Actualising the right to free and compulsory basic education
2. Enhancing quality and relevance of Education and Training
3. Integrating ICT into teaching and learning
4. Governance of Education and Training sector

5. Post basic education

6. Financing Education and Training

In order to actualise the sector priorities, additional focus will be directed towards Early Childhood Development Education Mainstreaming, Establishment of Education Management Information System (EMIS) centres in each County, Training of Artisans, Curriculum Reviews and Reforms, Integrating Information, Communication and Technology into Teaching and Learning, Basic Education Infrastructure, School Health and Nutrition, Affirmative Action, Enhancing Quality and Relevance of Education, Education Sector Governance, and Technical, Vocational Education and Training.

In general, Kenyans acknowledge that many of the objectives of the first and second MTP have been achieved, but there is consensus that a more concerted effort is vital if the Vision is to be achieved by the year 2030. In addition, there is need to review our priorities as a nation, ensure that Kenya sustains the gains so far registered beyond the second MTP, and build further momentum towards achieving the Vision.

1.12.4 The Role of Rongo University in Implementing the Kenya National Development Agenda.

Rongo University has positioned itself to contribute to the aspiration of SDGs, African Union Agenda 2063, Kenya Vision 2030 and the Government Big Four Agenda of manufacturing, housing, food security and health. In this regard, the University will pursue the following priority areas:

1. Producing quality and innovative graduates for the labour market and job creation

2. Increasing research output through the establishment of innovation and incubation centre

3. Improving food security through the development of new multi-stress tolerant crop varieties

4. Addressing health related issues by developing and implementing health curricula

5. Providing industrial training through apprenticeship programmes

6. Offering training in textile technology to improve skills, provide job opportunities and income.

Chapter 2

2.0 Situational Analysis

2.1. Performance Review of 2012-2017 Strategic Plan

A review of the 2012-2017 Strategic Plan indicated that the University achieved overall performance of 88% around its four (4) Key Results Areas of Academic Excellence, Research and Outreach, Financial Sustainability and Institutional Capacity. The University made significant efforts in the development and review of academic curricula, recruitment of additional staff, enhancing quality of teaching, improvement of infrastructure and award of Charter. However, the University registered relatively low performance in the areas of resource mobilisation, research and outreach and identification of University brand. These identified weak areas have been considered for strengthening in the new term of the Strategic Plan.

2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Rongo University has strengths that will propel the achievement of its mission. The University acknowledges that there is a set of limitations that may affect the achievement of its Mission. The University plans to exploit its strengths to realise its mission and put appropriate interventions in place to counter the limitations.

The University has undertaken a comprehensive analysis to identify its strengths, weaknesses, opportunities and threats (SWOT). From the analysis, various strategic implications have been identified and appropriate strategic responses developed as summarised in the table below:

2.2.1 Strengths

Strength	Strategic Implication	Strategic Response
1. Available human resource	• Wide expertise • Effective and efficient service delivery	• Deploy staff appropriately • Train and retain staff • Develop and implement competitive CBAs • Foster conducive work environment • Institute effective performance management
2. Availability of land	• Space for expansion • Opportunity for income generation	• Develop the University Master Plan • Establish adequate physical facilities • Secure all land parcels • Initiate income generating activities

Strength	Strategic Implication	Strategic Response
3. University located in serene environment	• Conducive teaching, learning and research environment • Opportunity to attract more students • Relative peace and security	• Undertake effective teaching, learning and research activities • Increase student enrolment • Attract additional staff
4. Established governance structure	• Streamlined University operations	• Operationalise governance structure • Develop and implement appropriate operational policies and procedures
5. Institutional infancy	• Opportunity to learn and innovate • Opportunity to develop and nurture appropriate organisational culture	• Benchmark with institutions of academic excellence • Develop and institutionalise appropriate organisational culture
6. Strong leadership	• Good governance • Enhanced performance and service delivery	• Institutionalise quality management • Provide mentorship opportunities for leadership growth

2.2.2 Weaknesses

Weakness	Strategic Implication	Strategic Response
1. Inadequate infrastructure	• Inadequate facilities for teaching, learning and research • Inadequate access to the Internet, LAN, computers and other ICT services • Inadequate library space and resources • Inadequate laboratory resources • Porous University perimeter	• Plan for and construct adequate facilities for teaching, learning and research • Improve ICT infrastructure • Improve library facilities • Improve laboratory facilities • Construct perimeter wall and University main gate

Weakness	Strategic Implication	Strategic Response
2. Inadequate permanent academic staff	• Increased workload • Over reliance on part-time teaching staff	• Recruit, develop and retain additional academic staff
3. Inadequate funding	• Low infrastructural development • Challenges in attracting and retaining staff • Constraints in service delivery • Low research and outreach output • Frequent industrial unrest	• Mobilise adequate resources • Manage and utilise resources prudently • Lobby for increased capitation
4. Inadequate human resource capacity	• Ineffective and inefficient service delivery	• Engage and train additional staff • Develop and institutionalise proper work culture
5. Unclear University brand	• Lack of competitive advantage • Low visibility • Low student enrolment	• Identify and institutionalise University brand and special niche
6. Erratic power supply	• Hinders teaching, learning and service delivery	• Diversify energy sources

2.2.3 Opportunities

Opportunity	Strategic Implication	Strategic Response
1. Strategic location	• Potential for learning, research and outreach opportunities • Potential for income generation	• Build partnerships and collaborations for research and learning • Initiate joint community outreach programmes • Develop and implement CSR activities • Develop and implement programmes in advanced mining and aquaculture technology • Initiate agricultural and other income generating activities

Opportunity	Strategic Implication	Strategic Response
2. Collaboration and linkages	• Opportunities for private-public partnerships and public-public partnerships • Opportunities for consultancies and innovations uptake	• Develop and implement policy on collaborations and linkages • Strengthen attachments and placement programmes • Implement Intellectual Property Management policy • Develop innovations for uptake by industry • Develop proposals for partnerships
3. Increasing demand for higher education	• Potential for increased student enrolment	• Develop and initiate market driven programmes • Develop effective local, national and international marketing initiatives • Institutionalise quality assurance • Expand learning and teaching facilities
4. High number of colleges and secondary schools in the region	• Increased number of potential students • Opportunities for collaboration and linkages	• Develop and initiate market driven programmes • Develop and implement an effective marketing plan • Create collaboration programmes with the colleges and schools
5. Multicultural environment	• Opportunities for national integration and cohesion	• Initiate activities that promote national integration and cohesion • Ensure inclusivity and ethnic diversity in recruitment
6. Potential markets for innovations and IGAs	• Potential for income generating activities	• Initiate income generating activities

2.2.4 Threats

Threat	Strategic Implication	Strategic Response
1. Inadequate funding from the exchequer and other sources	• Constrained growth in capacity and general operations	• Lobby for increased government funding • Initiate income generating activities • Initiate partnership with national and devolved governments

Threat	Strategic Implication	Strategic Response
2. Competition from other institutions of higher learning	• Reduction in student enrolment	• Develop market driven programmes • Develop and institutionalise Rongo University brand • Enhance marketing strategies • Institutionalise effective quality assurance
3. Insecurity	• Inadequate security for staff, students and property • Cyber-crime threats	• Enhance university security • Partner with local security agencies • Improve cyber security
4. Rural location	• Limited opportunity to attract and retain high cadre of staff • Limited opportunity to attract students	• Develop attractive terms of service • Develop unique and market driven programmes
5. Unexpected changes in national policies and regulations	• Disruption in planning and service delivery • Low student enrolment	• Adapt and comply to policy changes • Proactive approach to anticipated disruptions
6. Inflation	• Increased cost of operations • Depressed revenue base	• Adopt appropriate mitigation plans
7. Incidences of corruption in the country	• Wastage of public resources • High cost of doing business	• Implement Leadership and Integrity Act, 2012
8. Strikes and riots	• Disruption of teaching and learning activities	• Negotiate and sign CBAs • Regular meeting with students
9. Unstable political environment	• Disruption of teaching and learning activities	• Promote national cohesion

2.3 Environmental Scanning (PESTEL Analysis)

The University has undertaken Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis aimed at enhancing the understanding of the nature and structure of the education sector, and the remote operating environment within which RU operates. In this regard, it is imperative that the University understands the sector dynamics to effectively fulfil its mandate.

2.3.1 Political Factors

Factor	Strategic Implication	Strategic Response
1. Established governance structure	• Streamlined University operations	• Operationalise governance structure • Develop and implement appropriate operational policies and procedures
2. Political goodwill	• Opportunity for partnerships and collaborations • Funding opportunities	• Create partnership programmes for development • Lobby for enhanced capitation and funding
3. Political interference	• Compromised service delivery	• Institute clear terms of engagement with the political class • Adhere to the established rules and regulations on service delivery and code of conduct
4. National and County regulatory framework	• Good governance	• Ensure compliance with the provisions of the constitution and relevant policies and regulations
5. Increased number of universities	• Reduction in student enrolment	• Develop market oriented programmes • Develop and institutionalise Rongo University brand • Enhance marketing strategies • Institutionalise effective quality assurance

2.3.2 Economic Factors

Factor	Strategic Implication	Strategic Response
1. Inadequate funding	• Failure to initiate and complete development projects • Failure to attract and retain competent staff • Ineffective service delivery • Low research and outreach activities	• Mobilise adequate resources • Manage and utilise resources prudently
2. Changes in fiscal policies and trends	• Disruption in planning and service delivery	• Institutionalise change management
3. Inadequate infrastructure	• Inadequate facilities for learning, research and recreation	• Develop and implement public-private partnership • Lobby the County Government to upgrade physical infrastructure
4. Kenya Vision 2030	• Plan in tandem with Vision 2030	• Identify and implement relevant flagship projects

2.3.3 Social Factors

Factor	Strategic Implication	Strategic Response
1. Social discrimination	• Gender imbalance • Disability mainstreaming	• Develop and implement gender mainstreaming policy • Develop and implement disability mainstreaming policy
2. Community goodwill and participation	• Opportunity for peaceful co-existence	• Institutionalise community service
3. Cultural diversity	• Opportunities for national integration and cohesion	• Initiate activities that promote national integration and cohesion. • Ensure inclusivity and ethnic diversity in recruitment
4. Inadequate social amenities	• Limited opportunities for physical and social development	• Encourage investors to establish recreational facilities
5. Alcohol and substance abuse	• Low productivity • Increased indiscipline	• Implement Alcohol and Substance Abuse Policy • Conduct Sensitisation programmes on drug and alcohol abuse • Develop and operationalise Employee Assistance Programmes

Factor	Strategic Implication	Strategic Response
6. HIV and AIDS	• High health cost • Ill-health and low productivity	• Implement the HIV and AIDs policy • Create awareness on HIV and AIDs • Enhance staff and students counselling programmes
7. Sustainable Development Goals	• Opportunity for sustainable development	• Develop strategic programmes to address the SDGs
8. National cohesion	• Opportunities for national integration and cohesion	• Initiate activities that promote national integration and cohesion • Ensure inclusivity and ethnic diversity in recruitment
9. Social media influence	• Low productivity	• Develop and implement appropriate policies and guidelines to address use of media • Adhere to staff code of conduct and ethics
10. Insecurity	• Inadequate security for staff, students and property	• Enhance university security • Partner with local security agencies

2.3.4 Technological Factors

Technological	Strategic Implication	Strategic Response
1. Access and utilisation of ICT infrastructure	• Compromised service delivery	• Improve ICT infrastructure • Invest in alternative sources of ICT infrastructure
2. Changing technology	• Disruption in planning and service delivery	• Adapt to technological changes • Institutionalise change management programmes
3. Unreliable power supply	• Disruption of service delivery	• Develop and implement Green Energy Policy • Diversify sources of energy
4. Inadequate science equipment and laboratories	• Inadequate training and research facilities	• Encourage stakeholder partnerships to construct and equip science laboratories
5. Innovations	• Opportunity for growth and advancement	• Embrace innovations in service delivery

2.3.5 Environmental Factors

Environmental	Strategic Implication	Strategic Response
1. Unpredictable weather conditions	• Affects service delivery and operations	• Adopt mitigation initiatives
2. Inadequate waste management	• Environmental pollution and degradation	• Develop partnerships and collaborations on waste management • Initiate environmental CSR activities
3. Favourable agro-climatic conditions	• High potential for diverse agricultural activities	• Develop an innovation centre for food security and research • Develop appropriate agricultural programmes • Venture into diversified agricultural activities
4. National environmental policies and regulations	• Exposure to litigation for non-conformance	• Comply with environmental policies and regulations
5. Water resources	• Availability of portable water	• Manage water resources sustainably

2.3.6 Legal Factors

Legal	Strategic Implication	Strategic Response
1. Existing and changing national laws and regulations	• Need for compliance	• Conduct legal audit • Enhance compliance • Adapt to the laws, standards and regulations
2. Exposure to litigation	• Reputational damage • Financial loss	• Adhere to relevant laws, regulations and policies • Establish good relationship with stakeholders • Use alternative dispute resolution strategies

2.4. Stakeholder Analysis

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

2.4.1 Stakeholders

Stakeholder	Stakeholder Expectations	RU Expectations
Students	• Provide proper guidelines on fee payment • Develop and publicise rules and regulations • Provide effective teaching, learning and research opportunities • Provide recreational facilities and equipment	• Prompt fee payment • Abide by rules and regulations • Excel in academics • Engage in extra-curricular activities
Parents/ guardians/ sponsors	• Quality education for the students • Effective and efficient service delivery	• Prompt fee payment • Support students
Staff	• Good governance • Conducive work environment • Attractive terms of service and welfare schemes • Fairness and equity	• Compliance with set rules and regulations • Efficiency in service delivery • Professionalism • Adherence to performance standards • Creativity and innovation • Personal and professional growth
Chancellor	• Excellence in academics	• Titular leadership
Council	• Facilitate development and implementation of policies • ISO compliance • Prudent allocation of funds	• Formulate policies • Mobilise and avail resources for university operations and initiate development projects • Offer support and guidance
Civil society	• Compliance with laws and regulations	• Mutual cooperation and respect
Community	• Corporate social responsibility and mutual understanding	• Goodwill
Public and private universities	• Mutual cooperation and collaboration	• Mutual cooperation and collaboration
Development partners	• Prudent resource management and reporting • Proper utilisation of funds • Accountability	• Provide technical and financial support for university operations and improvements

Stakeholder	Stakeholder Expectations	RU Expectations
Financial institutions	• Partnerships with Rongo University	• Efficient monetary services • Partnership and collaboration • Bring banking services closer to the University community
County and National Governments	• Implementation of performance contracts and other government policies	• Funding and support
Schools and colleges	• Collaborations • Increased capacity • Market driven programmes • CSR programmes	• Increased enrolment rates • Collaborations • Teaching practice • Placement
Research institutions and industry	• Collaboration • Supply of competent human resource • Research, development and training	• Industrial attachment and internship • Employment opportunities • Linkages • Research collaborations • Dissemination of research findings
Media	• Sharing of information • Collaboration	• Advertisement and publicity • Employment opportunities for students
Professional bodies	• Compliance with the relevant acts, policies, rules and regulations • Train competent human resource	• Professional support
Religious organisations	• Enhanced moral values	• Spiritual support
Alumni	• Recognition and collaboration	• Collaboration • Resource mobilisation • Involvement in corporate governance • Market the University
Service providers/ Suppliers	• Prompt payment • Fairness in tender processes	• Prompt delivery of quality goods and services as per specifications
Public	• Effective and efficient delivery of service • Solutions to societal problems	• Goodwill

| Chapter | 3 |

3.0 Strategic Model

3.1 Vision, Mission, Motto and Core Values

Vision

A world class technology driven University in learning and practice

Mission

To provide quality and innovative higher education through teaching, research and community service

Motto

A goldmine of knowledge and innovation

Core Values

- Integrity
- Professionalism
- Innovation
- Equity
- Social responsibility

3.2 Academic Emphasis

The University will focus on natural and applied sciences.

3.3 Key Result Areas (KRAs)

1. Academic Excellence
2. Research and Community Service
3. Financial Sustainability
4. Institutional Capacity

3.4 Strategic Objectives

1. To produce quality and innovative graduates
2. To strengthen research, innovation and community service
3. To improve financial sustainability through diversification of revenue streams and prudent financial management
4. To engage, train and retain quality and competent human resources
5. To develop and maintain infrastructure and acquire equipment
6. To enhance corporate governance and image

3.5 Results Matrix

S/N	Objectives	Output	Outcome	Link to third MTP	Link to SDGs
1.	• To produce quality and innovative graduates	• Quality and innovative graduates	• Skilled and available human resource for the economy	• Relevant and quality education and training to meet the country's human resource needs and skills development	• End poverty in all its forms everywhere • Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all • Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
2	• To strengthen research, innovation and community service	• Strong research, innovation and community service capacity	• Generation of new knowledge • Appropriate response to societal needs • Empowered community	• Relevant and quality education and training to meet the country's human resource needs and skills development • Food safety • Value addition on agricultural products • Community based approaches to improve access to essential services	• End poverty in all its forms everywhere • End hunger, achieve food security and improved nutrition and promote sustainable agriculture • Ensure healthy lives and promote well-being for all at all ages • Take urgent action to combat climate change and its impacts

No.	Objective	Outcome	Measure	Alignment
3.	To improve financial sustainability through diversification of revenue streams and prudent financial management	• Diversified revenue streams • Prudent financial management	• Financial sustainability	• Domestic savings and investments • Strategies on management of financial resources • Improve budget implementation • Increase absorption capacity on development projects
4.	To attract, develop and retain quality and competent staff	• Quality and competent staff	• Effective service delivery to stakeholders • Stakeholder satisfaction	• Relevant and quality education and training to meet the country's human resource needs and skills development
5.	To develop and maintain infrastructure and acquire equipment	• Adequate and well maintained infrastructure and equipment	• Effective service delivery to stakeholders • Stakeholder satisfaction	• Focus on key infrastructure projects • Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
6.	To enhance corporate governance and image	• Approved governance structure • Good image	• Effective institutional governance • Effective service delivery to stakeholders • Enhanced institutional reputation	• Improve governance and accountability • Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels • Achieve gender equality and empower all women and girls.

3.6 Strategy Matrix

The strategy matrix elaborates the key result areas and strategic objectives in support of the vision and mission of the University.

3.6.1 KRA 1: Academic Excellence

Strategic Objective 1: To produce quality and innovative graduates

S/N	Strategies
a)	To strengthen quality and distinctiveness of academic programmes
b)	To provide modern learning facilities and equipment
c)	To engage, train and retain quality and competent academic staff
d)	Enhance effective teaching, learning and research

3.6.2 KRA 2: Research and Community Service

Strategic Objective 1: To strengthen research, innovation and outreach

S/N	Strategies
a)	Establish research innovation and outreach division
b)	Enhance publications among staff and students
c)	Identify and form partnership with potential funding and collaboration agencies
d)	Establish the innovation and incubation centre
e)	Enhance outreach and extension services

3.6.3 KRA 3: Financial Sustainability

Strategic Objective 1: To improve financial sustainability through diversification of revenue streams, and effective and efficient financial management

S/N	Strategies
a)	Strengthen existing sources of income
b)	Diversify sources of income
c)	Adopt sound financial management practices
d)	Managing University debt levels
e)	Strengthen financial and procurement systems
f)	Operationalise financial and procurement policies and procedures
g)	Emphasise cost reduction
h)	To provide accurate reliable and timely financial reports for decision making

3.6.4 KRA 4: Institutional Capacity

Strategic Objective 1: To engage, train and retain quality and competent human resources

S/N	Strategies
a)	Engage qualified and competent staff
b)	Enhanced staff training
c)	Enhance staff retention
d)	Enhance effective performance management
e)	Enhance employee assistance programmes

Strategic Objective 2: To develop and maintain infrastructure and acquire equipment

S/N	Strategies
a)	Enhance physical infrastructure
b)	Improve ICT infrastructure
c)	Diversify sources of energy

Strategic Objective 3: To enhance corporate governance and image

S/N	Strategies
a)	Operationalise governance structure
b)	Promote good corporate governance
c)	Institutionalise appropriate organisational culture
d)	Enhance corporate communication
e)	Enhance risk management
f)	Enhance national integration and cohesion
g)	Enhance University security
h)	Attain ISO Certification
i)	Institutionalise strategic leadership

Chapter | 4

4.0 Implementation and Coordination Framework

4.1 Staffing Levels

4.1.1 Projected Academic Staff Establishment

The University Academic Staff progression over the Strategic Plan period is as shown in the table below:

S/N	Designation	2017/18	2018/19	2019/20	2020/21	2021/22
Academic Staff						
a)	Professors	9	10	12	13	14
b)	Associate Professors	14	15	16	18	19
c)	Senior Lecturers	10	14	18	22	25
d)	Lecturers	38	43	48	53	58
e)	Assistant Lecturers	14	14	14	14	14
f)	Tutorial Fellows	14	16	17	18	20
g)	Research Assistants	2	2	2	2	2
School of Education						
a)	Professors	0	1	1	1	1
b)	Associate Professors	3	3	3	3	3
c)	Senior Lecturers	2	2	3	3	3
d)	Lecturers	11	12	13	14	14
e)	Assistant Lecturers	6	6	6	6	6
f)	Tutorial Fellows	0	0	1	1	1
g)	Research Assistants	0	0	0	0	0

S/N	Designation	2017/18	2018/19	2019/20	2020/21	2021/22
School of Art and Social Sciences						
a)	Professors	1	1	2	2	2
b)	Associate Professors	2	2	2	3	3
c)	Senior Lecturers	2	3	4	5	5
d)	Lecturers	4	5	6	6	7
e)	Assistant Lecturers	3	3	3	3	3
f)	Tutorial Fellows	1	1	2	2	2
g)	Research Assistants	0	0	0	0	0
School of Agriculture, Natural Resource and Environmental Studies						
a)	Professors	4	4	4	4	5
b)	Associate Professors	2	2	2	3	3
c)	Senior Lecturers	1	2	2	2	3
d)	Lecturers	6	7	8	9	10
e)	Assistant Lecturers	0	0	0	0	0
f)	Tutorial Fellows	1	2	2	2	2
g)	Research Assistants	0	0	0	0	0
School of Science, Engineering and Technology						
a)	Professors	3	4	4	4	4
b)	Associate Professors	4	4	4	4	4
c)	Senior Lecturers	2	3	4	4	4
d)	Lecturers	6	7	8	8	9
e)	Assistant Lecturers	3	3	3	3	3
f)	Tutorial Fellows	3	3	4	4	4
g)	Research Assistants	0	0	0	0	0
School of Business and Human Resource Development						
a)	Professors	1	1	1	1	1
b)	Associate Professors	2	3	3	3	3
c)	Senior Lecturers	1	2	2	3	4
d)	Lecturers	5	6	7	8	8
e)	Assistant Lecturers	2	2	2	2	2
f)	Tutorial Fellows	7	8	8	8	8

S/N	Designation	2017/18	2018/19	2019/20	2020/21	2021/22
School of Information, Communication and Media Studies						
a)	Professors	0	1	1	1	1
b)	Associate Professors	2	2	3	3	3
c)	Senior Lecturers	2	3	4	5	5
d)	Lecturers	7	8	9	9	10
e)	Assistant Lecturers	0	0	0	0	0
f)	Tutorial Fellows	1	2	2	2	2

4.1.2 Projected Non-Academic Staff Establishment

The following table shows the projection of non-academic staff establishment over the strategic period.

Non-Academic Staff						
S/N	Job Grade	2017/18	2018/19	2019/20	2020/21	2021/22
a)	1	67	67	67	67	67
b)	2	61	61	61	61	61
c)	3	41	41	41	41	41
d)	4	26	26	26	26	26
e)	5	60	60	60	60	60
f)	6	21	21	21	21	21
g)	7	38	38	38	38	38
h)	8	16	16	16	16	16
i)	9	7	7	7	7	7
j)	10	19	19	19	19	19
k)	11	1	1	1	1	1
l)	12	13	13	13	13	14
m)	13	3	4	4	5	7
n)	14	0	2	2	3	3
o)	15	1	2	2	3	3
p)	16	2	2	2	2	2
q)	17	1	2	2	2	2
r)	18	0	1	1	1	1

4.1.3 Human Resource Recruitment, Training and Development

Recruitment and placement of staff is guided by needs analysis conducted by departments and sections as captured in the University budget and staff establishment.

The University uses the Scheme of Service and Human Resource Policy and Procedure Manual to lay the foundation for recruitment, promoting and retention for all cadres of staff.

The University has recognised three staff unions namely: Universities Academic Staff Union (UASU); Kenya Universities Staff Union (KUSU) and Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied (KUDHEIHA) workers to advocate staff welfare matters and working conditions. The University shall normally negotiate and mutually sign Collective Bargaining Agreements with the three unions to guide the terms and conditions of service for staff.

The University has also established Staff Training and Development Committee to identify needs and develop programmes for personal and professional development of staff in order to improve performance, career advancement, and increase job satisfaction in accordance with Staff Training and Development Policy.

4.1.4 Student Numbers and Enrolment Levels

4.1.4.1 Projected Student Population

The following table shows the student progression over the strategic period.

S/N	SCHOOL	2017/18	2018/19	2019/20	2020/21	2021/22
1.	Agriculture Natural Resources and Environmental Studies	599	610	620	630	640
2.	Science Technology and Engineering	611	811	961	1061	1161
3.	Business and Human Resource	1379	1517	1669	1835	2019
4.	Information, Communication and Media Studies	749	799	859	924	1004
5.	Arts and Social Sciences	940	1250	1530	1770	1245
6.	Education	2466	2933	3753	4532	5302

4.2 Performance-Based Management and Accountability

The University shall put a lot of emphasis on measuring the performance of staff at all levels. At the beginning of each financial year, all members of staff shall sign performance contracts and work plans specifying the agreed actual targets to be met.

4.3 Capacity Assessment

The University shall carry out training needs assessment to determine the existing human resource skills and the critical training needs in light of the job requirements, and carry out remedial measures to equip staff with appropriate skills.

4.4 Organisational Structure

The structure focuses on the core business as articulated in the Rongo University mandate and strategy. It further recognises the key support functions to the core business and the facilitation of efficient management of information and communication for decision making.

4.4.1 The Chancellor

The Chancellor of the University is appointed by the President and holds office for a five-year-term renewable once, and shall exercise such powers and perform such functions as provided under Section 38(2) of the Universities Act 2016 and Rongo University Charter, 2016.

4.4.2 The Council

The Council is the governing body of the University mandated by the Government as custodian of assets. The council is responsible for resource allocation and development of the institution.

4.4.3 The Senate

The Senate is in charge of academic matters of the University including approving academic programmes, examinations, admissions, disciplinary actions and results, among others. The Vice Chancellor is the Chair of Senate and the Deputy Vice Chancellor in charge of Academic Affairs is the secretary of Senate.

4.4.4 University Management Board

The University Management Board is responsible for implementation of the policies of the University. The board also assists in the day-to-day management of the University.

The membership of the board comprises:
- Vice Chancellor – Chair
- Deputy Vice Chancellors
- Principals
- Finance Officer
- Senior Legal Officer (in attendance)

4.4.5 School Academic Board

The School Academic Board advises the Vice Chancellor and the Senate on the development of academic activities of the School, and the resources necessary to support them. The board also implements the Senate's policy for quality assurance in the programmes, procedures on examination and assessment, and to develop programmes of study within the school.

4.6. Organs of the University

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                                              ┌─────────────┐
                                              │  Chancellor │
                                              └─────────────┘


                              ┌──────────────►┌─────────────┐
                              │               │   Council   │
                              │               └─────────────┘
                              │                      ▲
                              │                      │
                              ▼                      ▼
        ┌──────────────────────┐            ┌─────────────┐
        │      University       │◄─────────►│   Senate    │
        │  Management Board     │            └─────────────┘
        └──────────────────────┘                   ▲
                  ▲                                 │
                  │                                 ▼
                  ▼                          ┌─────────────┐
        ┌──────────────────────┐            │   School    │
        │       School          │◄─────────►│Academic Board│
        │  Management Board     │            └─────────────┘
        └──────────────────────┘                   ▲
                                                    │
                                                    ▼
                                             ┌─────────────┐
                                             │ Departmental│
                                             │    Board    │
                                             └─────────────┘
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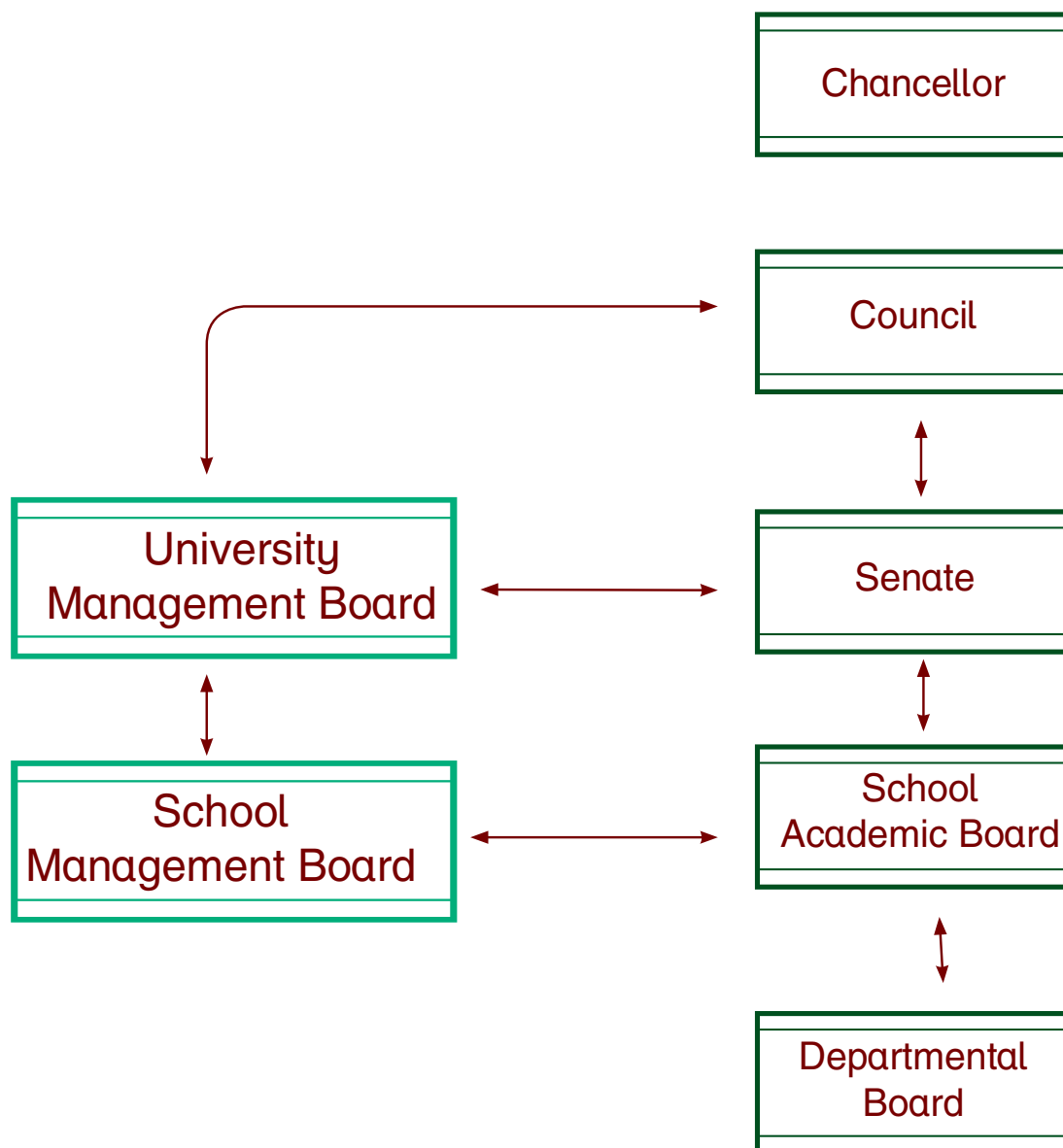
4.7 Current Organisational Structure

```
                    Chancellor
                        |
                Chairperson of
                    Council
                        |
                 Vice Chancellor
                   /         \
    DVC Administration,      DVC Acadamic &
    finance & planning       Students Affairs
         (AFP)                    (ASA)
      /    |    \  \          /    |    \   \
Registrar  Planning  Chief    Finance  Registrar  University  Dean of   Dean of
Administration Officer Medical Officer  Academic   Librarian  Students  Schools and
                      Officer                                            Directorates
```
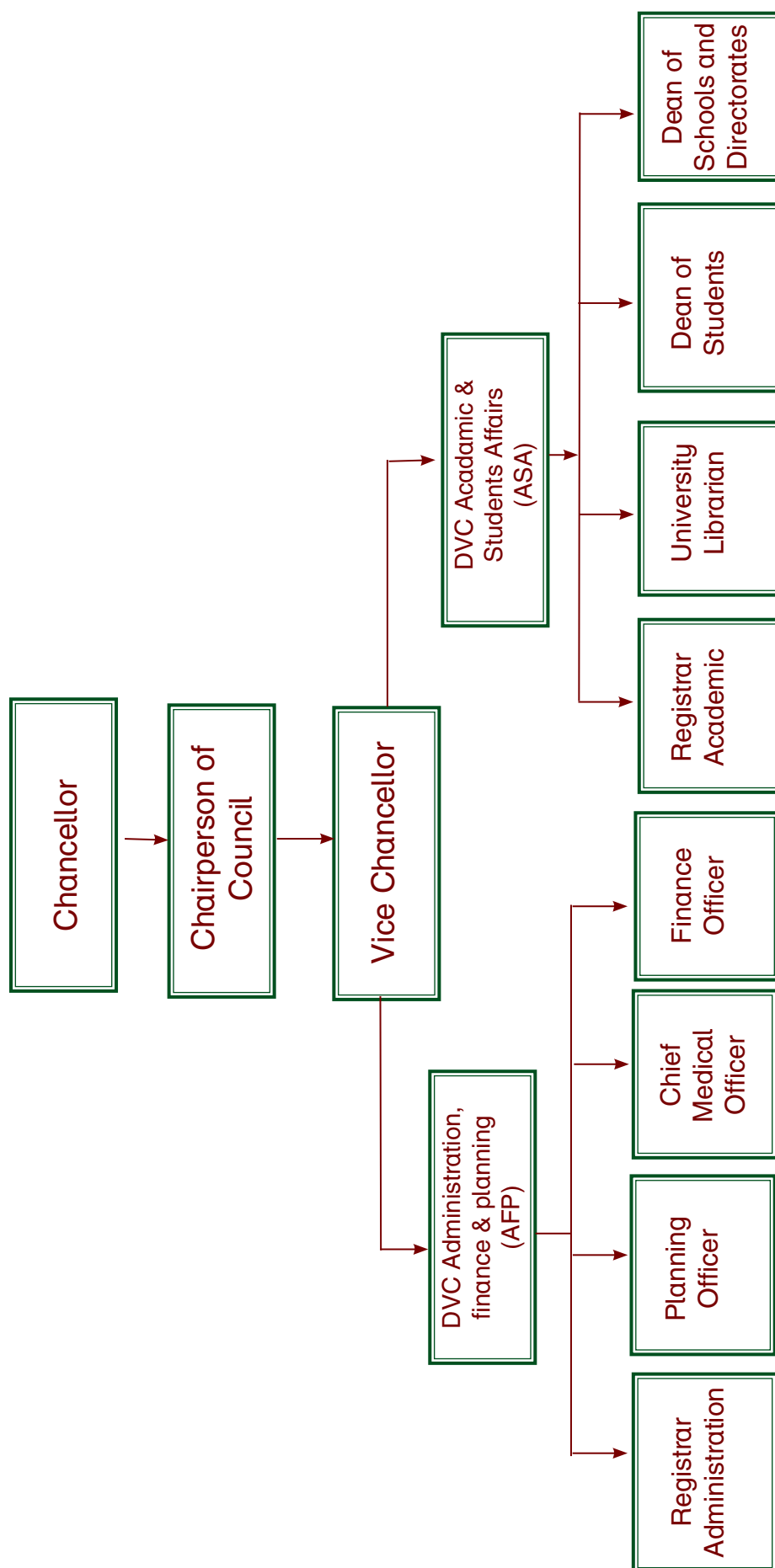
4.8 Capital Development Projects

4.8.1 Projected Capital Development Establishment

The following table shows the development projects progression over the strategic period.

S/N	Project	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Source of Funds
Completion (Percent)							
1.	5-Storey Tuition Block		100%				GOK
2.	2000 Seater Library		20%	45%	80%	100%	GOK + other sources
3.	Construction of Play Grounds	Hockey 100%	Football 100%	Netball 100%			GOK + other sources
4.	University Main Gate		100%				GOK + other sources
5.	Extension of Administration Block	100%					GOK + other sources
6.	Construction of Borehole		100%				GOK + other sources
7.	Modern Graduation Pavilion				50%	100%	GOK + other sources
8.	Sewage Disposal System		25%	50%	75%	100%	GOK + other sources
9.	ICT Laboratory		50%	80%	100%		GOK + other sources
10.	Water Project		100%				GOK + other sources

4.9 Resource Mobilisation and Utilisation

Resource mobilisation is critical to the implementation of this Strategic Plan. Estimates of the resources required to implement the Plan have been determined through costing thw proposed programmes, projects and activities. Funds will be generated from the National and County Governments, Appropriation in Aid (A in A) and from development partners. A summary of the projected budget for the financial years 2017–2022 is provided in the following table:

4.9.1 Projected Budget for the Financial Years 2017–2022

Amount (Ksh.) in Millions						
Particulars	2017/18	2018/19	2019/20	2020/21	2021/22	Totals
Personal emoluments and related expenses for RU members	576	578	636	700	770	3260
Maintenance, Operation	302	327	359	395	435	1818
Capital Expenditure	314	400	400	400	400	1914
Gross Resource Requirement	1192	1305	1395	1495	1605	6992
RU fees and Related Income (A in A)	349	382	419	462	508	2118
Capitation Grant from GoK	731	842	928	991	1038	4530
Expected Gross Income	1078	1224	1347	1453	1546	6648
Resource Gap to be raised from partners and extra funding from GoK	114	81	48	42	59	344

4.9.2 Financial Constraints

The following challenges may inhibit the acquisition of enough finances to implement the plan.

a) Inadequate government capitation
b) Inadequate internal resource mobilisation capacity
c) Abrupt changes in national policies and regulations
d) Declining student enrolment

4.9.3 Strategies for Resource Mobilisation

Financial resource mobilisation for the Plan period will include:

a) Petition for increased funding from National and County Governments
b) Increase enrolment of students
c) Application for grants – research grants
d) Development of income generating projects
e) Development of strategic partnerships and the endowment funds
f) Research and consultancy services
g) Adherence to best practices in international financial management

4.9.4 Prudent Resource Management Strategies

Rongo University will continuously develop and implement prudent strategies to manage its human, financial and physical resources for enhanced resource utilisation. The University will undertake a number of measures to manage these resources during the Plan period. Some of these measures will include:

a) Rational recruitment and placement of staff
b) Adherence to budget allocations
c) Adherence to procurement plans
d) Reduce, Reuse and Recycle strategies

e) Appointment of monitoring and evaluation committees
f) Awareness creation among all staff
g) Purchase of products designed to use less space and material
h) Development and implementation of facility/assets maintenance plan
i) Integrate use of ICT in most operations to increase efficiency
j) Development and implementation of waste management policy
k) Disposal of idle and/or obsolete assets
l) Water harvesting to reduce the cost of pumping water

4.10 Risk Analysis

S/N	Risk Factor	Risks	Severity	Mitigation	Monitoring
1.	Financial	Mismanagement of financial resources	Low	Develop and implement adequate financial control measures	Quarterly
		Inadequate internal resource mobilisation capacity	High	Diversify revenue streams	Quarterly
		Inadequate capitation	High	Lobby for additional capitation	Annually
		Irregular disbursement of funds	Medium	Lobby for additional capitation	Annually
		Changes in fiscal policies and trends	Low	Institutionalise change management	Annually
		Liquidity	Medium	Enhanced resource mobilisation	Annually
2.	Technological	Inadequate ICT infrastructure	Medium	• Improve ICT infrastructure • Invest in alternative sources of ICT infrastructure	Quarterly
		Changing technology	Low	• Adapt to technological changes • Institutionalise change management programmes	Annually
		Unreliable power supply	High	• Develop and implement Green Energy Policy • Diversify sources of energy	Quarterly
		Inadequate Science equipment and laboratories	High	• Encourage stakeholder partnerships to construct and equip science laboratories	Annually

S/N	Risk Factor	Risks	Severity	Mitigation	Monitoring
3.	Political	Negative political intervention	Medium	• Institute clear terms of engagement with the political class • Adhere to the established rules and regulations on service delivery and code of conduct	Annually
		Unexpected changes in national policies and regulations	Medium	• Conduct legal audit • Enhanced compliance	Annually
		Increased number of universities	Medium	• Develop market oriented programmes • Develop and institutionalise the Rongo University brand • Enhance marketing strategies • Institutionalise effective quality assurance	Annually
		Industrial action and students unrest	Medium	• Negotiate and sign CBAs • Hold regular meetings with staff and students	Annually
		Insecurity	Medium	• Enhance university security • Partner with local security agencies • Improve cyber security	Annually
4.	Environment	Unpredictable weather conditions	Medium	• Adopt mitigation initiatives	Quarterly
		Inadequate waste management	Low	• Develop partnerships and collaborations on waste management • Initiate environmental CSR activities	Quarterly
		Land encroachment	Medium	• Acquire land title deeds • Secure university perimeter to avoid boundary porosity • Improve security	Quarterly
		Disease outbreak	Medium	• Procure comprehensive medical cover/insurance	

S/N	Risk Factor	Risks	Severity	Mitigation	Monitoring
5.	Organisation	Inadequate human resource capacity	Medium	Attract, develop and retain competent staff	Annually
		Weak collaboration and linkages	Medium	Develop and implement policy on collaborations and linkages Strengthen attachments and placement programmes. Implement Intellectual Property Management Policy Develop innovations for uptake by industry Develop proposals for partnerships	Annually
		Incidences of corruption	Medium	Implement leadership and integrity act, 2012, Public Officers Ethics Act, among other relevant legislations. Implement provisions of Chapter Six of the Constitution Implement whistle blowing policy	Annually
		Non-compliance with statutory provisions			
		Systems failure	Medium	Examinations, teaching, senate issues,	

4.11 Implementation Matrix

Implementation Matrix

KRA 1: Academic Excellence

Strategic Objective 1: To produce quality and innovative graduates

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
a) To strengthen quality and distinctiveness of academic programmes	Review existing academic programmes to meet the market needs	Academic programmes reviewed	Percentage of academic programmes reviewed	20%	20%	20%	20%	20%	DVC (ASA)
	Establish 5 new Academic Departments	Academic Departments established	Number of Departments		1	3	1	1	VC
	Establish Centre for Media, Peace and Democracy	Centre for Media, Peace and Democracy established	In place	1					DVC (AFP)
	Establish Centre for Teacher Education	Centre for Teacher Education established	In place			1			DVC (AFP)
	Create ODeL Learning Centre in a major town in Kenya	ODeL Learning Centre created	ODeL Learning Centre			1			VC
	Develop and implement at least 2 market driven programmes.	Innovative and market driven academic programmes developed and implemented	Number of academic programmes		1	1			DVC (ASA)
	Integrate field practice and/or industrial attachment in all the academic programmes	Field practice and/ or industrial attachment integrated in all academic programmes	% of curricula integrated	20%	20%	20%	20%	20%	DVC (ASA) DVC (RICS)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
b) To provide modern learning facilities and equipment	Complete 1 No. modern 5-strorey tuition blocks	Modern 5-storey tuition blocks constructed	Number of 5-storey tuition blocks		1				DVC (AFP)
	Maintain and upgrade existing learning and teaching facilities	Annual maintenance and upgrading plan developed and implemented	Maintenance and upgrade plan	1	1	1	1	1	DVC (AFP)
			Implementation report	1	1	1	1	1	DVC (AFP)
	Construct and equip 1 No. 2000-seater library	2000-seater library constructed	% completion		10%	20%	20%	50%	DVC (AFP)
		Library facilities in place	Number of facilities in place as per budget	1	1	2	3	3	DVC (AFP)
	Acquire 2000 hard copy book titles	Titles acquired	Number of titles acquired as per budget	400	400	400	400	400	DVC (AFP)
	Subscribe to library e-resources database	e-resource database subscribed to	No. of databases	100	100	100	100	100	DVC (AFP)
	Equip existing laboratories	Amount of money allocated for laboratory equipment	Amount allocated	2 million	2 million	3 million	5 million	5 million	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
	Strengthen ICT infrastructure	availability of wireless internet	Internet bandwidth	80	110	160	180	200	DVC (AFP)
		Automated student support services	Number of automated support services	3	3	4	4	5	DVC (AFP)
	Expand recreation and sports facilities	Playgrounds constructed	Number of playgrounds	1 football pitch	1 rugby pitch 1 hockey pitch	1 basketball pitch 1 netball pitch	1 badminton		DVC (AFP)
		Adequate facilities provided	Amount of money allocated for facilities	0.5 m	1 m	2 m	4 m	4 m	DVC (AFP)
c) To engage, train and retain quality and competent academic staff	Recruit and retain additional 60 academic staff	Academic staff recruited and retained	No. of additional academic staff	10	10	10	15	15	DVC (AFP) DVC (ASA)
	Develop and implement code of conduct and ethics for academic staff	Code of conduct and ethics developed and signed	Signed code of conduct		1				DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
d) Enhance effective teaching, learning and research	Develop and implement 5-year academic calendar	5-year academic calendar developed and implemented	5-year academic calendar		1				DVC (ASA)
	Monitor and evaluate teaching	Teaching monitored and evaluated	Teaching monitoring and evaluation report	1	1	1	1	1	DVC (ASA) DQA
	Guide and counsel learners	Students guided and counselled	Guidance and counselling report	1	1	1	1	1	DVC (ASA) DOS
	Establish career services office	Career services office established	1 office		1				DVC (ASA)
	Institute students exchange, internship, work study and industrial attachment programmes	Exchange programmes initiated	Number of active exchange programmes	2	2	2	2	2	DVC (ASA) Deans/ HODs
		Students placed on work study	Amount of money allocated for work study programme	1.3 m	1.5 m	2 m	2.5 m	3 m	DVC (ASA)
		Students placed on attachment	Number of students attached	5	5	5	5	5	DVC (AFP)
		Students placed on internship	Number of student interns	5	5	5	5	5	DVC (AFP)
	Initiate formal mentorship programmes for learners	Mentorship policy developed and implemented	Mentorship policy	1					

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
		Mentorship programmes established	Number of students mentored		50	50	50	50	DVC (ASA)
	Review and implement research policy	Research policy reviewed and implemented	Reviewed research policy		1				DVC (ASA) Deans/HODs
			Implementation report	1	1	1	1	1	

KRA 2: Research and Outreach

Strategic Objective 1: To Strengthen Research, Innovation and Outreach

Strategies	Activities	Output	Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
a) Establish Research, Innovation and Outreach Division	Create the Division of Research, Innovation and Outreach	Division of Research Innovation and Outreach created	Research Innovation and Outreach Division			1			VC
	Allocate 2% of the University recurrent budget to Research, Innovation and Outreach	Research fund allocated	Percentage allocated	0.5%	0.5%	1%	2%	2%	VC DVC (AFP)
	Establish the Directorate of Research and Linkages	Directorate created	Director Appointed			1			VC
b) Establish innovation and incubation centre	Create innovation and incubation centre	Innovation and incubation centre created	Innovation and incubation centre				1		DVC (ASA)
	Develop and incubate innovative projects	Innovative projects are incubated	No. of incubated projects				1	1	DVC (RICS)

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
	Mobilise resources for innovations and intellectual property development	Resources mobilised	% of the budget				0.5%	0.5%	VC DVCs
	Implement Intellectual property rights policy	Intellectual property rights policy implemented	Implementation report	1	1	1	1	1	DVC (ASA)
	Introduce innovations to the market	Innovations marketed	No. of innovations				1	1	DVC (ASA)
c) Enhance publication among staff and students	Academic staff to publish at least 1 paper or book chapter per year	Articles published	Number of publications	40	45	50	55	60	DVC (ASA)
	Academic staff to present at least 1 paper in scientific workshop, seminars and conferences biennially	Research papers presented	Number of presentations	12	12	12	12	12	DVC (ASA)
		Staff sponsored	Number of staff	40	45	50	55	60	
	Masters and PhD students to publish at least 1 and 2 papers respectively before graduation	Papers published	Number of publications	All graduands	All graduands	All graduands	All graduands	All graduands	DVC (ASA) Deans/ HODs
	Reward and recognise outstanding researchers	Outstanding researchers recognised and awarded	Number of researchers	2	2	2	2	2	DVC (ASA)

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
	Deposit research publications in the University Repository	Research publications deposited in repository	No. of publications	All	All	All	All	All	DVC (ASA)
d) Develop partnerships and collaborations	Establish partnerships and collaborations	Partnerships and collaborations established	Number of partnerships and collaborations	1	1	2	2	2	VC
	Develop fundable proposals	Proposals developed	Number of proposals	6	12	12	18	18	DVC (ASA)
e) Enhance outreach and extension services	Develop and implement outreach programmes	Outreach programmes developed and implemented	No. of programmes	2	2	2	2	2	DVC (ASA)
	Conduct at least 1 inaugural lecture per year	Inaugural lectures conducted	Number of inaugural lectures		1	1	1	1	DVC (ASA)
	Conduct at least 2 public lectures annually	Public lectures conducted	Number of public lectures	2	2	2	2	2	DVC(ASA)
	Conduct annual open days	Annual open days conducted	Number of open days	1	1	1	1	1	DVC (ASA)
	Hold at least one biennial learned conference	Learned conference held	Number of conferences held	1		1		1	DVC (ASA)
	Implement extension and outreach policy	Extension and outreach policy implemented	Implementation report	1	1	1	1	1	DVC (RICS)

Implementation Matrix

KRA 3: Financial Sustainability

Strategic Objective 1: To improve financial sustainability through diversification of revenue streams, and effective and efficient financial management

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
a) Strengthen existing sources	Effectively market programmes to increase student enrolment to 6,200 by 2022	Student enrolment increased	No. of students	6,600	5,600	6,000	6,100	6,200	DVC (ASA)
	Petition for enhanced capitation and funding	Capitation enhanced	% increase in capitation	10%	10%	10%	10%	10%	VC
b) Diversify sources of income	Establish the Directorate of Resource Mobilisation and Enterprise Development	Directorate established	Directorate of Resource Mobilisation and Enterprise Development			1			VC
	Develop and implement Resource Mobilisation Policy	Resource Mobilisation Policy developed and implemented	Resource Mobilisation Policy		1				VC DVC (AFP)
			Implementation reports		1	1	1	1	DVC (AFP)
	Review and implement business plans for at least 2 income generating activities (farm, textile, mechanical)	Business plans reviewed and implemented	No. of business plans	2					DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)

Strategies	Activities	Output	Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
	Develop and implement business plans for at least 2 new income generating activities	Business plans developed and implemented	No. of business plans			2			DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)
	Develop and implement at least 1 consultancy programme	Consultancy programmes developed and implemented	Number of consultancy programmes				1		DVCs
	Identify and create partnerships with potential partners	Partnerships established	No. of partnerships established		2	2	2	2	VC DVCs
	Develop 6 fundable proposals for resource mobilisation annually	Proposals developed	No. of proposals	6	6	6	6	6	VC DVCs
	Lobby for student sponsorship programmes	Students sponsored	Number of students	100	150	200	250	300	DV DVCs
	Create endowment fund	Endowment fund created	Endowment fund				1	1	VC
			Amount of revenue				0.5m	0.5m	VC DVCs

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
c) Enhance sound financial management practices	Create Budget Implementation Committee	Budget Implementation Committee created	Budget Implementation Committee	1	1	2	1	1	VC
	Develop and implement comprehensive 5-year procurement plan for the Strategic Plan period	Procurement plan developed and implemented	Procurement plan	1					DVC (AFP)
	Develop and implement comprehensive 5-year budget for the Strategic Plan period	5-year budget developed and implemented	The budget	1					DVC (AFP)
	Monitor and evaluate budget and procurement plan	Budget and procurement plan monitored and evaluated	Monitoring and evaluation report	1	1	1	1	1	DVC (AFP)
	Developing efficient and effective operational systems and controls	Operational systems and controls developed	Annual report	1	1	1	1	1	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
	Implementing audit recommendations	Audit recommendations implemented	Implementation reports	1	1	1	1	1	DVC (AFP)
d) Managing University debt levels	Monitor and maintain University debt ratio at 0.1	University debt ratio monitored and maintained	Debt ratio	0.1	0.1	0.1	0.1	0.1	DVC (AFP)
	Develop and implement fee payment policy	Fee payment policy developed and implemented	Policy approved	1					DVC (AFP)
e) Strengthen financial and procurement systems	Acquire and install enterprise resource planning systems	ERP installed	ERP system			1			DVC (AFP)
	Activate all the modules of UniPlus system	UniPlus Modules activated	Number of modules	All	All	All	All	All	DVC (AFP)
f) Operationalise financial and procurement policies and procedures	Comply with Public Procurement and Asset Disposal Act and relevant government circulars	Public Procurement and Asset Disposal Act Complied with	Compliance Report	1	1	1	1	1	VC
	Implement Public Finance Management Act	PFMA Act implemented	Implementation report	1	1	1	1	1	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
g) Emphasise cost reduction	Develop and implement waste reduction policy	Waste reduction policy developed and implemented	Waste reduction policy		1				DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)
	Identify and seal loopholes for wastage	Loopholes identified and sealed	Reports	1	1	1	1	1	DVC (AFP)
	Reduce the number of part-time lecturers by 50%	Part-time lecturers reduced	% reduction	10%	10%	10%	10%	10%	DVC (AFP)
	Reduce rental expenditure by 50%	Rental expenditure reduced	% reduction	10%	10%	10%	10%	10%	DVC (AFP)
h) Provide accurate and reliable financial reports for decision making	Prepare and submit quarterly and annual report and financial statements	Annual report and financial statements prepared and submitted	Annual report and financial statements	5	5	5	5	5	DVC (AFP)
i) Provide accurate audit reports	Conduct internal and external audits	Internal and external audits conducted	Audit reports	5	5	5	5	5	DVC (AFP)
KRA 4: Institutional Capacity									
Strategic Objective 1: To engage, train and retain quality and competent human resources									
a) Engage qualified and competent staff	Recruit at least 80 additional (60 academic, 15 admin) qualified staff based on need	Qualified staff recruited	No. of academic staff recruited	10	10	10	15	15	DVC (AFP)
			No. of Administrative staff recruited		2	3	5	5	

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
b) Enhanced staff training	Induct new employees	New employees inducted	No. of employees	25	30	40	55	65	DVC (AFP)
	Conduct training needs assessment	Needs assessment conducted	Needs assessment report	1	1	1	1	1	DVC (AFP)
	Develop and implement effective training programmes based on training needs assessment	Training programmes developed and implemented	Implementation reports	1	1	1	1	1	DVC (AFP)
	Review and implement staff training and development policy	Staff training and development policy reviewed and implemented	Implementation reports	1	1	1	1	1	DVC (AFP)
	Develop and implement staff mentorship policy	Staff mentorship policy developed and implemented	Staff mentorship policy	1					DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)
c) Enhance staff retention	Provide attractive terms and conditions of service	Attractive terms and conditions of service provided	Employee satisfaction survey reports	1	1	1	1	1	DVC (AFP)
	Review and implement Human Resource Policy and Procedure Manual	Human Resource Policy and Procedure Manual reviewed and implemented	Implementation reports	1	1	1	1	1	DVC (AFP)
	Implement the awards and recognition policy	Awards and recognition policy implemented	Implementation reports	1	1	1	1	1	DVC (AFP)
	Provide conducive work environment	Conducive work environment provided	Work environment survey report	1	1	1	1	1	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets						Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22		
d) Enhance effective performance management	Negotiate and assign performance targets	Performance targets negotiated and assigned	Performance targets	1	1	1	1	1		DVC (AFP)
	Conduct annual staff appraisal	Annual staff appraisal conducted	Appraisal reports	1	1	1	1	1		DVC (AFP)
	Provide appraisal feedback	Appraisal feedback provided	Appraisal feedback	1	1	1	1	1		DVC (AFP)
e) Enhance employee assistance programmes	Develop and implement HIV and AIDS Policy	HIV and AIDS Policy developed and implemented	HIV and AIDS Policy	1						DVC (AFP)
			Implementation reports	1	1	1	1	1		DVC (AFP)
	Implement Alcohol and Drug Abuse Policy	Alcohol and Drug Abuse Policy implemented	Implementation reports	1	1	1	1	1		DVC (AFP)
	Develop and implement gender mainstreaming policy	Gender mainstreaming policy developed and implemented	Gender mainstreaming policy		1					DVC (AFP)
			Implementation reports	1	1	1	1	1		DVC (AFP)
	Develop and implement disability mainstreaming policy	Disability mainstreaming policy developed and implemented	Disability mainstreaming policy			1				DVC (AFP)
			Implementation reports			1	1	1		DVC (AFP)
	Provide guidance and counselling to staff	Guidance and counselling to staff provided	Guidance and counselling reports	1		1	1	1		DVC (AFP)

Implementation Matrix

Strategic Objective 2: To develop and maintain infrastructure and acquire equipment

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
a) Enhance physical infrastructure	Finalise University master plan	University master plan finalised	Master Plan		1				DVC (AFP)
	Construct University perimeter wall around Main Campus	University perimeter wall constructed	% completion		10%	10%	15%	20%	DVC (AFP)
	Construct and maintain pathways	Pathways constructed and maintained	% constructed and maintained	20%	20%	20%	20%	20%	DVC (AFP)
	Expand and equip the University clinic	University clinic expanded and equipped	Expanded University clinic				1		DVC (AFP)
	Provide and equip Staff Centre	Staff Centre provided and equipped	Staff Centre				1		DVC (AFP)
	Construct the University Main Gate	University Main Gate constructed	University Main Gate		1				DVC (AFP)
	Complete extension of administration block	Extension of administration block completed	Extended administration block	1					DVC (AFP)
	Enhance transport facilities	2 buses, 2SUVs, 1 microvan, 2 saloon, and 1 double cab purchased	No. of vehicles	1 Prado	1 Double Cab Pick-up	1 micro van 1 saloon	1 bus 1 SUV 1 micro van	2 saloon 1 bus	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
	Construct one (1) borehole in Rongo Town Annex	Borehole constructed	No. of boreholes			1			DVC (AFP)
	Acquire additional land for expansion	6 acres of land acquired	Size of land acquired			6 acres			VC
	Construct graduation pavilion	Graduation pavilion constructed	% completion				50%	50%	DVC (AFP)
	Enhance Landscaping of University compound	University compound landscaping enhanced	% build-up area landscaped.	10%	10%	10%	10%	10%	DVC (AFP)
b) Improve ICT infrastructure	Conduct ICT needs assessment	ICT needs assessment conducted	Assessment reports		1				DVC (AFP)
	Develop ICT network master plan	Network master plan developed	Network master plan	1					DVC (AFP)
	Expand existing network connectivity	Existing network connectivity expanded	Network connectivity report	1	1	1	1	1	DVC (AFP)
	Increase bandwidth to 200 mbps	Bandwidth increased to 200 mbps	Quantity of bandwidth	80 mbps	110 mbps	160 mbps	180 mbps	200 mbps	DVC (AFP)
	Acquire 200 computers	200 computers acquired	No. of computers	50	50	100			DVC (AFP)
	Purchase 1 additional server	1 server purchased	No. of servers			1			DVC (AFP)
	Acquire and install information security system	Information security system acquired and installed	Information security system			1			DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
	Upgrade the University website	University website upgraded	University website	1	1	1	1	1	DVC (AFP)
	Develop and implement ICT policy	ICT policy developed and implemented	ICT policy		1				DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)
c) Diversify sources of energy	Implement energy audit	Energy audit implemented	Implementation report	1					DVC (AFP)
	Expand solar energy system to all buildings	Solar energy system installed in all buildings	% completion		10%	10%	10%	10%	DVC (AFP)
	Install at least 1 biogas energy system	Biogas energy system installed	No. of biogas energy systems			1			DVC (AFP)
	Review electrical wiring	Electrical wiring reviewed	% completion				100%		DVC (AFP)
	Connect all buildings to back-up generator	Buildings connected to back-up generator	% connected	5%	10%	10%	10%	10%	DVC (AFP)
	Install solar powered street lights on roads and pathways	Solar powered street lights installed	% streets not connected by KP	25%	10%	10%	10%	10%	DVC (AFP)
	Develop and implement Green Energy Policy	Green Energy Policy developed and implemented	Green Energy Policy			1			DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)

Implementation Matrix

Strategic Objective 3: To enhance corporate governance and image

Strategies	Activities	Output	Performance Indicator	Targets					Responsible
				2017/18	2018/19	2019/20	2020/21	2021/22	
a) Operationalise governance structure	Progressively fill vacant positions in the University structure	Vacant positions progressively filled	% filled	20%	20%	20%	20%	20%	VC DVC (AFP)
	Adhere to relevant laws, regulations, policies and procedures	Relevant laws, policies and regulations adhered to	Compliance reports	1	1	1	1	1	VC DVCs
b) Promote good corporate governance	Train Council members and Management on corporate governance	Council members and Management trained	No. of training sessions	1	1	1			VC
	Conduct annual Council evaluation	Council evaluation conducted	No. of evaluations	1	1	1	1	1	VC
	Conduct annual governance audit	Governance audit conducted	Governance audit report		1	1	1	1	VC
	Develop and implement anti-corruption policy	Anti-corruption policy developed and implemented	Anti-corruption policy			1			DVC (AFP)
			Implementation report			1	1	1	DVC (AFP)
	Implement code of conduct and ethics for Council members and staff	Code of conduct and ethics for Council members and staff implemented	Implementation report	1	1	1	1	1	VC
	Conduct corruption risk assessment	Corruption risk assessment report conducted	Corruption risk assessment report	1	1	1	1	1	VC
	Develop and implement corruption risk mitigation plans	Corruption risk mitigation plans developed	Corruption risk mitigation plans	1	1	1	1	1	VC

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
			Implementation Report	1	1	1	1	1	VC
	Open and maintain conflict of interest and gift register	Conflict of interest and gift register opened and maintained	Conflict of interest and gift register	1	1	1	1	1	VC DVCs
			Implementation report	1	1	1	1	1	DVC (AFP)
	Train Integrity officers	Integrity officers trained	Training reports	1	1	1	1	1	DVC (AFP)
	Institutionalise alternative dispute resolution mechanisms	Alternative dispute resolution mechanisms institutionalised	Dispute resolution reports	1	1	1	1	1	VC
c) Institutionalise appropriate organisational culture	Develop and instill appropriate work culture	Appropriate work culture developed and instilled	Assessment report	1	1	1	1	1	DVC (AFP)
	Initiate culture change programmes	Culture change programmes initiated	Culture change programmes	1	1	1	1	1	VC DVC (AFP)
d) Enhance corporate communication	Establish corporate communications office	Corporate communication office established	Corporate communication office	1					VC
	Purchase and install PABX system	PABX system purchased and installed	PABX system		1				DVC (AFP)
	Develop and implement corporate communication policy	Corporate communication policy developed and implemented	Corporate communication policy			1			DVC (AFP)
			Implementation reports			1		1	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
e) Enhance risk management	Conduct annual corporate risk assessment	Corporate risk assessment conducted	Corporate risk assessment reports	1	1	1	1	1	DVC (AFP)
	Develop and implement risk mitigation plan	Risk mitigation plan developed	Risk mitigation plan	1	1	1	1	1	DVC (AFP)
	Implement risk management policy	Risk management policy implemented	Implementation reports	1	1	1	1	1	DVC (AFP)
f) Enhance national integration and cohesion	Ensure inclusivity and ethnic diversity in recruitment of staff	Diversified recruitment of staff	Ethnic distribution report	1	1	1	1	1	DVC (AFP)
g) Enhance University security	Partner with local security agencies	Partnership established	Partnership reports	1	1	1	1	1	VC
	Develop and implement relevant safety and security policies	Safety and security policies developed and implemented	Safety and security policies	1	1				DVC (AFP)
			Implementation reports	1	1	1	1	1	DVC (AFP)
	Establish a police post	Police post established	Police post		1				VC
	Establish and equip security operation centre	Security operation centre established and equipped	% completion		25%	25%	25%	25%	DVC (AFP)
	Install CCTV cameras	CCTV cameras installed	% of buildings with CCTV cameras		10%	10%	10%	10%	DVC (AFP)

Implementation Matrix

Strategies	Activities	Output	Performance Indicator	Targets 2017/18	2018/19	2019/20	2020/21	2021/22	Responsible
h) Attain ISO Certification	Develop ISO 9001:2015 QMS procedure	ISO 9001:2015 QMS procedures developed	ISO 9001:2015 QMS procedures		1				VC
	Launch quality management systems	Quality management systems launched	Quality management systems		1				VC
	Conduct internal audits	Internal audits conducted	Internal audit reports		1				VC
	Apply for certification	Certification application	Certification		1				VC
	Conduct pre-certification audit	Pre-certification audit conducted	Pre-certification audit reports		1				VC
	Conduct certification audit	Certification audit conducted	Audit reports		1				VC
	Attain certification	Certification attained	ISO Certification		1				VC
i) Monitor and Evaluate Strategic Plan	Conduct monitoring and evaluation	Strategic Plan monitoring and evaluation conducted	Monitoring and evaluation reports	1	1	1	1	1	VC

Chapter 5

5.0 Monitoring, Evaluation and Reporting

5.1 Introduction

The successful implementation of this Strategic Plan will depend on how effectively the planned activities and outputs are monitored and evaluated. Rongo University shall carry out effective monitoring and evaluation of the planned activities to ensure achievement of the set targets and objectives. Monitoring and evaluation provide information which help Management in making decisions aimed at improving organisational performance. Monitoring and Evaluation (M&E) of this Strategic Plan shall require that the University develops Annual Work Plans and Annual Performance Contracts. From these documents, progress reports shall be prepared on monthly, quarterly and annual basis, and during mid-term review. A final evaluation will be conducted at the end of the Strategic Plan period to ascertain the degree of achievement of the aim and objectives, to enable reflection, and to assist in the identification of the future direction of Rongo University. This report will be prepared and shared with the stakeholders.

5.2 Annual Monitoring Plan

To facilitate effective monitoring, each department will be required to prepare annual implementation/work plans drawn from this Strategic Plan. These annual departmental plans will be combined to form Divisional Work/Implementation Plans, which shall eventually be combined to form the University Annual Work Plan. This will be translated into Annual Performance Contracts.

5.3 Performance Contracts

Rongo University shall implement its Strategic Plan through the Performance Contract approach. In this approach, Rongo University shall draw its annual performance targets from this plan over the next five years. These targets will then be assigned to divisions. The divisions will cascade them to schools/directorates/departments and to individual members of staff. This will form the basis of staff appraisal.

5.4 Monitoring Results

Monitoring of results shall be based on the performance indicators given in the annual work/implementation plans and targets. The performance indicators will represent the desired situation at a specific time. Data will be collected on these indicators on monthly, quarterly and on annual basis so that progress can be assessed by comparing an initial situation with the current situation. Baseline data will be collected for each of the results indicators to act as benchmarks for monitoring results.

5.5 Evaluation

The University shall conduct annual, mid-term review and end-term evaluation of this Strategic Plan. These evaluations will be conducted in a systematic and objective manner in order to assess the extent to which the interventions adopted have assisted the university in realising its objectives and the impacts created. They will also enable the University to gather information and incorporate lessons learned into the future decision-making process. The annual evaluation shall be undertaken at the end of the month of June in each financial year. This period coincides with budget allocation to public universities, budgets and the preparation of financial statements. A mid-term review of the Strategic Plan will be undertaken in December, 2019 to examine achievements over the first two and a half years against expected results. This will facilitate review of strategies and indicators so as to inform evidence-based adjustments. The end-term evaluation will be conducted in the month of June, 2022 to determine the overall impact and outcomes against the set key result areas. The recommendations from end-term review will inform the next Strategic Plan.

5.6 Reporting

Progress reports on KRAs will encompass:

a) Development of reporting formats
b) Periodic reports (monthly, quarterly, half year and annually)
c) Consultative meetings
d) Feedback from the employees

Strategic Plan Team