



Strategic Plan

2022 – 2027

Vision

A world class technology-driven University in learning and practice

Mission

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

Motto

A goldmine of knowledge and innovation

Core Values

- Integrity
- Professionalism
- Innovativeness
- Equity
- Teamwork
- 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 AFP	Deputy Vice Chancellor- Administration, Finance and Planning
ERS	Economic Recovery Strategies
GDP	Gross Domestic Product
HELB	Higher Education Loans Board
IGA	Income generating activities
ISO	International Standards Organization
KPI	Key Performance Indicators
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
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
QMS	Quality Management Systems
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TVET	Technical and Vocational Education and Training
UASU	Universities Academic Staff Union
VC	Vice Chancellor

Definition of terms

Activity: A set of specific tasks to achieve the University's strategic objectives

Strategic Objective: These are what the University commits itself to accomplish in the long term; they establish the performance levels to be achieved on priority issues and measures of success in fulfilling the University mission

Strategic Planning: The art of formulating the University strategies, resource mobilization and allocation to implement the strategies and evaluating their impacts on the organization.

Key result area: Outline of the University area of focus. It also refers to the general areas of outputs for which the University has a role or is responsible for.

Performance Indicator: Measure of progress on a strategy

Risk: Future uncertainties that may hinder the University from achieving its strategic objectives

Output: Specific, observable, and measurable achievement of an indicator

Target: Planned level of an indicator achievement

Technology-driven: Use of innovative interventions and invention to steer University mission

STATEMENT FROM THE CHANCELLOR

It is a great honour to present to you the Rongo University 2022-2027 Strategic Plan. This Strategic Plan has been developed through extensive consultation with stakeholders. It establishes a framework to enable the University to effectively deliver on its vision, mission, and objectives. The Plan also provides a system to monitor and evaluate performance of the University over the plan period.

Today, the higher education sector is faced with increasing societal demand to provide socio-economic transformation. Therefore, there is a need to develop strategies to enable the University respond to the demands. Consequently, the Strategic Plan has identified four key result areas namely, Academic Excellence, Research and Community Service, Financial Sustainability, and Institutional Capacity. By doing this, the University will contribute to the realization of National Development Agenda (the Kenya Vision 2030 and the “Big Four” Agenda), East Africa Community agenda, Africa’s Agenda 2063 and United Nations Sustainable Development Goals (SDGs).

I therefore take this opportunity to wish the University Council, University Management, staff, students and other stakeholders success as they take ownership and implement the 2022-2027 Rongo University Strategic Plan.

Chancellor, Rongo University

FOREWORD

Rongo University has developed a Strategic Plan for the period 2022 – 2027 following the expiry of the 2017-2022 Strategic Plan. The Plan has been developed through a broad consultative process involving all stakeholders and brings into focus the development goals and priorities of the University over the plan period.

This Strategic Plan is anchored on four Key Result Areas (KRAs) namely: Academic Excellence, Research and Outreach, Financial Sustainability, and Institutional Capacity. The University has developed strategic responses to enhance service delivery for sustainable development and growth over the strategic period. Some of the notable development priorities include strengthening the quality and delivery of academic programs, expanding the University infrastructure, enhancing security, resource mobilization and rationalization.

The Council has significantly restructured the University organization structure to maximize operational efficiency and effectiveness. The University has considered the current and emerging issues in the education sector and global trends in higher education. As a result, strategies have been crafted to position the University as a competitive learning institution.

I wish to emphasize that the Strategic Plan is a statement of intent that the Council shall use as a basis for developing the University. In view of the wide consultations that fed into the development of this Plan, I am hopeful that all the stakeholders will own and support its implementation for the benefit of the University. I thank all the teams that participated in the development of this Strategic Plan and wish Rongo University the best of success.

**CHAIRPERSON,
RONGO UNIVERSITY COUNCIL**

PREFACE

Rongo University has come a long way since its inception as a constituent college in 2012 and later as a university in 2016. Despite facing many challenges, the University has remained resilient and attained considerable successes. Moving forward, the University has developed strategies to enhance academic excellence, research and community service, financial sustainability, and institutional capacity to help achieve its vision and mission. To maintain competitive edge in higher education, the University will continue to offer innovative market driven academic and research programs while offering opportunities for civic engagement; embracing diversity and sustainability; providing a vibrant staff and student experience and exercising sound fiscal management. The University will focus more on developing competencies that guarantee employability, entrepreneurship, leadership, and governance to produce the desired graduates.

To achieve the goals, the University will endeavour to mobilize resources through enhanced government funding, appropriation in aid, strategic partnerships, research and consultancies, commercialization of intellectual properties, endowments amongst others.

As I present the 2022-2027 Strategic Plan, I wish to call upon each stakeholder to perform their roles in the implementation of this plan to enhance growth and development of the University. Working in synergy, the University will remain a Goldmine of Knowledge and Innovation.

VICE - CHANCELLOR

1.0 INTRODUCTION

1.1 Rationale for Development of the Strategic Plan

The 2022- 2027 Strategic Plan builds on the successes of the 2017-2022 Strategic Plan and takes into account the emerging challenges in higher education to provide the University leadership and stakeholders with a strategic focus on the development priorities and sustainability of the University. The plan is a blueprint for implementation of key activities whose outcomes will drive the development agenda of the University in line with its Vision and Mission.

1.2 Background of the University

Rongo University has its origins in Moi Institute of Technology (MIT) which was established in 1983 to offer technical, industrial, vocational and entrepreneurship training. In 2008 MIT became affiliated and offered certificate, diploma and degree programmes of Moi University. In 2012 MIT became a constituent College of Moi University on 23rd July, 2012 and was chartered to a University on 7th October 2016 by H.E. President Uhuru Kenyatta.

The University is situated at Kitere Hills, Rongo Sub County of Migori County in the south-western part of Kenya, bordering Tanzania. The University is located 11 kilometres from Rongo Town, and 2.5 kilometres off Rongo–Migori-Highway. The location provides conducive environment for learning, research and outreach. Rongo University has realized steady growth in staff, students, infrastructure, academic and research activities, contributing to overall national development goals. Rongo University aspires to be an exemplar global institution for intellectual development and therefore charts a new strategic direction to enhance its contribution to national, regional and sustainable development goals.

1.3 Mandate of Rongo University

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:

- a) Provide directly, or in collaboration with other institutions of higher learning, facilities for technological, professional and scientific education,
- b) Advance knowledge and its practical application by research and other means,
- c) Disseminate the outcomes of research by various means and commercially exploit the results of such research,
- d) 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,
- e) Contribute to scientific, technological and industrial development of society in collaboration with specific industries and other organizations,
- f) Make proposals for new academic programmes culminating in degrees, diplomas and certificates,
- g) Make proposals for the establishment of colleges, campuses, faculties, schools, institutes, directorates, departments, centres and other resource and administrative units as may be appropriate,
- h) Inculcate a culture of innovation in technology, engineering and science among staff, students and society,
- i) Promote education in social dynamics, science and technology within the

- institution and society,
- j) Develop an institution of excellence in teaching, training, scholarship, entrepreneurship, research, consultancy and community service among other educational services and products,
 - k) 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,
 - l) Play a leading role in the development and expansion of opportunities for socio- cultural, technological and vocational education and training,
 - m) Provide high quality educational, research, residential, commercial, cultural, social, recreational, sporting and other facilities,
 - n) Facilitate student mobility between programmes of study at different accredited technical training institutions, polytechnics and universities,
 - o) Promote critical enquiry, independence and creativity in education, training and research within the institution,
 - p) Participate in commercial ventures and activities that promote the objectives of the institution,
 - q) Foster the general welfare of students and staff,
 - r) Provide equal opportunity for development and further training for staff of the institution,
 - s) Develop and provide educational, cultural, professional, technical, and vocational services to the community and foster corporate social responsibility,
 - t) Provide programmes, products, and services in ways that reflect the principles of equity and social justice,
 - u) 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, and
 - v) Generally, facilitate the development and provision of appropriate and accessible academic and other programmes.

1.4 Schools, Departments and Academic Programmes

The University has four (4) Schools and eleven (11) Departments as shown in Table 1.1. The schools offer various academic programmes at undergraduate and graduate levels.

Table 1.1: Schools and Departments

Schools	Departments
School of Education	<ul style="list-style-type: none"> a) Curriculum Instruction and Media b) Education Psychology and Science c) Education Foundation and Management
School of Arts, Social Sciences and Business	<ul style="list-style-type: none"> a) Business, Tourism and Hospitality b) Languages, Literature and Linguistics c) Humanities and Social Sciences
School Science,	<ul style="list-style-type: none"> a) Physical, Biological and Health Sciences

Agriculture and Environmental Studies	<ul style="list-style-type: none"> b) Agriculture and Environmental Studies c) Mathematics, Statistics and Computing
School of Information Communication and Media Studies	<ul style="list-style-type: none"> a) Information Science b) Communication, Media and Journalism

The Schools and Departments were reduced from six (6) and fifteen (15) respectively through restructuring, with the School of Graduate Studies being converted to a Directorate.

1.5 Directorates

Currently, the University has five Directorates, namely:

- a) Directorate of Open, Distance and e-Learning
- b) Directorate of Quality Assurance and ISO
- c) Directorate of Research and Extension
- d) Directorate of Post-Graduate Studies
- e) Directorate of Technical and Vocational Education and Training (TVET)

The mandate of the Directorates is explained below.

Directorate of Open, Distance and e-Learning

The Directorate provides platform for students to pursue university education through a flexible mode of study. In this strategic period, the University shall strengthen the Directorate by expanding the ODeL-platforms and increasing the number of programmes delivered through ODeL.

Directorate of Quality Assurance and ISO

The Directorate ensures maintenance of quality in service delivery in academic and administrative operations of the University. In this strategic period, the University shall strengthen the Directorate by reviewing quality assurance policy, implementing and monitoring quality assurance programmes/systems and conducting management reviews.

Directorate of Graduate Studies

The Directorate of Graduate Studies (DGS) is responsible for the coordination of graduate studies in the University. The Directorate processes the admission of graduate students, ensures effective student supervision and progression and coordinates theses examination.

Directorate of Research and Extension

The Directorate coordinates research and extension functions in the University. In this Strategic Plan period, the University will strengthen the Directorate to make it vibrant as a centre of excellence in research, innovation and extension services.

Directorate of Technical and Vocational Education and Training (TVET)

The Directorate coordinates training of students under TVET. In this Strategic Plan period, the University will establish and operationalize the Directorate as a premium technical and vocation training institute.

1.6 Library

The University is committed to providing quality library services and resources that support teaching, research and life-long learning. The library provides access to print and electronic resources. In the strategic period, the University will complete the construction of the 2000-seater library and increase subscription to e-books and e-journals.

1.7 Administrative and Support Services

The University has established various administrative units to support its academic activities. These units are mandated to streamline various University operations including financial management, resource mobilization, human resource, maintenance services, students' welfare, medical services, ICT, legal and security services, among others. The administrative units are shown below.

Administrative Units

- a) Administrative Services (Office of the Vice-Chancellor)
- b) Security
- c) Procurement
- d) Council Secretariat
- e) Internal Audit
- f) ICT
- g) Legal Services
- h) Registrar, Administration and Planning
 - i. Human Resource
 - ii. Central Services and Operations
 - iii. Hostels and Catering
 - iv. Planning and Development
- i) Finance
 - i. Finance Operations
 - ii. Finance Planning
 - iii. Student Finance
- j) Medical Services
- k) Registrar, Academic Affairs
 - i. Deputy Registrar, Academic Affairs
 - ii. Admissions and Deans Committee Secretariat
 - iii. Examination
 - iv. Senate Secretariat
- l) Dean of Students
 - i. Music, Drama, Games and Sports
 - ii. Student welfare, Career Services and Alumni
- m) Library Services

The administrative units were reorganized from 26 to 12 sections.

1.8 Legislations Relevant to Rongo University

The University shall be guided by the following legislations and guidelines in its operations:

- a) The Constitution of Kenya, 2010
- b) The Universities Act, 2012, Revised 2016, Amended 2018

- c) The Education Act, 2013
- d) Science, Technology and Innovation Act, 2012
- e) Leadership and Integrity Act, 2012
- f) State Corporations Act, 2012
- g) HELB Act, 1995 [Rev.2012]
- h) University Standards and Guidelines, 2014
- i) Public Officers Ethics Act, 2003
- j) National Hospital Insurance Fund Act, 2012
- k) National Social Security Fund Act, 2012
- l) Retirement Benefits Authority Act, 2010 (Revised version, 2012)
- m) Alcoholic Drinks Control Act, 2010
- n) Environmental Management Coordination Act, 1999, Revised 2012
- o) Public Health Act, 2009
- p) The Occupational Health and Safety Act, 2007
- q) Work Injury Benefit Act, 2007
- r) Employment Act, 2007[Rev.2012]
- s) Labour Relations Act, 2007
- t) Public Finance Management Act, 2012
- u) Public Procurement and Asset Disposal Act, 2015
- v) Sexual Offences Act, 2006
- w) Public Audit Act, 2003, Revised 2015
- x) Ethics and Integrity in the Public Service—Executive Order Number 6, 2015
- y) Executive Order No. 7—*Mwongozo*—The Code of Governance for State Corporations, 2015
- z) Technical and Vocational Education and Training ACT (TVET) Act 2013 No. 29 of 2013
- aa) Any other relevant laws, regulations and guideline

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

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

- a) Rongo University Charter
- b) Rongo University Statutes
- c) Rongo University Code of Conduct and Ethics for Staff Members
- d) Rongo University Code of Conduct and Ethics for Council Members
- e) Rongo University Council Charter
- f) Rongo University Strategic Plan
- g) Rongo University Scheme of Service
- h) Rongo University Performance Contract
- i) Rongo University Finance Management Policy
- j) Rongo University Fee Payment Policy
- k) Rongo University Asset Management Policy
- l) Rongo University Quality Assurance Policy
- m) Rongo University Gender Mainstreaming Policy
- n) Rongo University Terms and Conditions of Service
- o) Rongo University Risk Management Policy
- p) Rongo University Academic Progression Policy
- q) Rongo University Open, Distance and e-Learning Policy
- r) Rongo University Alcohol, Drug and Substance Abuse Policy

- s) Rongo University Staff Training Policy
- t) Rongo University Work Study Policy
- u) Rongo University Part-time Teaching Policy
- v) Rongo University Awards and Recognition Policy
- w) Rongo University Research Policy
- x) Rongo University Extension and Outreach Policy
- y) Rongo University Intellectual Property Rights Policy
- z) Rongo University Rules & Regulations Governing Graduate Studies
- aa) Rongo University Common Rules and Regulations for University Examinations
- bb) Rongo University Rules and Regulations Governing Conduct and Discipline of Students
- cc) Any other Policy that may be developed from time to time

1.10 Methodology of Developing the Strategic Plan

This Strategic Plan was developed through consultative process involving stakeholders. Through the process, expectations, challenges, key result areas, strategic objectives, strategies, and activities and expected outcomes were determined. Primary data were generated from stakeholder engagements and secondary data drawn from relevant sources including legal & policy documents, 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, the Big 4 Agenda and the Ministry of Education strategic plans. Kenya Vision 2030 guidelines for the preparation of strategic plans and other sectoral policy documents were considered. These enabled the University to identify the global, regional and national policies and goals to set priorities in the Strategic Plan.

The University shall conduct annual, mid-term and end-term reviews to assess the extent to which the interventions have assisted in realizing the objectives and outcomes. This will provide evidence-based monitoring and evaluation to assess the achievements of the plan. The recommendations from the reviews will inform the required strategies for the next Strategic Plan.

1.11 National Development Agenda

The Government developed the Kenya Vision 2030 in 2008 as a long term development blue print that envisioned Kenya as an industrialized middle income country, providing high quality life to all citizens by the year 2030. This followed the successful implementation of the Economic Recovery Strategy for wealth and employment creation between 2003 – 2007. Consequently, successive five year Medium Term Plans (MTPs) have been developed to implement the Kenya Vision 2030. This development blueprint mainstreams the Africa Union Agenda 2063, Sustainable Development Goals (SDGs) whose vision, Kenya aspires to achieve. It also aims at realizing the East African Community aspiration of widening and deepening economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investments.

Rongo University 2022-2027 Strategic Plan is anchored on the fourth MTP (MTP IV), 2023 – 2027 which aims at strengthening the country's economic sector, employment creation, poverty reduction and creating a conducive environment for investment. In addition, MTP IV builds on the implementation of MTP III of 2018 – 2022 in which the government implemented the Big 4 Agenda anchored on food security, affordable housing, manufacturing, and universal healthcare. The Government of Kenya has also revolutionized the education sector by introducing Competency

Based Curriculum (CBC) that aims at producing competent, creative and innovative manpower to spur development.

1.11.1 Role of Rongo University in Implementing the National Development Agenda

The University has positioned itself to contribute to the aspiration of UN- SDGs, African Agenda 2063, Kenya's Vision 2030 and other Government development agenda by focusing on some of the following key strategic responses:

- a) Delivering quality competency based academic programs.
- b) Producing quality and innovative graduates for the labour market and job creation.
- c) Increasing research and outreach programmes.
- d) Improving food security through development and adoption of appropriate technologies.
- e) Providing health services.
- f) Providing opportunities for work and internship.

2.0 SITUATIONAL ANALYSIS

2.1 Performance Review of 2017-2022 Strategic Plan

A review of the 2017-2022 Strategic Plan indicated that the University achieved overall performance of 71% on the four (4) Key Results Areas of Academic Excellence, Research and Outreach, Financial Sustainability and Institutional Capacity. The University attained significant success in the development and review of academic curricula, enhancing quality of teaching, improvement of infrastructure and achievement of ISO Certification. However, relatively low performance was registered in the areas of resource mobilization, research and outreach, and institutional capacity (infrastructure and recruitment of academic and senior administrative staff) due to inadequate financial resources. These areas have been considered for strengthening in the Strategic Plan 2022-2027.

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

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

Table 2.1: Strengths

Strength	Strategic Implication	Strategic Response
1. ISO Certification	<ul style="list-style-type: none"> Enhanced service delivery 	<ul style="list-style-type: none"> Implement QMS
2. Available human resource	<ul style="list-style-type: none"> Wide expertise Effective and efficient service delivery 	<ul style="list-style-type: none"> Rationalize staffing Train and retain staff Develop and implement competitive CBAs Foster conducive work environment Institute effective performance management
3. Availability of land	<ul style="list-style-type: none"> Space for expansion Opportunity for income generation 	<ul style="list-style-type: none"> Secure all land parcels Plan the land use Establish adequate infrastructure Expand land-based income generating activities
4. Serenity of University location	<ul style="list-style-type: none"> Conducive teaching, learning and research environment Opportunity to attract more students and staff Relative peace and Security 	<ul style="list-style-type: none"> Effectively market the University. Promote public private partnership
5. Established governance structure	<ul style="list-style-type: none"> Streamlined University operations 	<ul style="list-style-type: none"> Optimize governance structure Develop, implement and review operational policies and procedures

6. Institutional capacity	<ul style="list-style-type: none"> • Opportunity to innovate and improve 	<ul style="list-style-type: none"> • Enhance academic excellence • Enhance organizational image and brand
7. Strategic leadership	<ul style="list-style-type: none"> • Good governance • Enhanced performance and service delivery 	<ul style="list-style-type: none"> • Enhance quality management • Provide mentorship opportunities for leadership growth • Institutionalize appropriate organizational culture. • Strengthen performance management.
8. Market driven academic programmes	<ul style="list-style-type: none"> • Opportunity to attract more students • Increased funding 	<ul style="list-style-type: none"> • Strengthen the academic programmes • Develop more market driven programmes • Market the University programmes

Table 2.2: Weaknesses

Weakness	Strategic Implication	Strategic Response
1. Inadequate infrastructure	<ul style="list-style-type: none"> • Constrained facilities for teaching, learning, research, medical, dining, accommodation and recreation • Limited access to ICT services • Constrained library space and resources • Constrained laboratory resources • Porous University • Perimeter 	<ul style="list-style-type: none"> • Construct adequate facilities for teaching, learning, research, medical, dining, accommodation and recreation • Improve and expand ICT infrastructure • Improve and expand library facilities • Improve and expand laboratory facilities • Construct University perimeter wall
2. Inadequate full time academic staff	<ul style="list-style-type: none"> • Over reliance on part- time teaching staff 	<ul style="list-style-type: none"> • Recruit, and retain full time academic staff • Reorganization of academic programmes • Develop alternative teaching methodologies
3. Unbalanced staff establishment and proportions	<ul style="list-style-type: none"> • Underutilized staff capacities • Strained recurrent budget • Non-compliance with regulatory requirements 	<ul style="list-style-type: none"> • Compliance with staff establishment • Rationalize staff numbers

4. Inadequate Appropriation in Aid	<ul style="list-style-type: none"> • Low infrastructural development • Constraints in service delivery • Low research and outreach output • Industrial Unrest • Accumulated debts 	<ul style="list-style-type: none"> • Mobilize adequate resources • Manage and utilize resources prudently • Implement fee payment policy
5. Inadequate human resource capacity	<ul style="list-style-type: none"> • Constrained service delivery 	<ul style="list-style-type: none"> • Train and develop staff. • Inculcate appropriate work culture. • Review and strengthen implementation of Human Resource Policy and Procedure Manual
6. Undefined University focus.	<ul style="list-style-type: none"> • Lack of niche market 	<ul style="list-style-type: none"> • Craft and mainstream University focus
7. Weak brand identity	<ul style="list-style-type: none"> • Low visibility • Lack of competitive advantage 	<ul style="list-style-type: none"> • Popularize and market the University
8. Weak alumni association	<ul style="list-style-type: none"> • Weak University- alumni interaction 	<ul style="list-style-type: none"> • Strengthen alumni association

Table 2.3: Opportunities

Opportunity	Strategic Implication	Strategic Response
1. Strategic Location	<ul style="list-style-type: none"> • Opportunities for learning, research and outreach • Potential market for income generating activities 	<ul style="list-style-type: none"> • Establish, implement and review partnerships and collaborations for research and learning. • Initiate and review community outreach programmes • Initiate and expand income generating activities
2. Diverse University stakeholders and partners	<ul style="list-style-type: none"> • Opportunities for collaboration and linkages • Opportunities for private-public partnerships and public-public partnerships • Opportunities for consultancies and innovations uptake 	<ul style="list-style-type: none"> • Enhance collaboration and linkages • Strengthen attachments and placement programmes • Enhance capacity for innovations and generation of intellectual property • Develop proposals for partnerships • Monitor implementation of MOUs.

3. Number of secondary schools and tertiary institutions in the region	<ul style="list-style-type: none"> Increased number of potential students Opportunities for collaboration and linkages 	<ul style="list-style-type: none"> Effectively market the University. Partnership for placement of students Enhance community service learning
4. Multicultural environment	<ul style="list-style-type: none"> Opportunity for peaceful coexistence 	<ul style="list-style-type: none"> Promote national cohesion and integration Market the University as a culturally diverse institution.
5. Proximity to Lake Victoria	<ul style="list-style-type: none"> Potential for rolling out blue economy innovations 	<ul style="list-style-type: none"> Initiate training and research.
6. Proximity to international borders	<ul style="list-style-type: none"> Potential for international students 	<ul style="list-style-type: none"> Market the University across borders

Table 2.4: Threats

Threat	Strategic Implication	Strategic Response
1. Inadequate exchequer funding	<ul style="list-style-type: none"> Constrained development and operations 	<ul style="list-style-type: none"> Lobby for increased development funding Initiate income generating activities Initiate partnership with private and public agencies Enhance marketing strategies to attract students
2. Competition from other institutions of higher learning	<ul style="list-style-type: none"> Reduction in student enrolment 	<ul style="list-style-type: none"> Develop market driven programs Popularize Rongo University brand Enhance marketing strategies Enhance quality assurance
3. Insecurity	<ul style="list-style-type: none"> Disruption of University operations Theft and/or destruction of property Injury to staff and students. Cyber-crime threats 	<ul style="list-style-type: none"> Enhance university security Partner with local security agencies Improve cyber security Enhance recovery plans
4. Rural set-up	<ul style="list-style-type: none"> Limited opportunity to attract and retain high cadre of staff Limited opportunity 	<ul style="list-style-type: none"> Develop attractive terms of service Develop unique and market driven programmes

	to attract students	
5. Unexpected changes in national policies and regulations	<ul style="list-style-type: none"> • Disruption in planning and service delivery 	<ul style="list-style-type: none"> • Adapt and comply to policy changes • Proactive approach to anticipated disruptions
6. Inflation	<ul style="list-style-type: none"> • Increased cost of operations • Constrained revenue base 	<ul style="list-style-type: none"> • Adopt appropriate mitigation plans
7. Corruption	<ul style="list-style-type: none"> • Misappropriation of public resources • High cost of operations • Reputational damage 	<ul style="list-style-type: none"> • Implement Leadership and Integrity Act, 2012, Code of conduct • Sensitize staff and students
8. Staff and students unrest	<ul style="list-style-type: none"> • Disruption of operations 	<ul style="list-style-type: none"> • Implement signed CBAs • Continuous engagement with staff and students • Continuous improvement of student services
9. Civil and political disturbances	<ul style="list-style-type: none"> • Disruption of University operations 	<ul style="list-style-type: none"> • Promote national cohesion • Promote University-Community civil interactions
10. Unstable power supply	<ul style="list-style-type: none"> • Disruption of operations 	<ul style="list-style-type: none"> • Diversify energy sources
11. Natural occurrences and pandemics	<ul style="list-style-type: none"> • Disruption of University operations 	<ul style="list-style-type: none"> • Develop and implement appropriate mitigation and sustainability plans.

2.3 Environmental Scanning (PESTEL Analysis)

The University has undertaken Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis aimed at responding appropriately to the nature and structure of the education sector, and the operating environment. The analysis is presented in the following tables.

Table 2.5: Political Factors

Factor	Strategic Implication	Strategic Response
Established governance structure	<ul style="list-style-type: none"> • Streamlined University operations 	<ul style="list-style-type: none"> • Strengthen governance structure • Develop, review and enhance implementation of appropriate operational policies and procedures

Political interference	<ul style="list-style-type: none"> • Disruption of University operations. 	<ul style="list-style-type: none"> • Develop and implement Communication Policy • Adhere to the established rules and regulations on service delivery and code of conduct • Engage for political goodwill • Engage the relevant government agencies
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Table 2.6: Economic Factors

Factor	Strategic Implication	Strategic Response
1. Inadequate funding	<ul style="list-style-type: none"> • Failure to initiate and complete development projects • Failure to attract and retain competent staff • Constrained service delivery • Low research and outreach activities 	<ul style="list-style-type: none"> • Mobilize adequate resources • Manage and utilize resources prudently
2. Changes in fiscal policies and trends	<ul style="list-style-type: none"> • Disruption in planning and service delivery 	<ul style="list-style-type: none"> • Institutionalize sustainability planning.
3. Inadequate infrastructure	<ul style="list-style-type: none"> • Constrained facilities for learning, research and recreation 	<ul style="list-style-type: none"> • Lobby the National and County Government agencies to upgrade physical infrastructure • Develop and implement public-private partnership policy for development
4. Shift in National Development Agenda	<ul style="list-style-type: none"> • Disruption of development plans 	<ul style="list-style-type: none"> • Review and implement development plans in tandem with the National Development Agenda.
5. Increased competition from other learning institutions	<ul style="list-style-type: none"> • Reduction in student enrolment 	<ul style="list-style-type: none"> • Develop market-oriented programs • Enhance marketing • Enhance quality assurance

Table 2.7: Social Factors

Factor	Strategic Implication	Strategic Response
1. Discrimination	<ul style="list-style-type: none"> • Lack of inclusivity • Disharmony at workplace • Non-compliance with statutory requirements 	<ul style="list-style-type: none"> • Initiate activities that promote inclusivity • Entrench fair administrative actions. • Disability and gender mainstreaming • Compliance with statutory requirements
2. Cultural diversity	<ul style="list-style-type: none"> • Non-compliance with statutory requirements 	<ul style="list-style-type: none"> • Initiate activities that promote national integration and cohesion • Ensure inclusivity and ethnic diversity in recruitment • Compliance with statutory requirements
3. Community goodwill	<ul style="list-style-type: none"> • Opportunity for peaceful co-existence 	<ul style="list-style-type: none"> • Institutionalize community engagements
4. Inadequate social amenities	<ul style="list-style-type: none"> • Limited opportunities for physical and social development 	<ul style="list-style-type: none"> • Encourage investors to establish social and recreational facilities. • Expand social and recreational amenities.
5. Drug and substance abuse	<ul style="list-style-type: none"> • Low productivity • Indiscipline among staff and students • Ill-health 	<ul style="list-style-type: none"> • Implement Alcohol and Substance Abuse Policy • Enhance Sensitization programs on drug and alcohol abuse • Enhance implementation of Employee and Students Assistance Programs
6. Health Conditions	<ul style="list-style-type: none"> • Unsustainable medical cost • Ill-health and low productivity 	<ul style="list-style-type: none"> • Enhance health awareness programmes
7. New media influence	<ul style="list-style-type: none"> • Low productivity • Damage to University image and reputation 	<ul style="list-style-type: none"> • Develop and implement policies and guidelines on use of media • Enforce staff code of conduct and ethics • Enhance public relations
8. Insecurity	<ul style="list-style-type: none"> • Disruption of operations and services • Damage and theft of property within the University • Injury and threat to life • Reputational damage 	<ul style="list-style-type: none"> • Enhance implementation of Security and Safety policy. • Implement the Human Resource Policy and Procedure Manual

Table 2.8: Technological Factors

Technological	Strategic Implication	Strategic Response
1. Inadequate ICT infrastructure.	<ul style="list-style-type: none"> Constrained service delivery 	<ul style="list-style-type: none"> Enhance implementation of ICT policy. Improve and expand ICT infrastructure Invest in alternative internet service providers Enhance automation
2. Changing technology	<ul style="list-style-type: none"> Disruption in planning and service delivery 	<ul style="list-style-type: none"> Continuously upgrade existing technologies Adapt to technological changes Enhance implementation of ICT policy.
3. Unstable power supply	<ul style="list-style-type: none"> Disruption of service delivery 	<ul style="list-style-type: none"> Diversify sources of energy
4. Inadequate laboratory space and equipment	<ul style="list-style-type: none"> Constrained training and research facilities 	<ul style="list-style-type: none"> Establish partnerships for sharing facilities Expand laboratory space Acquire additional laboratory equipment
5. Inadequate capacity for innovations	<ul style="list-style-type: none"> Missed opportunities for growth and advancement 	<ul style="list-style-type: none"> Train and develop staff on research and innovations Enhance mentorship

Table 2.9: Environmental Factors

Environmental	Strategic Implication	Strategic Response
1. Unpredictable weather conditions	<ul style="list-style-type: none"> Disruption in service delivery and operations 	<ul style="list-style-type: none"> Adopt appropriate mitigation initiatives
2. Inadequate waste management	<ul style="list-style-type: none"> Environmental pollution and degradation Non-compliance with statutory regulations 	<ul style="list-style-type: none"> Develop and implement waste management policy Comply with EMCA Act, 1999 [Rev. 2012]
3. Favorable agro-ecological conditions	<ul style="list-style-type: none"> High potential for diverse agricultural activities 	<ul style="list-style-type: none"> Develop an innovation centre for food security and research Develop appropriate agricultural programmes Venture into diversified agricultural activities
4. Existing Natural resources	<ul style="list-style-type: none"> Potential for exploitation 	<ul style="list-style-type: none"> Enhance conservation of natural resources

		<ul style="list-style-type: none"> Efficiently utilize natural resources
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Table 2.10: Legal Factors

Legal	Strategic Implication	Strategic Response
1. Changing national and county laws and regulations	<ul style="list-style-type: none"> Disruption of service delivery Non-compliance with the national and county laws and regulations 	<ul style="list-style-type: none"> Compliance with laws and regulations
2. Exposure to litigation	<ul style="list-style-type: none"> Reputational damage Financial loss 	<ul style="list-style-type: none"> Adhere to relevant laws, regulations and policies Establish good relationship with stakeholders Promote alternative dispute resolution strategies

2.4 Stakeholder Analysis

The University carried out stakeholder analysis to identify various parties who are either affected or can affect the operation of the University. The University will continuously engage with the stakeholders to ensure harmonious co-existence. The stakeholder analysis has been presented in Table 2.11.

Table 2.11: Stakeholder Analysis

Stakeholder	Stakeholder Expectations	RU Expectations
Students	<ul style="list-style-type: none"> Reasonable policies, guidelines, rules and regulations Quality teaching, learning, research and development opportunities Adequate recreational facilities and equipment Adequate health, accommodation, catering facilities and services 	<ul style="list-style-type: none"> Compliance with University policies including prompt fee payment Abide by rules and regulations Timely students' progression. Engage in extra-curricular activities
Parents/ guardians/ sponsors	<ul style="list-style-type: none"> Quality service delivery Quality education for the students 	<ul style="list-style-type: none"> Prompt fee payment Support to students
Staff	<ul style="list-style-type: none"> Good governance Conducive work environment Competitive terms of services. 	<ul style="list-style-type: none"> Compliance with set rules and regulations Efficiency in service delivery Professionalism Adherence to performance

	<ul style="list-style-type: none"> • Fairness and equity 	<ul style="list-style-type: none"> standards • Creativity and innovation • Personal and professional growth
Chancellor	<ul style="list-style-type: none"> • Excellence in academics 	<ul style="list-style-type: none"> • Titular leadership • Network • Conferment and award of degrees
Council	<ul style="list-style-type: none"> • Implementation of plans and policies • ISO compliance • Prudent utilization of funds • Compliance with laws and regulations • Quality service delivery to stakeholders 	<ul style="list-style-type: none"> • Formulate policies and plans • Mobilize and avail resources • Offer corporate leadership
Civil society	<ul style="list-style-type: none"> • Compliance with laws and regulations 	<ul style="list-style-type: none"> • Mutual cooperation and respect
Community	<ul style="list-style-type: none"> • Corporate social responsibility and mutual understanding 	<ul style="list-style-type: none"> • Goodwill
Public and private universities	<ul style="list-style-type: none"> • Mutual cooperation and collaboration 	<ul style="list-style-type: none"> • Mutual cooperation and collaboration
Development partners	<ul style="list-style-type: none"> • Compliance with terms of engagement. • Effectively utilize the resources 	<ul style="list-style-type: none"> • Compliance with terms of engagement. • Provide resources for development
Financial institutions	<ul style="list-style-type: none"> • Partnerships • Business opportunities 	<ul style="list-style-type: none"> • Efficient financial services • Partnership and collaborations. • Bring services closer to the University community
National and County Governments	<ul style="list-style-type: none"> • Provide training, research and extension. • Implementation of performance contracts and other government policies • Align and promote government development agenda. • Provide consultancy services. • Partnerships and collaborations 	<ul style="list-style-type: none"> • Funding and support • Partnerships and collaborations • Offer employment opportunities for graduates.
Schools and colleges	<ul style="list-style-type: none"> • Collaborations • Increased learning opportunities • Competitive programs • Corporate Social Responsibility 	<ul style="list-style-type: none"> • Good performance • Partnerships and Collaborations • Students' placement

Research institutions and industry	<ul style="list-style-type: none"> • Collaboration • Supply of competent human resource • Research, development and training 	<ul style="list-style-type: none"> • Employment opportunities • Partnerships and collaboration • Opportunities for students placement
Media	<ul style="list-style-type: none"> • Sharing of information • Collaboration 	<ul style="list-style-type: none"> • Advertisement and publicity • Employment and placement opportunities for students • Professional and fair reporting
Professional bodies	<ul style="list-style-type: none"> • Compliance with the relevant acts, policies, rules and regulations • Train competent human Resource 	<ul style="list-style-type: none"> • Professional support
Religious organisations	<ul style="list-style-type: none"> • Moral citizenry 	<ul style="list-style-type: none"> • Spiritual support • Collaboration and partnerships
Alumni	<ul style="list-style-type: none"> • Recognition and collaboration 	<ul style="list-style-type: none"> • Collaboration and linkages • Resource mobilization • Involvement in corporate governance • Market the University
Service providers/ Suppliers	<ul style="list-style-type: none"> • Prompt payment • Compliance with procurement rules and regulations 	<ul style="list-style-type: none"> • Prompt delivery of quality goods and services as per specifications • Compliance with procurement rules and regulations
Public	<ul style="list-style-type: none"> • Quality service delivery • Social responsibility • Peaceful coexistence • Solutions to societal problems • Employment and business opportunities 	<ul style="list-style-type: none"> • Goodwill

3.0 STRATEGIC FOCUS

3.1 Vision, Mission, Motto and Core Values

Vision

A world class technology-driven University in learning and practice

Mission

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

Motto

A goldmine of knowledge and innovation

Core Values

- Integrity
- Professionalism
- Innovativeness
- Equity
- Teamwork
- Social responsibility

3.2 Academic Focus

The University will focus on Science and Education

3.3 Strategic theme

The 2022-2027 Strategic Plan shall focus on sustainability and continuity

3.4 Key Result Areas (KRAs)

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

3.5 Strategic Objectives

1. To produce quality graduates
2. To strengthen research, innovation and community service
3. To improve financial sustainability
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

3.6 Results Matrix

The following table maps the strategic objectives to the expected output (s), outcome(s), and impact.

S/N	Objectives	Output	Outcome	Impact
1.	To produce quality graduates	Quality training achieved	Skilled and innovative human resource for the economy	<ul style="list-style-type: none"> • Reduced poverty levels • Inclusive, equitable quality education and lifelong learning opportunities for all • Inclusive and sustainable economic growth • Productive employment and decent work for all
2	To strengthen research, innovation and community service	Enhanced capacity for research, innovation and community service	<ul style="list-style-type: none"> • New knowledge • Response to societal needs • Empowered community 	<ul style="list-style-type: none"> • Reduced poverty • Food and nutrition security • Improved health • Sustainable agriculture • Improved infrastructure • Sustainable industrialization • Innovative society
3.	To improve financial sustainability	<ul style="list-style-type: none"> • Diversified revenue streams • Prudent financial management 	Financial sustainability	<ul style="list-style-type: none"> • Improved infrastructure • Quality training and services • Enhanced research output • Enhanced staff and students welfare and capacity

4.	To attract, develop and retain quality and competent staff	Quality and competent staff in place	Effective service delivery	<ul style="list-style-type: none"> • Quality services • Enhanced university image and reputation • Stakeholder satisfaction
5	To develop and maintain infrastructure and acquire equipment	Adequate and well-maintained infrastructure and equipment in place	Effective service delivery	<ul style="list-style-type: none"> • Quality services • Stakeholder satisfaction • Improved working conditions
6.	To enhance corporate governance and image	Approved governance structure in place	<ul style="list-style-type: none"> • Effective institutional governance • Effective service delivery 	<ul style="list-style-type: none"> • Enhanced university image and reputation • Stakeholder satisfaction • Enhanced institutional reputation

3.7 Strategy Matrix

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

3.7.1 KRA 1: Academic Excellence

Strategic Objective 1: To produce quality graduates

S/N	Strategies
a)	Strengthen quality of academic programmes
b)	Provide modern learning resources
c)	Enhance effective teaching and learning
d)	Enhance student services
e)	Strengthen quality assurance

3.7.2 KRA 2: Research and Community Service

Strategic Objective 1: To strengthen research, innovation and community service

S/N	Strategies
a)	Strengthen research innovation and outreach
b)	Establish innovation and incubation centre
c)	Enhance publication among staff and students
d)	Develop and enhance partnerships and collaborations
e)	Enhance outreach and extension services

3.7.3 KRA 3: Financial Sustainability

Strategic Objective 1: To improve financial sustainability

S/N	Strategies
a)	Enhance fee collection
b)	Strengthen productivity of IGUs
c)	Enhance sound financial and procurement management practices
d)	Manage University debt level
e)	Enhance cost saving measures

3.7.4 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)	Enhance staff training and development
c)	Enhance staff retention
d)	Rationalize staffing
e)	Improve performance management
f)	Expand employee support programmes

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

S/N	Strategies
a)	Expand physical infrastructure
b)	Improve ICT infrastructure
c)	Strengthen waste management
d)	Diversify sources of energy

Strategic Objective 3: To enhance corporate governance

S/N	Strategies
a)	Promote good corporate governance
b)	Institutionalize appropriate organizational culture
c)	Streamline corporate communication
d)	Enhance risk management
e)	Improve University security
f)	Maintain quality management

4.0 IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Student Numbers and Enrolment Levels

At the end of the last Strategic Plan (2017-2022), the student enrolment stood at 6771. In this plan period the University projects to grow the student population by 5% annually through aggressive marketing as shown in table 4.1

Table 4.1: Current and Projected Student Population

SCHOOL	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Baseline	Target	Target	Target	Target	Target
Science, Agriculture and Environmental Studies	1065	1150	1265	1392	1531	1684
Arts, Social Sciences and Business	1744	1884	2072	2279	2507	2758
Information, Communication & Media Studies	1228	1326	1459	1605	1765	1942
Education	2734	2953	3248	3573	3930	4323
T O T A L	6771	7313	8044	8848	9733	10706

4.2 Staffing

Currently the University has 514 staff distributed across academic and administrative divisions. Within this strategic plan period, the University will rationalize staff numbers for efficiency and effectiveness.

4.2.1 Human Resource management

The University will use the Scheme of Service and Human Resource Policy and Procedure Manual for management of its human resource capital. In the strategic plan period, the University will identify staff needs and develop programmes for personal and professional development in accordance with Staff Training and Development Policy.

4.2.2 Current and Projected Academic Staff Establishment

Currently, the University has 105 academic staff members. During this Strategic period, the Academic staff numbers will be rationalized. The University Academic Staff progression over the Strategic Plan period is shown in the table 4.2

Table 4.2. Current and Projected Academic Staff Establishment

		<u>2021/2022</u>	<u>2022/2023</u>	<u>2023/2024</u>	<u>2024/2025</u>	<u>2025/2026</u>	<u>2026/2027</u>
	Grade	Baseline	Target	Target	Target	Target	Target
1.	Professors	3	5	6	7	8	9

2.	Associate Professors	12	16	17	18	19	20
3.	Senior Lecturers	12	14	18	21	25	28
4.	Lecturers	36	42	50	52	55	60
5.	Assistant Lecturers	13	11	10	7	3	0
6.	Tutorial Fellows	24	14	13	13	11	10
7.	Graduate Assistants	5	5	5	5	5	5
8.	Senior Research Fellow	0	0	1	1	0	1
9.	Research Fellow	0	0	2	2	2	1
	T O T A L	105	107	122	126	128	134

4.2.3 Administrative Staff Establishment

Currently, the University has 409 Administrative Staff distributed across various administrative Units. In the Plan period, the University will rationalize staff numbers based on available resources to achieve efficiency and effectiveness in service delivery. The current staff establishment is as shown in Table 4.3.

Table 4.3: Current Administrative Staff establishment

GRADE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
July 2022 In post	106	67	48	34	51	20	22	26	7	11	0	12	3	0	2			2		1

4.2.4 Staff Capacity Assessment

The University shall carry out annual skills gap analysis to determine training needs in the various job cadres and carry out remedial measures where necessary.

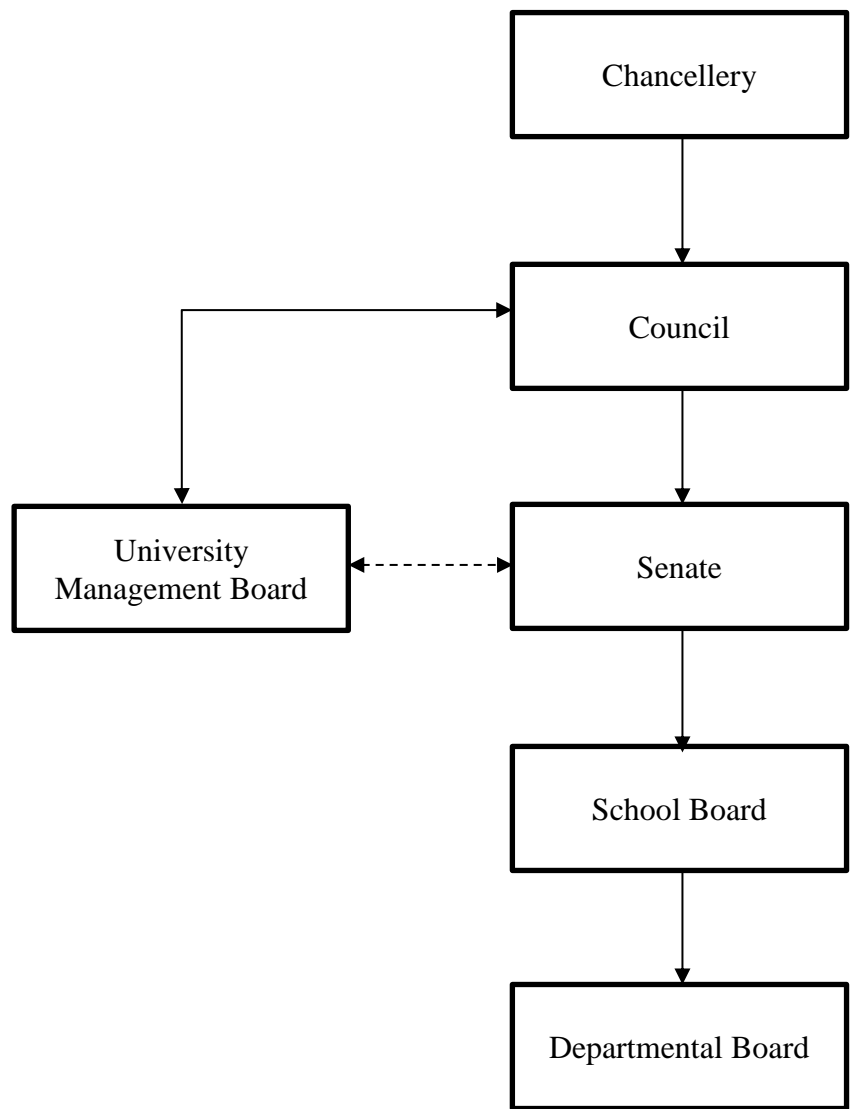
4.2.5 Performance-Based Management

At the beginning of each financial year, all members of staff shall be assigned targets based on departmental work plans upon which they will be appraised. In the appraisal process, the University shall evaluate the performance of staff at all levels.

4.3 Organizational Structure

The structure focuses on the core business of the University as stipulated in the Rongo University Charter and provides a coordination framework for decision making and operations of the institution.

The organization structure is as shown in figure 4.1:



The organs of the University are discussed as shown below:

4.3.1 The Chancellery

The Chancellor of the University is appointed by the President and shall exercise such powers and perform such functions as provided for in the Universities Act 2012 (revised in 2016 and 2018) and Rongo University Charter, 2016.

4.3.2 The Council

The Council is the governing body of the University mandated by the Government as custodian of assets. The Council will provide resources, offer guidance and monitor the implementation of the 2022-27 Strategic Plan.

4.3.3 The Senate

The Senate is in-charge of all academic matters of the University and shall undertake the functions assigned to it in the Charter of the University. The Senate will be composed as provided for in the Rongo University Statutes, 2016 with the Vice-Chancellor as the Chairperson and the Deputy Vice-Chancellor in charge of Academic Affairs as the Secretary. In the Plan period, Senate will spearhead quality assurance and necessary reforms in the academic matters.

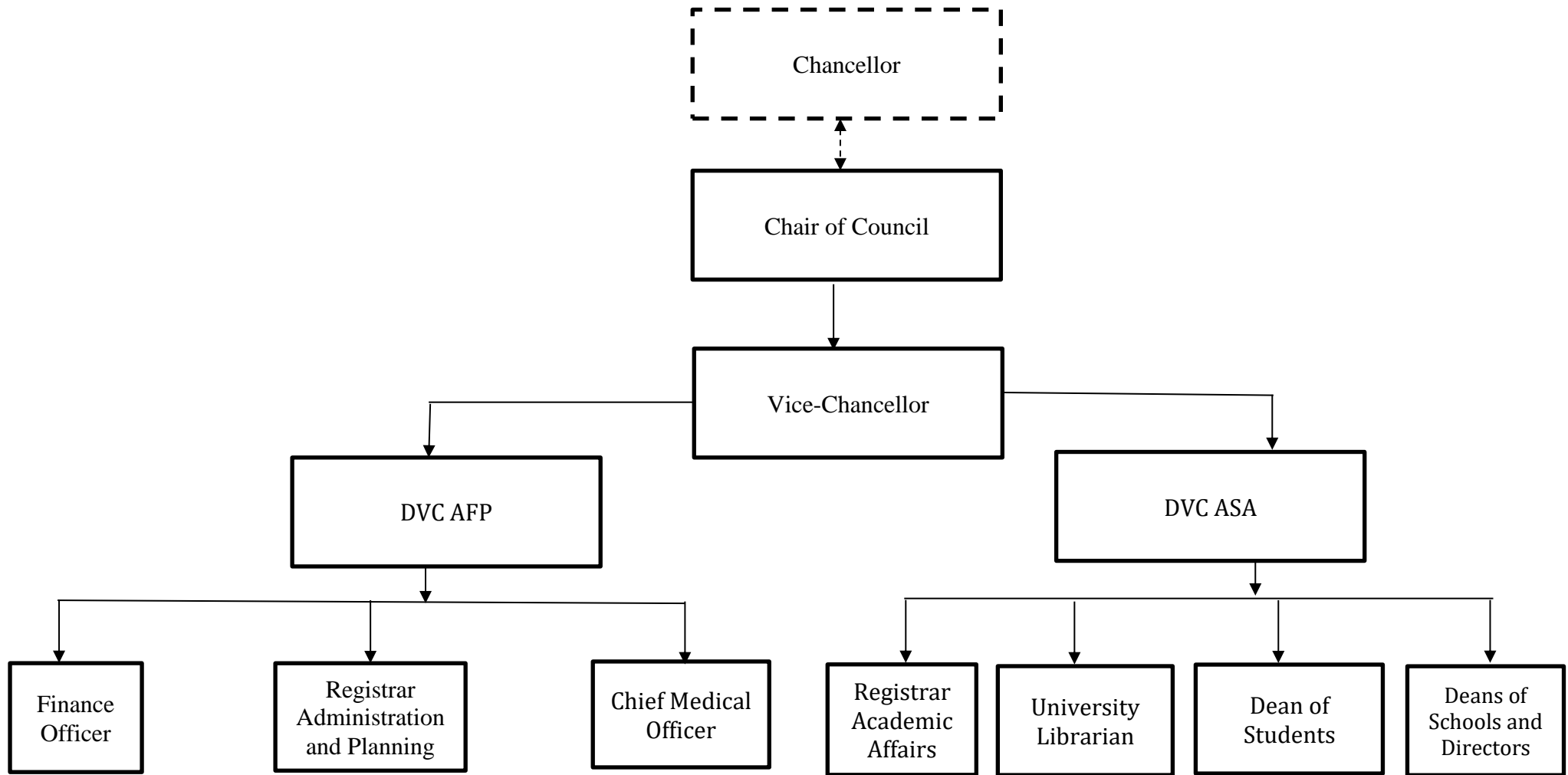
4.3.4 University Management Board

The University Management Board is responsible for implementation of the policies and day-to-day management of the University on behalf of Council. The Board will be composed as provided for in the Rongo University Charter, 2016 with the Vice-Chancellor as the Chairperson. In this Strategic Plan, the University Management Board will ensure effective implementation of the annual workplans over the period.

4.3.5 School Academic Board

The School Academic Board, chaired by the Dean, advises the Vice Chancellor and the Senate on academic activities and the required resources. In this Strategic Plan, the Board will continue to implement the Senate policies on academic matters to enhance achievement of the University objectives.

4.4 Organizational Structure



4.5 Capital Development Projects

4.5.1 Planned Capital Development Projects

The progression of the intended capital development projects over the strategic period and their sources of funding including AIA, GOK and development partners is as shown in Table 4.4.

Table 4.4: Completion rate for planned capital development Projects for the Strategic Period

S/N	Project	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Projected Total Cost (in millions)	Source of Funds
Completion (Percent)								
1.	Master Plan	50%	75%	100%	-	-	20	AIA
2.	Administration Block	-	-	-	-	5%	300	GOK + other sources
3.	Clinic expansion	20%	75%	100%	-	-	40	AIA
4.	1000 bed-Modern hostel complex			10%	30%	60%	800	PPP
5.	Ablution blocks (5 blocks, 10 doors in each block)	28%	100%	-	-	-	10	AIA
6.	2000-Seater Library	48%	74%	100%	-	-	1348	GOK + other sources
7.	University Perimeter wall	14%	70%	100%	-	-	100	GOK + other sources
8.	Sports Complex/ Modern Graduation Pavilion	10%	30%	60%	100%	-	300	GOK + other sources
9.	Sewage Disposal System	-	25%	50%	75%	100%	120	GOK + other sources
10.	Storey Tuition Block II with laboratory, auditorium and eatery	-	-	10%	30%	50%	550	GOK
11.	Pathways and Carpark	30%	70%	100%	-	-	15	GOK + other sources

12.	Transport facilities (2 buses, 2 SUVs, 1 van, 2 saloon cars, 1 double cabin)	22%	-	61%	-	100%	60	AIA
13.	Transport Yard	-	100%	-	-	-	10	AIA
14.	Secure Learning Centres	70%	100%	-	-	-	6	AIA
15.	Lecture Halls at learning Centres	-	-	-	10%	40%	600	GOK

4.6 Resource Mobilization and Utilization

Resource mobilization is critical to the implementation of this Strategic Plan. Estimates of the resources required to implement the Plan have been determined through costing of the proposed programmes, projects and activities. Funds will be obtained from the National and County Governments, Appropriation in Aid (AIA) and from development partners. The available funds will be utilized based on annual procurement plans and budgets. A summary of the projected budget for the financial years 2022–2027 is provided in Table 4.5:

Table 4.5: Projected Budget for the Financial Years 2022–2027

Amount (Ksh.) in Millions							
Particulars	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Totals
Personal emoluments and related expenses	693	762	800	840	882	927	4212
Maintenance and Operation	213	224	235	247	259	272	1236
Capital Expenditure	102	247	543	675	480	602	2537
Gross Resource Requirement	1008	1233	1578	1762	1621	1801	7985
RU fees and Related Income (A in A)	347	364	383	402	422	443	2013
Recurrent Grant from GoK	551	579	607	638	670	703	3197
Capital Development Grant	102	247	543	675	480	602	2537

Expected Gross Income	1008	1190	1533	1715	1572	1748	7747
Resource Gap to be raised from partners and extra funding from GoK	0	43	45	47	49	53	238

4.6.1 Financial Constraints

The following challenges may limit mobilization of sufficient financial resources to implement the strategic plan.

- a) Limited internal resource mobilization capacity
- b) Inadequate government funding
- c) Shift in national spending priorities
- d) Fluctuating student enrolment
- e) Disruption from natural occurrences

4.6.2 Strategies for Resource Mobilization

Resource mobilization strategies will include:

- a) Soliciting for resources from Development partners
- b) Increase enrolment of students
- c) Bidding for grants
- d) Initiate income generating projects
- e) Establish strategic partnerships
- f) Operationalize endowment fund
- g) Initiate Research and Consultancy services

4.6.3 Resource Management Strategies

Rongo University will continuously develop and implement prudent strategies to manage human, financial and physical resources for enhanced resource utilization. It will undertake, amongst others, the following measures to manage these resources during the Plan period:

- a) Rationalize recruitment and placement of staff
- b) Adhere to budget allocations
- c) Comply with finance and procurement rules and regulation
- d) Implement austerity measures
- e) Monitoring and evaluation
- f) Implement Asset management policy
- g) Automate operations to increase efficiency

h) Develop and implement waste management policy

4.7 Risk Analysis

The University identified various risks as presented in Table 4.6.

Table 4.6: Risk Analysis

S/N	Risk Factor	Risks	Severity	Mitigation	Monitoring
1.	Financial	Mismanagement of financial resources	Low	<ul style="list-style-type: none"> Enhance financial control measures 	Quarterly
		Limited resource mobilization capacity	High	<ul style="list-style-type: none"> Continuously enhance capacity for resource mobilization 	Quarterly
		Inadequate A-in-A	High	<ul style="list-style-type: none"> Diversify revenue streams 	Quarterly
		Inadequate capitation	High	<ul style="list-style-type: none"> Diversify revenue streams Lobby for increased capitation 	Annually
		Irregular disbursement of recurrent grants	Medium	<ul style="list-style-type: none"> Partner with financial institutions to hedge the risk 	Annually
		Delayed disbursement of development grants	High	<ul style="list-style-type: none"> Negotiate with service providers 	Quarterly
		Changes in fiscal policies and trends	Low	<ul style="list-style-type: none"> Institutionalize sustainability management 	Annually
2.	Technological	Limited ICT infrastructure and capacity	High	<ul style="list-style-type: none"> Strengthen ICT unit Improve and expand ICT infrastructure 	Quarterly
		Changing technology	Medium	<ul style="list-style-type: none"> Adapt to technological changes Institutionalize sustainability management programmes 	Annually
		Unstable power supply	Medium	<ul style="list-style-type: none"> Develop and implement Energy Policy Diversify sources of 	Quarterly

				Energy	
		Limited training equipment, laboratories and workshops	Medium	<ul style="list-style-type: none"> Acquire and expand laboratories, workshops and equipment 	Annually
3.	Political	Political interference	Low	<ul style="list-style-type: none"> Adhere to Communication Policy Adhere to code of conduct 	Annually
		Unexpected changes in national policies and regulations	High	<ul style="list-style-type: none"> Enhance sustainability planning 	Annually
		Increased competition from other institutions of Higher Learning	High	<ul style="list-style-type: none"> Develop competitive programmes Enhance marketing strategies Institutionalize quality assurance 	Annually
		Industrial action and student unrest	High	<ul style="list-style-type: none"> Implement signed CBAs Regularly engage with staff and students 	Quarterly
		Insecurity	Medium	<ul style="list-style-type: none"> Secure the University Implement Safety and Security Policy Partner with local security agencies Improve cyber security 	Monthly
4.	Environmental	Unpredictable weather conditions	Low	<ul style="list-style-type: none"> Adopt mitigation initiatives 	Quarterly
		Limited waste management	High	<ul style="list-style-type: none"> Develop partnerships and collaborations on waste management Develop and implement Waste Management Policy 	Quarterly
		Land encroachment	High	<ul style="list-style-type: none"> Acquire land title deeds Secure university perimeter Improve surveillance 	Quarterly

		Disease outbreak	Medium	<ul style="list-style-type: none"> • Develop sustainability plans • Partner with government agencies • Continuous surveillance 	Continuously
5.	Organizational	Inadequate human resource capacity	Medium	<ul style="list-style-type: none"> • Rationalize staff capacity 	Annually
1		Weak collaboration and linkages	Medium	<ul style="list-style-type: none"> • Develop and implement policy on collaborations and linkages • Enhance utilization of partnerships 	Quarterly
		Corruption	Medium	<ul style="list-style-type: none"> • Comply with relevant legislations. 	Quarterly
		Core systems failure	High	<ul style="list-style-type: none"> • Regular and secure backups • Onsite hosting 	Monthly

4.8 Implementation Matrix

		Implementation Matrix								
Strategies	Activities	Expected Output	Performance indicator	Time frame	Targets					Responsible
KRA 1: Academic Excellence										
Strategic Objective 1: To produce quality graduates					2022/23	2023/24	20224/25	2025/26	2026/27	
a) Strengthen quality of academic programmes	Review/harmonize existing curricula to meet the market needs and CBC requirements	Reviewed curricula	Percentage of curricula reviewed and accredited	Annually	100	-	-	-	-	DVC (ASA)
		Programmes and courses harmonized	Harmonization report	Annually	1	-	-	-	-	DVC (ASA)
	Develop and implement new market driven programmes.	New academic programmes	Number of new academic programmes	Bi-annually	6	6	6	6	6	DVC (ASA)
	Accreditation of programmes by CUE	Programmes accredited by CUE	All programmes accredited	Annually	All	All	All	All	All	DVC (ASA)
	Integrate entrepreneurship training and projects in all academic programmes	Entrepreneurship training and projects integrated	All programmes	Annually	All	All	All	All	All	DVC (ASA)

	Enhance technical and vocational training	Establish Directorate of TVET	TVET Directorate established	Annual	1					DVC (ASA)
		Develop and implement TVET operational plan	TVET operational Plan developed	Annual	1	1	1	1	1	DVC (ASA)
			Implementation report	Quarterly	4	4	4	4	4	DVC (ASA)
b) Provide modern learning resources	Acquire 2000 hard copy book titles	Book titles acquired	Number of titles acquired as per budget	Annually	400	400	400	400	400	DVC (ASA)
	Subscribe to library e-resources database	e-resource database subscribed to	No. of databases	Annually	100	100	100	100	100	DVC (ASA)
	Acquire electronic teaching resources	Electronic teaching resources acquired	Number of projectors	Annually	5	6				DVC (AFP)
			Number of smart boards	Annually		4				DVC (AFP)
			Number of public address system	Annually		1				DVC (AFP)
c) Enhance effective teaching and	Undertake continuous professional development and capacity building	Enhanced capacity of academic staff	Number of staff developed	Annually	10	10	10	10	10	DVC (ASA)
		Staff mentored	Number of staff mentored	Annually	20	20	20	20	20	DVC (ASA)

learning	of academic staff									
	Promote student mentorship	Students mentored	Number of students mentored per school	Annually	60	80	100	120	150	DVC (ASA)
		Student exchange programmes initiated	Number of students placed on exchange programmes	Annually	5	5	5	5	5	DVC (ASA)
	Provide sufficient teaching and learning resources	Sufficient teaching and learning resources provided	% spent of teaching materials budget	Annually	100%	100%	100%	100%	100%	DVC (ASA)
			% spent of laboratory materials budget	Annually	100%	100%	100%	100%	100%	
	Expand teaching platforms	Establish ODeL Platform	ODeL platform established	Continuous	100%					DVC (ASA)
			Number of programmes delivered on ODeL	Continuous	4	4	4	4	4	
	Expand radio coverage	Radio coverage expanded	Area of coverage (Km ²)	Annually	10	10	10	10	10	DVC (AFP)
Establish a teaching TV station	A teaching TV station established	TV station in place	Annually		100%				DVC (AFP)	
d) Enhance	Enhance career,	Career and	Number of students	Annually	All	All	All	All	All	DVC (ASA)

Student Services	placement and student experiences services	placement services enhanced	placed							
			% of graduates placed	Annually	20	30	40	45	50	
		Graduates traceability undertaken	Traceability reports	Annually	1	1	1	1	1	DVC (ASA)
		Student experience services enhanced	Number of ethical leadership and life skills training programmes	Semi-annually	4	4	4	4	4	DVC (ASA)
	Number of employability trainings conducted		Semi-annually	4	4	4	4	4	DVC (ASA)	
	Guide and counsel learners	Students guided and counselled	Guidance and counseling report	Quarterly	4	4	4	4	4	DVC (ASA)
	Strengthen alumni services	Alumni services strengthened	Number of alumni activities conducted	Annual	1	1	1	1	1	DVC (ASA)
	Improve catering services	Catering services improved	Student survey reports	Annual	1	1	1	1	1	DVC (ASA)
Enhance work study programmes	Students placed on work study	Number of students placed on work study	Annual	100	100	100	100	100	DVC (ASA)	
Enhance sponsorship programmes	Sponsorship programmes enhanced	Number of students sponsored	Annual	100	150	200	250	300	DVC (ASA)	

	Support clubs and societies	Functional clubs and societies	Clubs and Societies reports	Quarterly	4	4	4	4	4	DVC (ASA)
e) Strengthen quality assurance	Review and implement Quality assurance policy	Quality assurance policy Reviewed and implemented	Reviewed QA policy	Year 1	1					DVC (ASA)
			QA implementation reports	Quarterly	4	4	4	4	4	DVC (ASA)
	Monitor and evaluate teaching and learning	Teaching and learning monitored	Monitoring and evaluation reports	Semesterly	3	3	3	3	3	DVC (ASA)
	Implement Quality Management System based on ISO 9001:2015	Quality management system implemented	Number of internal and external audits conducted;	Semi-annually	2	2	2	2	2	DVC (AFP)
			Number of management review meetings	Semi-annually	2	2	2	2	2	DVC (AFP)

KRA 2: Research and Outreach										
Strategies	Activities	Output	Performance Indicator	Time Frame	Targets					Responsible
					2022/23	2023/24	2024/25	2025/26	2026/27	
Strategic Objective 1: To Strengthen Research, Innovation and Outreach										
a) Strengthen Research, Innovation and Outreach	Review and implement Research Policy	Research policy reviewed and implemented	Approved policy	Annually	1					DVC (ASA)
			Implementation reports	Quarterly	4	4	4	4	4	DVC (ASA)
	Operationalize the Directorate of Research and Extension	Directorate of Research and Extension created	Directorate established	Annually	1					DVC (ASA)
	Engage Senior and Research fellows	Senior research fellows engaged	Senior Research Fellows in place	Annually		1	1	1	1	DVC (AFP)
			Research Fellows engaged	Research fellows in place	Annually		2	2	1	1
	Establish research and innovation fund	Allocate minimum 2% of the University recurrent budget to Research, Innovation and Outreach	Percentage of budget allocation	Annually	2%	2%	2%	2%	2%	DVC (ASA)
			Mobilize external funding for research and innovation	Research mobilization report	Annually	1	1	1	1	1
Enhanced			Number of	Annually	10	10	10	10	10	DVC (ASA)

		Postgraduate scholarships	postgraduate students funded							
	Increase budgetary allocation for publication, conferences and seminars	Increase budget allocation by 10% annually	% increase in allocation	Annually	10%	10%	10%	10%	10%	DVC (ASA)
	Train staff on fundable proposal development	Trainings conducted	Number of trainings conducted annually	Annually	2	1	1	1	1	DVC (ASA)
	Develop fundable research proposals	Fundable research proposals developed	Number of fundable research proposals developed	Annually	10	12	15	16	17	DVC (ASA)
	Assess staff productivity in the development of research proposals for funding , publications and administrative responsibilities	Staff Productivity assessed	Assessment Report	Semi-Annually	2	2	2	2	2	DVC (ASA)
b) Establish innovation and incubation centre	Create innovation and incubation centre	Innovation and incubation center created	Innovation and incubation centre	Annually	1					DVC (ASA)
	Develop and incubate innovative projects	Innovative projects are incubated	No. of incubated projects	Annually	1	1	1	1	1	DVC (ASA)
	Implement Intellectual Property Rights Policy	Intellectual Rights Policy implemented	Implementation report	Annually	1	1	1	1	1	DVC (ASA)

	Introduce Innovation in the Market	Innovations marketed	Number of Innovation Marketed	Annually	All	All	All	All	All	DVC (ASA)
c) Enhance publication among staff and students	Academic staff to publish at least one paper or book chapter per year	Articles published	Number of publications	Quarterly	55	60	65	70	75	DVC (ASA)
	Academic staff to present at least one paper in Scientific Conference/workshop	Conference presentations	Number of Presentations	Quarterly	15	20	20	20	20	DVC (ASA)
	Reward and recognize outstanding researchers	Outstanding researchers recognized and rewarded	Number of researchers recognized and rewarded	Annually	4	6	8	10	12	DVC - ASA
	Deposit research publication in University Repository	Research publication deposited in the University repository	Number of publications deposited	Continuous	All	All	All	All	All	DVC (ASA)
d) Develop and enhance linkages and collaborations	Establish new linkages and collaborations	Linkages and collaborations established	Number of linkages and collaborations established	Quarterly	2	2	2	2	2	VC
	Operationalize/Implement Signed MoUs	MoUs Operationalized/implemented	Number of active MoUs	Quarterly	All	All	All	All	All	VC
	Monitor and evaluate the linkages and collaborations	Linkages and collaborations monitored and evaluated	M&E Reports	Quarterly	4	4	4	4	4	VC

e) Enhance Outreach and extension services	Develop and implement outreach programmes	Outreach programmes developed and implemented	Number of programmes developed and implemented	Quarterly	5	5	5	5	5	DVC (ASA)
	Conduct inaugural Lecture biennially	Inaugural lecture conducted	Number of inaugural lectures conducted	Annually		1		1		DVC (ASA)
	Conduct public lectures annually	Public lectures conducted	Number of public lectures conducted	Quarterly	2	2	2	2	2	DVC (ASA)
	Conduct annual cultural and open days	Annual cultural and open days held	Number of cultural and open days held	Annually	1	1	1	1	1	DVC (ASA)
	Hold Biennial Learned conference	Biennial conference held	Number of conferences held	Annually	1		1		1	DVC (ASA)
	Conduct extension services	Extension services conducted	Number of extension services	Annually	5	5	5	5	5	DVC (ASA)

KRA 3: Financial Sustainability										
Strategic Objective 1: To improve financial sustainability										
					Targets					
Strategies	Activities	Expected Output	Performance Indicator	Timeframe	2022/2023	2023/2024	2024/2025	2025/2026	2026/27	Responsible
a) Enhance collection of fees	Enhance marketing to increase student enrolment	Student enrolment increased	No. of students	Annual	7313	8044	8848	9733	10706	DVC (ASA)
	Review and implement the fee payment policy	Reviewed policy	Approved Policy	Annual	1					DVC (AFP)
		Strict adherence to the fee payment policy	Implementation reports	Annual	1	1	1	1	1	DVC (AFP)
	Review fee charged	Fee charged reviewed	Reviewed and approved fee structures	Annual	1			1		DVC (AFP)
	Full operationalization of the ERP	Functional ERP	% Operationalization	Annual	100%	100%	100%	100%	100%	DVC (AFP)
b) Strengthen productivity of IGUs	Restructure operation and management of IGUs	Restructuring plan developed and implemented	Restructuring plan in place	Annual	1					DVC(AFP)
			Implementation reports	Annual	1	1	1	1	1	DVC(AFP)
		Income from IGUs improved	% increase in net income from IGUs	Quarterly	20%	20%	30%	30%	30%	DVC(AFP)
	Discontinue or lease out non-performing IGUs	Non-performing IGUs discontinued or leased	Signed contracts/number	Annual	1					DVC(AFP)

		out	discontinued							
Introduce performance-based remuneration for IGUs	Performance based remuneration policy developed and implemented	IGU remuneration policy	Quarterly	1						DVC(AFP)
			Implementation reports	Quarterly	4	4	4	4	4	DVC(AFP)
Enhance implementation of Resource Mobilisation Policy	Resource Mobilisation upscaled	Implementation reports	Quarterly	4	4	4	4	4		DVC (AFP)
Develop and implement business plans for at least 2 new income generating activities	Business plans reviewed and implemented	No. of business plans	Annual	1		1				DVC (AFP)
		Implementation reports	Quarterly	4	4	4	4	4		DVC (AFP)
Expand the University Clinic and services	Clinic expansion plan developed and implemented	Expansion Plan	Annual	1						DVC (AFP)
		Implementation report	Quarterly	4	4	4	4	4		DVC (AFP)
Source and undertake at least 2 consultancies	Consultancy Committee established	Committee in place	Annual	1						DVC (ASA)
	Staff trained and sensitized on consultancy	Number of training undertaken	Annual	1		1			1	DVC (ASA)
	Consultancies sourced and implemented	Number of consultancies	Annual		1			1		DVC (ASA)

	Identify, create and implement partnership with development partners	Partnerships established	No. of partnerships established	Annual	1		2		2	VC
	Develop proposals for resource mobilization	Proposals developed	No. of proposals	Quarterly		1		1	1	DVC (AFP)
	Implement Endowment Fund Policy	Implementation report	Report	Quarterly	4	4	4	4	4	VC
		Increase in endowment funding	% increase in endowment fund	Annual	10%	10%	10%	10%	10%	
c) Enhance sound financial and procurement management practices	Operationalize Budget Implementation Committee	Budget Implementation Committee operationalized	Budget Implementation Committee Reports	Quarterly	4	4	4	4	4	VC
	Develop and implement comprehensive annual procurement plan for the Strategic Plan period	Procurement plan developed and implemented	Procurement plan	Annual	1	1	1	1	1	DVC (AFP)
	Develop and implement comprehensive annual budget for the Strategic Plan period	5-year budget developed and implemented	Budget	Annual	1	1	1	1	1	DVC (AFP)

	Conduct audits and implement recommendations	Audit conducted and recommendations implemented	Implementation reports	Quarterly	4	4	4	4	4	DVC (AFP)
	Activate and utilize all modules of the ERP system	All Modules activated and utilized	implementation reports	Quarterly	4	4	4	4	4	DVC (AFP)
d) Manage University debt level	Monitor and maintain University debt ratio at <1	University debt ratio monitored and maintained	Debt ratio	Annual	<1	<1	<1	<1	<1	DVC (AFP)
e) Enhance cost saving measures	Cost saving measures enhanced	Cost saving plan developed and implemented	Cost savings plan	Annual	1	1	1	1	1	DVC (AFP)
			Implementation reports	Quarterly	4	4	4	4	4	DVC (AFP)
			% cost savings	Annual	5	5	5	5	5	DVC (AFP)
	Review and implement part time teaching policy	Reviewed Part time teaching policy	Implementation report	Annually	2	2	2	2	2	DVC (AFP)
			Teaching schools in place	Annually	4	4	4	4	4	DVC (AFP)
	Reorganize administrative and academic units	Academic units reorganized	Teaching departments in place	Annually	11	11	11	11	11	DVC (AFP)
			Administrative units reorganized	Annually	1	1	1	1	1	DVC (AFP)
		Reorganization report	Annually	1	1	1	1	1	DVC (AFP)	

KRA 4 Institutional Capacity			Implementation Matrix							
Strategies	Activities	Output	Performance Indicator	Timeframe	Targets					Responsible
					2022/23	2023/24	2024/25	2025/26	2026/27	
Strategic Objective 1: To engage, train and retain quality and competent human resources										
a) Engage qualified and competent staff	Recruit at least 29 additional qualified academic staff and rationalize academic staff	Qualified staff recruited	No. of academic staff recruited	Annually	2	15	4	2	6	DVC (AFP)
	Recruit 10 laboratory and field technicians	Qualified technicians recruited	No. of technicians recruited	Annually	5	3	2	0	0	DVC (AFP)
	Recruit 3 senior administrative staff and rationalize administrative staff	Qualified senior administrative staff recruited	No. of senior administrative staff recruited	Annually	1	2				DVC (AFP)
		Rationalization plan developed	Plan in place	Annually	1					DVC (AFP)
		Rationalization plan implemented	Implementation reports	Quarterly	4	4	4	4	4	DVC (AFP)
b) Enhance staff training and Development	Develop and implement induction programme	Induction program developed	Approved induction program	Annually	1					DVC (AFP)
	Induct employees	Employees inducted	No. of employees	Annually	ALL	ALL	ALL	ALL	ALL	DVC (AFP)

	Conduct training needs assessment and train to meet the needs	Needs assessment conducted	Needs assessment report	Annually	1	1	1	1	1	DVC (AFP)	
		Need based training conducted	Training reports	Annually	1	1	1	1	1	DVC (AFP)	
	Develop and implement staff development programme based on institutional needs	Staff development programme developed and implemented	Implementation reports	Annually	1	1	1	1	1	DVC (AFP)	
	Review and implement staff training and development policy	Staff training and development policy reviewed and implemented	Implementation report	Annually	1	1	1	1	1	DVC (AFP)	
	Develop and implement staff mentorship policy	Staff mentorship policy developed and implemented	Staff mentorship policy	Annually	1						DVC (AFP)
			Implementation reports	Annually	1	1	1	1	1	DVC (AFP)	
c) Enhance staff retention	Embed attractive terms and conditions of service in CBAs	Attractive terms and conditions of service provided	CBA implementation report	Annually	1	1	1	1	1	DVC (AFP)	
			Employee satisfaction survey reports	Annually	1	1	1	1	1	DVC (AFP)	

	Review and implement Human Resource Policy and Procedure Manual	Human Resource Policy and Procedures implemented	Implementation reports	Annually	1	1	1	1	1	DVC (AFP)
	Implement awards and recognition policy	Awards and recognition policy implemented	Implementation reports	Annually	1	1	1	1	1	DVC (AFP)
d) Rationalize staffing	Conduct Staff audit	Staff Audit conducted	Audit report	Annually	1					DVC (AFP)
	Develop and implement staff rationalization plan	Staff rationalization plan developed	Rationalization plan	Annually	1					DVC (AFP)
		Staff rationalization plan implemented	Implementation report	Annually	1	1	1	1	1	DVC (AFP)
e) Improve performance management	Negotiate and assign performance targets	Performance targets negotiated and assigned	Performance targets assignment report	Annually	1	1	1	1	1	DVC (AFP)
	Conduct annual staff appraisal	Annual staff appraisal conducted	Appraisal reports	Annually	1	1	1	1	1	DVC (AFP)
	Provide appraisal feedback	Appraisal feedback provided	Appraisal feedback	Annually	1	1	1	1	1	DVC (AFP)

f) Expand employee Support programmes	Implement HIV and AIDS Policy	HIV and AIDS Policy implemented	Implementation reports	Annually	1	1	1	1	1	DVC (AFP)	
	Implement Alcohol and Drug Abuse Policy	Alcohol and Drug Abuse Policy implemented	Implementation reports	Annually	1	1	1	1	1	DVC (AFP)	
	Implement gender mainstreaming policy	Gender mainstreaming policy implemented	Implementation reports	Annually	1	1	1	1	1	DVC (AFP)	
	Develop and implement disability mainstreaming policy	Disability mainstreaming policy developed and implemented	Disability mainstreaming policy	Annually	1						DVC (AFP)
			Implementation reports	Annually	1	1	1	1	1	DVC (AFP)	
	Provide guidance and counselling to staff	Guidance and counselling to staff provided	Guidance and counselling reports	Annually	1	1	1	1	1	DVC (AFP)	

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

a) Expand physical infrastructure	Develop University master plan	University master plan developed	% completion	Annually	50	75	100			DVC (AFP)
	Construct University perimeter wall around Main Campus	University perimeter wall constructed	% completion	Annually	14	70	100			DVC (AFP)
	Construct pathways and car park	Pathways and car park constructed	% completion	Annually	30	70	100			DVC (AFP)

Expand and equip the University clinic	University clinic expanded and equipped	% completion	Annually	20	75	100				DVC (AFP)
Construct storey Tuition Block II with laboratory, auditorium and Eatery	Tuition block II constructed	% completion	Annually			10	30	50		DVC (AFP)
Construct 1000 bed-modern hostel complex	Hostel complex constructed	% completion	Annually			10	30	60		DVC (AFP)
Construct ablution blocks (5 blocks, 10 doors in each block)	Ablution block completed	% completion	Annually	28	100					DVC (AFP)
Construct 2000-Seater Library	Library constructed	% completion	Annually	48	74	100				DVC (AFP)
Construct modern Sports Complex/ Graduation Pavilion	Sports complex constructed	% completion	Annually	10	30	60	100			DVC (AFP)
Construct Administration Block	Administration block constructed	% completion	Annually					5		DVC (AFP)
Procure Vehicles	Vehicles procured (2 buses, 2SUVs, 1 microvan, 2 saloons, and 1 double cab)	% of budget spent	Annually	22		61		100		DVC (AFP)

	Construct transport yard	Transport yard constructed and equipped	% completion	Annually		100					DVC (AFP)
	Secure the learning centers	Learning centre secured	% completion	Annually	70	100					DVC (AFP)
	Construct lecture halls at learning centres	Lecture halls constructed	% completion	Annually				10	40		DVC (AFP)
b) Improve ICT infrastructure	Conduct ICT needs assessment	ICT needs assessment conducted	Assessment reports	Annually	1	1	1	1	1		DVC (AFP)
	Review ICT network master plan	Network master plan reviewed	Reviewed network master plan	Annually	1		1		1		DVC (AFP)
	Expand existing network connectivity	Existing network connectivity expanded	% Network connectivity	Annually	20	30	40	70	100		DVC (AFP)
	Increase bandwidth to 600 mbps	Bandwidth increased to 600 mbps	Bandwidth in place	Annually	350 mbps	450 mbps	500 mbps	600 mbps	600 mbps		DVC (AFP)
	Acquire 400 computers	400 computers acquired	No. of computers	Annually	60	60	60	100	120		DVC (AFP)
	Procure additional server	Server procured	New server in place	Annually				1			DVC (AFP)
	Acquire health records management system.	Health records management system acquired	Health records management system in place	Annually	1						DVC (AFP)

	Upgrade the University website	University website upgraded	University website in place	Annually	1						DVC (AFP)
c) Strengthen waste management	Develop and implement waste management policy	Waste management policy developed	Waste management policy in place	Annually	1						DVC (AFP)
		Waste management policy implemented	Implementation reports	Quarterly	4	4	4	4	4		DVC (AFP)
	Construct Sewage Disposal System	Sewage disposal system in place	% completion	Annually		25	50	75	100		DVC (AFP)
d) Diversify sources of energy	Develop and implement energy policy	The energy policy developed	Energy policy in place	Annually	1						DVC (AFP)
		Energy policy implemented	Implementation report	Quarterly	4	4	4	4	4		DVC (AFP)
	Conduct and Implement energy audit	Energy audit conducted	Audit report	Annually	1						DVC (AFP)
		Energy audit implemented	Implementation report	Quarterly	4	4	4	4	4		DVC (AFP)
	Enhance the use of solar energy	Use of solar energy enhanced	% of buildings connected to solar energy	Annually		20	50	75	100		DVC (AFP)
	Increase forest cover in Main campus and learning centres	Trees planted	Number of trees	Annually	2000	2000	2000	2000	2000		DVC (AFP)
Strategic Objective 3: To enhance corporate governance and image											
a) Promote good corporate governance	Induct and train Council members and Management on corporate governance	Council members and Management inducted and trained	Training and induction reports	Annually	All	All	All	All	All	All	VC

	Conduct annual Council evaluation	Council evaluation conducted	Evaluation reports	Annually	1	1	1	1	1	VC
	Conduct annual governance audit	Governance audit conducted	Governance audit report	Annually	1	1	1	1	1	VC
	Develop and implement anti-corruption policy	Anti-corruption policy developed	Anti-corruption policy in place	Annually	1					DVC (AFP)
		Anti-corruption policy implemented	Implementation report	Quarterly	4	4	4	4	4	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	Annually	1	1	1	1	1	VC
	Institutionalise alternative dispute resolution mechanisms	Alternative dispute resolution mechanisms institutionalised	Dispute resolution report	Quarterly	4	4	4	4	4	VC
b) Institutionalize appropriate organizational culture	Conduct work culture audit	Work culture audit conducted	Culture Audit report	Annually	1					DVC (AFP)
	Develop and implement culture re-engineering plans	Culture re-engineering plan developed	Culture re-engineering plan developed	Annually	1					DVC (AFP)
		Culture re-engineering plan implemented	Implementation report	Quarterly	4	4	4	4	4	DVC (AFP)
c) Streamline corporate	Develop and implement corporate	Corporate communication policy developed	Corporate communication policy	Annually	1					VC

communication	communication policy	Corporate communication policy implemented	Implementation reports	Quarterly	4	4	4	4	4	VC
d) Enhance risk management	Conduct annual risk assessment	Risk assessment conducted	Risk assessment reports	Annually	1	1	1	1	1	DVC (AFP)
	Develop and implement risk mitigation plan	Risk mitigation plan developed	Risk mitigation plan	Annually	1	1	1	1	1	DVC (AFP)
		Risk Mitigation plan implemented	Implementation report	Quarterly	4	4	4	4	4	DVC (AFP)
e) Improve University security	Develop and implement safety and security policies/plan	Safety and security policies/plan developed and implemented	Safety and security policies/plan	Annually	1					DVC (AFP)
			Implementation reports	Quarterly	4	4	4	4	4	DVC (AFP)
	Expand CCTV coverage to prioritized areas	CCTV coverage expanded	% of points with CCTV coverage	Annually	40	50	100			DVC (AFP)
f) Maintain Quality Management system	Implement ISO 9001:2015 QMS procedures	ISO 9001:2015 QMS procedures implemented	ISO 9001:2015 QMS Implementation reports	Annually	4	4	4	4	4	VC
	Conduct quarterly internal audits	Quarterly Internal audits conducted	Internal audit reports	Annually	4	4	4	4	4	VC

5.0 IMPLEMENTATION, MONITORING, EVALUATION AND REPORTING

5.1 Introduction

The success of this Strategic Plan will depend on how effectively the planned activities will be implemented. Rongo University shall carry out continuous monitoring and evaluation of the Strategic Plan implementation process to ensure achievement of the set targets and objectives.

5.2 Implementation

Rongo University shall implement the Strategic Plan through a performance management approach. Consequently, the University shall draw its annual work plans and performance targets from the Plan. These targets will be assigned to Divisions and cascaded to Schools/Directorates/Departments and to individual members of staff.

5.3 Monitoring, Evaluation and Reporting

Annual Work Plans and Performance targets shall be developed to aid the monitoring and evaluation process. Progress reports shall be prepared on quarterly and annual basis. A mid-term review will be conducted to facilitate the update and revision of this Strategic Plan. A final evaluation will be conducted at the end of the Strategic Plan period to ascertain the degree of achievement of the objectives and to inform the next strategic priorities.