



REPUBLIC OF KENYA




THE TECHNICAL UNIVERSITY OF KENYA

STRATEGIC PLAN

2023 – 2027

Motto
Education and training
for the real world



Vision
*To be a top rated University of
technology*



Mission
To provide technological
education and training that
contributes towards the
advancement of society through
research, innovation, and
engagement



Core values
*Integrity and Impartiality
Academic Freedom
Creativity and Innovation
Good Governance
Professionalism
Team Spirit*





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FOREWORD



The Technical University of Kenya (TU-K) contributes to the provision of technological competencies and skills that are integral in the push for industrialisation and economic self-sustainability as provided for in Kenya Vision 2030. This Strategic Plan 2023-2027 aims at positioning the institution as a top-rated University that focuses on technical training and education for the real world. The Strategic Plan will be used as a roadmap for achieving the University's mandate namely academic, research and community engagement.

This 2023-2027 Strategic Plan, is prepared in the context of challenges in the Kenyan economy related to debt and depreciation of the value of the Shilling against the US Dollar which is dragging down its projected growth of 4.8% by end of 2023. In addition, youth unemployment stands at 35% and continues to be a challenge. TU-K can play a role in contributing to job creation and the provision of relevant technical and technological skills for value addition. TU-K plans to support innovation, entrepreneurship development, MSMEs and industrialisation that are required by the economy. Arising from the Kenya Polytechnic roots, TU-K is a leader in practical oriented and industry anchored programmers and technological training and the 2023-2027 Strategic Plan concretises that position.

The formulation of the 2023-2027 Strategic Plan was marked by a rigorous consultative process involving key stakeholders. In developing the plan, analysis of the challenges facing TU-K and the opportunities were identified. The findings of the review of TU-K Plan 2018-2023 informed the preparation of the current plan. The lessons and issues surfaced are the guiding blocks in the development and the implementation the plan. In particular, Key Result Areas, Key Strategic Goals, Strategic Objectives and Strategies were identified and operationalized through the Implementation Plan to realize a sustained growth trajectory for TU-K.

This Strategic Plan reinforces the creation of technological University that plays its role in an evolving socio-economic and technological environment, fourth industrial revolution that encompasses, Artificial Intelligence (AI), Big Data and Internet of Things (IOT). The prioritized result areas include: Teaching, Learning and Training; Research, Innovation and Commercialization; Partnerships and Linkages; Institutional Advancement, and Financial Sustainability. The University Council will continue playing its oversight role to ensure that this Strategic Plan is implemented.

I wish to extend my gratitude to all those that participated in the development of this Strategic Plan. Thank you for the invaluable contribution. In particular, I appreciate the Council, Senate, the University Management Board and Academic, Administrative Divisions and Units and other key stakeholders who made the completion of this plan a success.

A handwritten signature in blue ink, appearing to read 'Idle Omar Farah', written over a light blue circular stamp.

Dr. Idle Omar Farah,

Chairman, University Council

PREFACE AND ACKNOWLEDGEMENT



The Technical University of Kenya (TU-K) was chartered on 15th January, 2013. It drives its mandate from the Universities Act 2012 and the revised version of 2020. The University contributes to the socio-economic and technological needs of the country by training in technical and technological skills for industrialisation and creation of job of opportunities for young and youthful population. There is a need to review and refocus the University Mandate, to be able to offer education that emphasize the creation and application of technical and technological knowledge and skills. TU-K seeks to transform itself into an entrepreneurial University which will integrate innovation and creativity that provides practical solutions to immediate and future societal problems. The University is positioned to become a catalyst in the process of industrialisation by providing leadership in the advancement of economic development in the region through University collaboration with industry, government and community and to build an ecosystem that spur innovations in the development of new products and markets in line with the Bottom-Up Agenda.

In the Strategic Plan 2023-2027, the University has prioritised the strengthening of academic quality, processes and reputation; expansion and enhancement of translational research, innovation and centres of excellence; establishment of a technology and innovation park and technology incubation centre; enhancement of industry engagement and community outreach; enhancement of institutional capacity and productivity through digital transformation and business enterprises; to ensure robust resource mobilisation, optimisation and utilisation; and the revitalisation of the University programmers to position TU-K as a top rated University of technology. In the implementation of the Strategic Plan 2023-2027, the University take cognizance of the new University funding model and the financial challenges facing the University and the need for innovative programmers for resource mobilisation. The University requires initial support to settle its liabilities and for future expansion initiatives. The University is located in Nairobi's Central Business District and at the Heart of the envisaged Nairobi Railway Smart City that is positioned to expose the students to learning opportunities and industrial attachment.

I am pleased to note that the development of the TU-K Strategic Plan 2023-2027 was consultative and participatory. Key stakeholders' views were sought, obtained and subsequently factored in this strategic plan. I wish to single out the Ministry of Education, through the State Department of University Education and Research, for the invaluable support and guidance in the development of this Strategic Plan. The Council of the Technical University of Kenya, ensured all critical aspects of the strategic plan were addressed. The fact that members of the University Council took their time to guide the drafting Team, shows the seriousness the exercise was accorded. I appreciate the contributions made by the University Senate, Management and staff towards to development of this plan. The University has now developed a comprehensive implementation plan and robust monitoring and evaluation mechanisms to ensure successful implementation of this strategic plan.

Prof. Dr.-Ing. Benedict M. Mutua, PhD, Rer. Nat.

Vice-Chancellor

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Impact: This refers to the long-term effects and contributions of the Plan on society, the environment, the economy, or a specific sector.

Key Activities: Actions taken or work performed through which inputs are mobilised to produce outputs.

Key Results Areas: The broad areas in which you are expected to deliver results.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation because of an intervention's output(s), such as changed practices resulting from a programme or project.

Output: Products, services, or immediate results, tangible or intangible, resulting directly from implementing activities or applying inputs.

Strategic Goal: A general qualitative statement on what an organisation hopes to achieve in the long term. Each strategic goal is linked to a strategic issue. Strategic goals are the Strategic Plan's foundations and must be set at the start of the planning process.

Strategic Issue: This is a problem or opportunity emanating from the situational analysis that an organisation manages to fulfil its mandate and mission.

Strategic Objective: This is what the organisation commits itself to accomplish so as to achieve a strategic goal.

Strategy: Broad abstraction, which describes the means for achieving a strategic objective.

Target: A desired level of performance to be achieved within a given time frame.

Top Leadership: Individuals or groups of people who carry an organisation's vision and are responsible for achieving its mandate. In TU-K Top Leadership include the Council, Senate, University Management Board and the CEO.

ABBREVIATIONS AND ACRONYMS

BPO	Business Process Outsourcing
COD	Chairman of Department
CBD	Central Business District
CBOs	Community Based Organizations
CSR	Corporate Social Responsibility
EAC	East Africa Community
EFA	Education for All
ERS	Economic Recovery Strategy
FTE	Full Time Equivalent
HELB	Higher Education Loans Board
HODs	Head of Departments
HRM	Human Resources Management
ILO	International Labour Organization
KIRDI	Kenya Industrial Research and Development Institute
KIPI	Kenya Industrial Property Institute
KPUC	Kenya Polytechnic University College
SDGS	Sustainable Development Goals
M&E	Monitoring and Evaluation
MIS	Management Information System
MoF	Ministry of Finance
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NACO	National Commission on Science and Technology and Innovation
NGOs	Non-Governmental Organisations
PC	Performance Contracting
PESTLE	Political, Economic, Social, Technological, Legal and Environmental (analysis)
PPPs	Public Private Partnerships
BSC	Balanced Scorecard
R&D	Research and Development
STI	Science, Technology and Innovation
TU-K	Technical University of Kenya
TVET	Technical Vocational Education and Training
UNESCO	United Nations Educational, Scientific and Cultural Organization
V2030	Vision 2030

EXECUTIVE SUMMARY

The Technical University of Kenya (TU-K) was chartered on 15th January, 2013. The President of the Republic of Kenya, signed the Charter establishing the Technical University of Kenya as one of the special institutions of higher learning in Kenya with a strategic mandate to provide technological education and training. The University was to continue the role of a TVET institution even as it embarked on the new path of specialised and unique University education. This meant that there was to be a provision for multi-entry and multi-exit points on the programme for persons with different levels of qualifications and needs.

In developing the plan, analysis of the challenges facing TU-K and the opportunities were identified. The findings of the review of TU-K Plan 2018-2023 informed the preparation of the current plan. The lessons and issues surfaced are the guiding blocks in the development and the implementation the plan. In particular Key Result Areas, Key Strategic Goals, Strategic Objectives and Strategies were identified and operationalised through the Implementation Plan to realise a sustained growth trajectory for TU-K.

This 2023-2027 Strategic Plan, is prepared in the context of challenges in the Kenyan economy related to debt and depreciation of the value of the Shilling against the US Dollar which is dragging down its projected growth of 4.8% by end of 2023. In addition, youth unemployment stands at 35% and continues to be a challenge. TU-K can play a role in contributing to job creation and the provision of relevant technical and technological skills for value addition. TU-K plans to support innovation, entrepreneurship development, MSMEs and industrialisation that are required by the economy. Arising from the Kenya Polytechnic roots, TU-K is a leader in practical oriented and industry anchored programmes and technological training and the 2023-2027 Strategic Plan concretises that position.

The Strategic Plan 2023-2023 is anchored in four Key Results Areas that are necessary in addressing the key issues and also are the drivers for the implementation of the Strategic Plan. Four Key Result Areas were identified: Teaching, Learning and Training; Research, Innovation and Commercialization; Partnerships and Linkages Institutional Advancement. These Key Result areas will be the foundation in positioning the University as top rated.



1

INTRODUCTION

1.0 Overview

This chapter gives an overview of strategy as an imperative for TU-K success, the context of the strategic plan, the history of TU-K, and the Methodology used in developing the Strategy Plan.

1.1 Strategy as an imperative for TU-K's Success

Kenya's reformed educational system acknowledges the vital role that higher education plays in producing a pool of highly skilled employees with diverse specialised skills required to support increased productivity for the country's socioeconomic development and for conducting research to offer answers to societal problems. The technological advancement, that include the fourth industrial revolution, encompassing the artificial intelligence (AI), Big Data and Internet of Things possess a big Challenges in the institution In order to formulate and provide strategic direction for the University, there was a need to surface the issues and risks impinging on the progress of the institution for the next five years. These include political, economic, technological, social change, ecological particularly climate, legal and regulatory.

The University has come up with a five-year plan with strategies, strategic objectives and action plans to address those issues to position the University for Success. It has also prioritised the following strategies for action: strengthening academic quality, processes and reputation; expansion and enhancement of translational research, innovation and centres of excellence; establishment of a technology and innovation park, technology incubation centre; strategic partnerships; enhancement of industry engagement and community Outreach; enhancement of institutional capacity and productivity through digital transformation and business enterprises; ensuring robust resources mobilization and optimization of its utilization; and positioning of the University as an apex technological University.

1.2 The Context of Strategic Planning

This Strategic Plan has been developed in an environment that is heavily influenced by two major economic and political concepts; globalisation and regional integrations. These two factors are meant to strengthen the economies and the cultural characters of the respective countries. It is dawning on many countries that meaningful economic, technological, and cultural progress is no longer possible in a 'stand-alone' situation but rather in collaboration with others. The twin phenomena of globalisation and regional integration, together with local factors, directly affect higher education. The planning context therefore considered the global, the external, and the internal environments.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The 2030 UN Agenda for Sustainable Development was launched by a UN Summit in New York on 25-27 September 2015 and is aimed at ending poverty in all its forms. The UN 2030 Agenda envisages "a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination". There are 17 Universal Goals, and 5 Pillars which include: Peace, Prosperity, People, Planet, Partnerships. The challenge of Sustainable Development is giving all people access to the finite resources necessary to allow continued development.

This Strategic Plan puts emphasis on four SDG Goals: SDG Goal No. 4 – This SDG Goal envisages that by 2030, to substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship; SDG No. 8 Decent Work and Economic Growth which aims at promoting development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of MSMEs, including through access to financial services. TU-K will endeavour to link MSMEs to experienced mentors and investors, and deeper networks of global resources, to increase the likelihood of startup survival and growth, including their possibility of obtaining funding. Micro, small and medium enterprises are major employment generators in sectors such as agriculture and manufacturing and yet have not absorbed the benefits from Kenya's growing tech scene, and tech firms are not creating solutions that respond to their specific needs. It is important to develop enough talent with key skills to produce a solid pool of internationally competitive, technology-enabled businesses.

SDG Goal No. 9: Industry Innovation and Infrastructure which aims at building of resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. The 21st Century Industrial Revolution era (Industry 4.0) will usher in new sources of competition, methods and composition of industry, and changes in employment structure in terms of job quality and quantity. In addition, through the technological change being driven by Industry 4.0, manufacturing is becoming more global, more automated, more highly skilled, more infused with technology, and more integrated with services. In this regard, TU-K recognizes that Kenyan companies will need to adapt to this changing landscape of manufacturing and secure higher-level jobs, and their own capabilities will need to continuously improve and will endeavor to provide programmes that will facilitate acquisition of those skills. The Technical University of Kenya recognizes that technology innovation is key a driver for national economic growth, and universities as the incubators of this national capacity and by operating within established technology-driven innovation hubs, the University can offer robust models for success within these environments.

1.2.2 African Union Agenda 2063

The development of Agenda 2063 was based on the foundation of Constitutive Act of the Union, and the Africa Union vision of a prosperous, united and integrated continent, at peace with itself and driven by its citizens and occupying its rightful place in global affairs. A substantial investment in education is necessary for Africa to achieve Agenda 2063's first aspiration, "A prosperous Africa based on inclusive growth and sustainable development," which aims to develop human and social capital through a revolution in education and skills that prioritises innovation, science, and technology.

In line with Agenda 2063, the University will undertake a number of activities to ensure its realisation. These will include; promotion of collaboration and partnerships for research and technology development, institutionalisation of intellectual property policies in universities and research institutions and establishment of a knowledge sharing platform on national research system.

TU-K will accelerate the establishment of a Technology and Innovation Park (TIP) to ensure maximal utilization of the strong Science and Technology base, and make sure that the facilities are attractive to students and society in general. The establishment of the TU-K Research, Development, Innovation and Enterprise is envisioned as a catalyst for the expected R&D investments and the skills that exist in entrepreneurial and innovations support systems that are ideal for the sustainability of the start-up ecosystem.

1.2.3 East Africa Community Vision 2050

East African Community (EAC) Vision 2050, lays out a broad perspective in which the region optimizes the utilisation of its resources to accelerate productivity and the social wellbeing of its people. The pillars for that vision include infrastructure development; industrialization; agriculture, food security and rural economy; natural resource and environment management; and tourism, trade and services development.

The Technical University of Kenya's programmes support the long-term transformation, value addition and product diversification, needed for accelerating the momentum for sustained growth envisaged in the EA Vision 2050. The University initiatives spelt out in the Strategic plan like supporting MSMEs in terms of training, incubation services and linkages to the regional and global value chain are aligned to the aspirations of the East Africa Community Vision 2050 for supporting creation of gainful employment to the economically active population.

TU-K, through research and development and technology transfer, will contribute to energy and accessible information technology, inform industrialisation policies for transformation of the agricultural and manufacturing sectors through high value addition and product diversification. TU-K will contribute towards capacity development initiatives to ensure a capable and competitive pool of expertise that benefits the emerging development initiatives in the region. TU-K through the planned establishment of centres of excellence will provide a pool of resources that will contribute to positioning Kenya and the region as an innovative and competitive hub globally.

1.2.4 The Constitution of Kenya

The Constitution of Kenya, 2010 section 43(1) (f) under the economic and social rights underpins the right of every person to education. Therefore, The Technical University of Kenya plays a key role in providing pathways for higher technological training and research for social and economic development of the country. The technological training and research in biomedical, dietetics and nutrition, engineering sciences and technology, contribute to rights to health care services, accessible and adequate housing, and to reasonable standards of sanitation food security, and safe environment.

The Constitution of Kenya, 2010 Article 11(2) also recognizes the role of science and indigenous technologies play in the development of the nation and underscores the promotion of intellectual property rights of the people of Kenya (Government of Kenya, 2010). TU-K will create centres of research excellence to tap into the growing stock of global knowledge, assimilate and adapt it to local needs, while creating new knowledge, innovations and technologies, as appropriate, to contribute in meeting those constitutional obligations. In addition, this will be achieved by the creation, adaptation and use of knowledge and harnessing science, technology and innovation to foster national prosperity and global competitiveness through value addition in goods and services.

1.2.5 Kenya Vision 2030

The National Development Agenda is guided by Kenya Vision 2030 whose objective is to transform the country into a newly industrialising, upper middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision 2030 is founded on three pillars: economic, social, and political.

The Vision 2030 provides the context within which different sectors and institutions in the country can contribute towards national development and provide the framework for planning. The successful implementation of Kenya Vision 2030 is anchored on several cross-cutting factors and themes that are in themselves the foundation of Kenya's envisaged national transformation. These factors include an improved and expanded national physical infrastructure; Information and Communication Technologies (ICTs); and Science, Technology, and Innovation (STI). Other cross-cutting themes include reforms in the management and utilisation of land, national human resource development, security, and peace building and conflict resolution. By offering to students learning that addresses real-world business and societal problems to enable them to create sustainable economic and social value in today's fast-paced global economy TU-K will contribute to Vision 2030.

1.2.5.1. Fourth Medium-Term Plan

The MTP IV Plan which is aligned to the Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth through a value –chain approach.

The Technical University of Kenya will ensure that the requirements and projects under the Fourth Medium-Term Plan (MPTP IV: 2023-2027) are given a strategic focus, in terms of compliance monitoring, capacity building, and provision of technical support. These are aimed at ensuring seamless delivery of these priority projects.

TU-K will contribute to the MTP IV Plan through its Education and Research in the following ways:

- i. Offer to students learning that addresses real-world business and societal problems to enable them to create sustainable economic and social value in today's fast-paced global economy in line with Vision 2030 and UN Sustainable Development Goal No. 8.
- ii. Provide information to guide policy formulation for skills and knowledge development. In this regard, through research initiatives that provide information that will be critical in informing policy on Micro-Small Medium Enterprises and entrepreneurial development;
- iii. Adaptation and transfer of appropriate technologies for agriculture, irrigation, post-harvest, energy-efficient tools and equipment;
- iv. Conduct applied research and *work with MSMEs sector* to develop and improve their products, through technologies for value addition and services.

1.2.5.2 Bottom-UP Economic Transformation Plan.

The Government of Kenya has also responded to challenges facing the country by developing policy documents that have identified national priorities. The latest is the Bottom-Up Transformation Agenda (BETA). In this regard, Science, Technology and Innovation (STI) will be a key enabler and driver of the Bottom-UP Economic Transformation Plan. In particular, the BETA agenda is geared towards economic turnaround through a value chain approach with six objectives: bringing down the cost of living; eradicating hunger; creating jobs; expanding the tax base; improving foreign exchange balances; and inclusive growth. The University will endeavor to contribute to BETA targeted sectors that have most impact to drive economic recovery through: Provision and dissemination of market intelligence information to support start-ups and through their growth path;

Development of innovations and technologies for value addition; Development of curriculum and educational standards in area of innovation and entrepreneurial education; Conducting applied research and *working with MSMEs sector* to develop and improve their products and services; Implementing gazetted competence based assessments (CBA) by way of assessing and qualifying members of TVET and artisans for academic career growth.

1.2.6 Sector Policies and Laws

The Sessional Paper 1 2019, on Policy Framework for reforming of Education and Training for Sustainable Development in Kenya, provides a framework for delivery of inclusive, equitable, quality and relevant education, training and research that promotes lifelong learning opportunities for all. TU-K will contribute to the provision of a pool of highly skilled manpower in various specialized skills necessary for promoting higher productivity for national socio-economic development, and carrying out research to provide solutions to societal challenges

KICD 2017 guidelines, emphasizes the development of systems for the provision for early identification and nurturing of talents in individual learners, flexibility, and alignment of the Kenyan structure with international best practices. TU-K will also continue to contribute to attainment of competencies and national values and the integration of science and innovation, and adoption of ICT technologies to these learners. TU-K will offer students learning and entrepreneurial skills that address real-world problems to enable them create sustainable economic and social value in today's fast paced global economy.

The TU-K Strategic plan takes into consideration the aspirations of National Science, Technology and Innovation (STI) Act 2013, Policies and Strategies geared towards the realisation of the Kenya's long-term development goal of Vision 2030, through harnessing the opportunities within the STI sector and addressing challenges affecting the sector. The vision is founded on intensification in the application of Science, Technology, and Innovation (STI) as an enabler to raise productivity and efficiency levels across the three pillars of Economic, Social and Political Progress.

Technical and Vocational Education and Training (TVET) is given particular emphasis in the education structure. The focus of TVET is the provision of life-long skills that meet the needs of the workplace, industry as well as self-employment. TU-K plans to contribute, at this level, as an apex Technological University that will respond the country's technical and vocation training needs. TU-K will contribute to the provision of a pool of highly skilled manpower in various specialized skills necessary for promoting higher productivity for national socio-economic development, and carrying out research to provide solutions to societal challenges.

The University will review the curriculum in entrepreneurial education so that those elements that affect entrepreneurial intention and activity are addressed. The University will endeavor to inculcate education on entrepreneurial skills as a way to complement the knowledge related to functional disciplines and to encourage entrepreneurial intentions among students from the outset through graduation.

The Technical University of Kenya, in collaboration with the National and County Governments, Industry, and Civil Society, and other stakeholders, will support technical and entrepreneurship training, as entrepreneurial ecosystem builders, by running incubators, accelerators, maker-spaces, and co-working spaces business support services, business diagnosis, mentorship and coaching; promotion of technology and innovation; rapid technology (tech) skills trainings (bootcamps), and facilitating access to markets, and linkages to local and global value chains. In addition, the University will play its' role in corporate engagement by organizing pitch competitions, demo days, and happy hour events. Furthermore, it will organize and facilitate mentorship networks in order to connect experienced professionals, from large companies, with small and medium enterprises.

1.3 History of Technical University of Kenya

The Technical University of Kenya has a long history stretching back to the colonial era. Its reputation and cultural orientation are based on the then Kenya Polytechnic's strong traditions as the country's foremost tertiary education and training institution. Over the years, the polytechnic was known for producing practically oriented high-quality technical and vocational graduates, with majority of its students undertaking programmes that prepared them for diploma and certificate level certifications.

The Kenya Polytechnic was subsequently elevated to a degree-awarding institution by the Kenyan government in 2007 and renamed Kenya Polytechnic University College a constituent college of the University of Nairobi providing degree-level education and training while maintaining its historic role as a middle-level college that previously awarded diplomas and certificates in technical and vocational subjects.

On 15th January, 2013, the President of the Republic of Kenya, signed the Charter establishing the Technical University of Kenya as one of the special institutions of higher learning in Kenya with a strategic mandate to provide technological education and training. The University was to continue the role of TVET institution even as it embarked on the new path of specialised and unique University education. This meant that there was to be a provision for multi-entry and multi-exit points on the programme for persons with different levels of qualifications and needs.

1.4 Methodology of Developing the Strategy Plan

Initiation of the Strategic Planning Process which was both participatory and consultative started by determining rationale and scope of the development of the 2023-2027 TU-K Strategic Plan. The University Management Board developed the Terms of Reference (ToRs) for the development of the TU-K's Strategic Plan and appointment of a Strategic Plan Development Committee. The committee plan of action had the following activities:

- The Evaluation of the 2018-2023 Strategic Plan of the Technical University of Kenya and prepared a report.
- Key achievement, gaps, challenges and lesson learnt documented
- The Committee developed a draft Strategic Plan 2023-2027 and the pillars and objectives presented to the University Management board for consideration and approval on Friday,10th November 2023.
- The draft Strategic Plan has been shared with the Management, the University Council and Senate for consideration and approval. Approval by the senate was done on 11th, January 2024.
- The draft Strategic Plan was shared to the internal stakeholders and feedback received.
- The draft Strategic Plan was shared with the external stakeholders for validation and feedback received.
- The validated draft was presented to the Council on the 9th of February 2024 and approved with proposed changes.



2

STRATEGIC DIRECTION

2.0 Overview

This chapter contains, the mandate, vision statement, mission statement, strategic goals, core values, and the quality policy statement.

2.1 Mandate

The mandate of the Technical University of Kenya, as stipulated in The Universities Act, 2012 (No. 42 of 2012) is: To train high and middle level personnel for both public and private sector and the functions as stipulated in Part II (6) are the following:

- i. provide directly or in collaboration, with other institutions of higher learning, facilities for technological, professional, and scientific education;
- ii. advance knowledge and its practical application by research and other means;
- iii. disseminate the outcomes of research by various means, and commercially exploit the results of research;
- iv. participate in technological innovation as well as in the discovery, transmission and enhancement of knowledge and to stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;
- v. contribute to industrial and technological development of society in collaboration with industry and other organisations;
- vi. foster and create partnerships, linkages, and community engagements for cooperation with stakeholders, industry, and other institutions;
- vii. introduce new programmes of study including those that culminate in degrees, diplomas and certificates;
- viii. establish colleges, faculties, schools, institutes, departments, and other resource and administrative units as may be appropriate;
- ix. inculcate a culture of innovation in technology, engineering, and science, amongst staff, students, and society;
- x. promote education in science, technology, engineering, and mathematics within the institution and society;
- xi. develop an institution of excellence in teaching, training, scholarship, entrepreneurship, research, consultancy, community service, among other educational services and products, with emphasis on technology and its development, impact and application to society;
- xii. provide a multi-level system of education and training that is relevant to the needs of the community covering a wide range of fields and levels with provision for recognition of prior learning and flexibility of transition between educational levels;
- xiii. provide for the development of technical and vocational education and training and related activities within the institution and the wider society;
- xiv. play a leading role in the development and expansion of opportunities for technological and vocational education and training;
- xv. provide high- quality educational, research, residential commercial, cultural, social, recreational, sporting, and other facilities;
- xvi. facilitate student mobility between programmes of study at different technical training institutions polytechnics, and universities;
- xvii. promote critical enquiry and creativity in education, training and research within the institution;
- xviii. participate in commercial ventures and activities that promote the objectives of the institution;
- xix. foster the general welfare of staff and students;
- xx. provide opportunities for development and further training for staff of the institution;
- xxi. develop and provide educational, cultural, professional, technical and vocational services to the community and in particular the fostering of corporate social responsibilities;
- xxii. provide programmes, products, and services in ways that reflect the principles of equity and social justice;
- xxiii. 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

xxiv. facilitate the development and provision of appropriate and accessible academic and other programmes.

2.2 Vision Statement

To be a top rated University of technology.

2.3 Mission Statement

To provide technological education and training that contribute towards the advancement of society through research, innovation, and engagement.

2.4 Strategic Goals

The University addresses strategic issues which were surfaced and developed the strategic goals that are directly related to the University Vision and Mission, and are the focus of TU-K Strategic Plan 2023-2027:

Strategic Goals

Goal 1. To offer relevant and quality academic programmes that produce holistic graduates every academic year, who are technologically grounded, and practically skilled.

Goal 2. To inculcate a culture of creativity and innovation in a dynamic and interdisciplinary research environment for advancement of society by 2027.

Goal 3 To strengthen institutional capabilities through establishment of strategic linkages and partnerships, community outreach programmes and innovative resource mobilization strategies by 2027.

Goal 4: To establish a dynamic, responsive and effective leadership that seeks to make the institution a centre of excellence in technological education and training, and financially sustainable by 2027.

2.5 Core Values

The TU-K corporate culture is based on its core values, the beliefs and behavioral qualities that will not be compromised. The governance set of values and guiding principles towards the achievement of its mission and vision are:

Core Values

- i. **Integrity and Impartiality:** Observance of ethical behavior and promotion of self-regulated integrity standards including commitment to transparency and accountability as well as the diligent application of honesty, fairness, justice and trust in all areas of operation
- ii. **Academic Freedom:** Promoting and defending the freedom of thought and academic inquiry as well as freedom of association, especially in respect of academic and intellectual pursuit
- iii. **Creativity and Innovation:** To embrace originality and imagination in all areas of operation
- iv. **Good Governance:** Commitment to excellence and quality service in all operations
- v. **Professionalism:** Professionalism is upheld and safeguarded at all times
- vi. **Team Spirit:** The fundamental operating principles are oriented and focused on synergy as a mode of operation so as to maximize the institution's total productivity

2.6 Quality Policy Statement

The Technical University of Kenya is committed to providing quality technological education and training and to contribute towards the advancement of society through research and innovation. The University is committed to high standards of teaching and research as well as effective community engagement. Further, the University undertakes to produce all round graduates who are prepared for the real world of work, good citizenship and leadership. This is achieved through a holistic education supported by practical training and commitment to the tenets of academic freedom, good corporate governance, high level of professionalism and respect for the environment. The University also, seeks to establish, foster, and uphold networks of cooperation and partnerships with business, the global community, and society at large. Additionally, the University periodically reviews and monitors its operations and processes to ensure compliance with the Quality Management System, ISO 9001:2015 Standard, and other requisite statutory and regulatory requirements for continuous improvement.



3

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter describes the situation and stakeholder analysis within which the strategic plan was formulated. The situation analysis gives a scan of the external and internal operating environment while the stakeholder analysis covers the expectations of the stakeholders and that of TUK. The chapter concludes with a summary of the review of performance of the strategic plan 2018-2023.

3.1 Situational Analysis

3.1.1 External Environment

The PESTEL framework was used to analyze the external environment. This comprises of the wider political, economic, social, technological, ecological and legal and regulatory situations that may impact on its operations; the education and training sector locally, regionally and beyond.

This is the environment outside of the University but that which constitutes the immediate interactive public which influence directly or indirectly the operations and activities of the institution. They are not involved with the institution on regular and frequent basis as such, but their actions and decisions have a direct bearing on how the institution may conduct its affairs, and impacts on the success levels of the University.

3.1.1.1 Macro Environment

The development of the strategic plan has taken into consideration the issues affecting the macro-environment such as globalization, regional integration both in the East African Community, and Africa Free-trade Area and initiatives such as Africa Agenda 2063, technological trends such as Industry 4.0, Artificial Intelligence (AI), and Climate Change, and other socio-economic development challenges including debt distress.

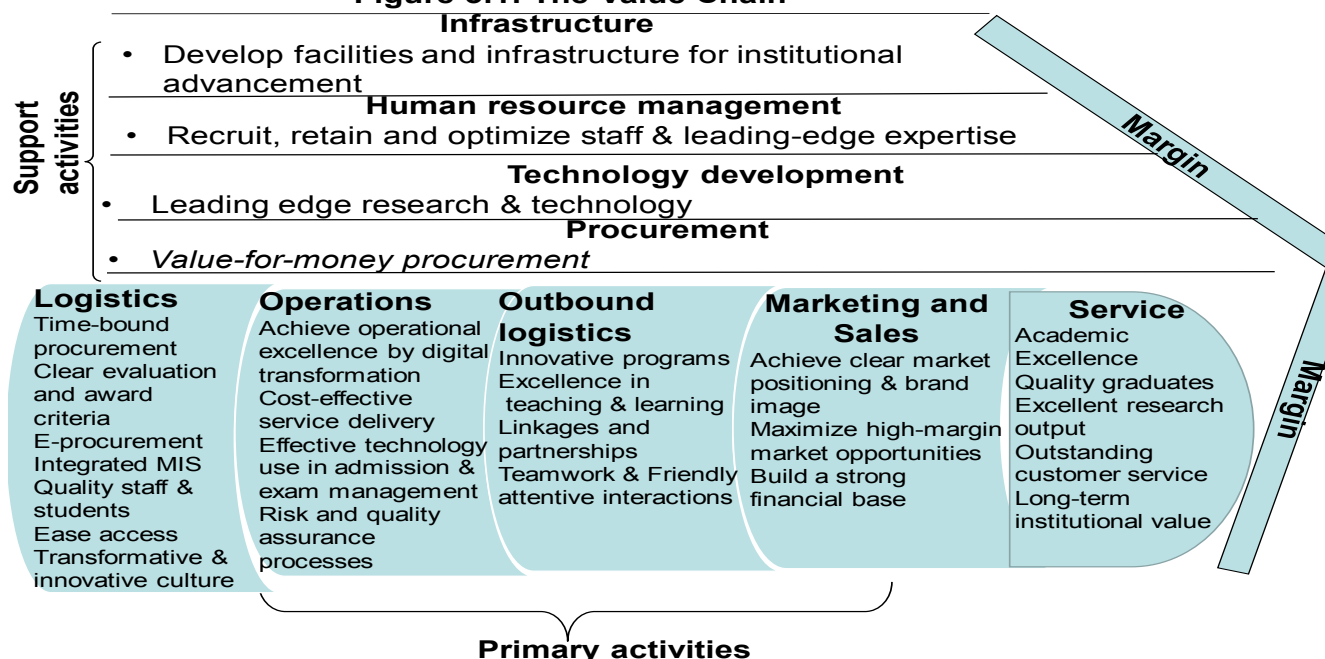
3.1.1.2 Micro-environment

The country is faced with decreasing household incomes resulting in vulnerability of families to poor nutrition, food insecurity, and preventable diseases. The depressed household incomes will affect the demand for goods and services and in particular the demand for education and training services. These factors will require the subsidization of education services and offering value-for-money university education training and offering. Therefore, in Strategic Plan, TU-K has developed strategies to offer market-driven educational and training programmes aimed at enhancing entrepreneurial and innovative capacity among students, faculty industry.

3.1.1.3 Industry Environment

The Porter's Value Chain Analysis (see figure 3.1) was utilized to perform a value chain analysis in order to obtain an understanding of competitive environment that enable the University develop a competitive advantage. The examination concentrated on the particular procedures and actions that support TUK's value proposition and decision-making process. Understanding Value Chain Analysis makes it possible to identify strengths and weaknesses, to make strategic decisions to enhance overall performance and establish the University as a leading technical institution of higher education in the area.

Figure 3.1: The Value Chain



Source: Adapted from Porter, M.E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*, New York: Free Press

This value chain analysis looks at the several tasks and procedures that TUK does in order to find places where value can be increased or improved. To better serve its stakeholders and students, TUK may improve operations, marketing, and service offerings by comprehending the many elements of the value chain.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the external environment, emergent opportunities and/or threats with commensurate strategic responses are summarized as per Table 3.1.

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	Ability to raise funds from tuition fees and government grants	Change in policy that may jeopardize the university funding by government
Economic	Science and technology outreach	Growing competition for students from other Universities and colleges offering similar programmes in the region
	Large and strong Alumni	The long duration of the TU-K Diploma and Certificate courses
	Government support for construction and manufacturing will optimize the use of TU-K equipment and machinery	Lack of enterprise/institutional vehicle to actualize the commercial activities
Social	Demand for knowledge-driven consultancies	Brain drain and limited qualified human resource base
	Linkages and collaborations with industry and the community	Limited linkages and collaborations with industry and the community Bottleneck in completion of collaboration agreement
Technological	Science, technology and innovation (STI) outreach.	Emerging challenges and trends in technological training and education
	Digital transformation and AI uptake	The Digital Divide and lack of enhanced network
	Establishment of Technology Innovation Park and Incubation Centre to spur technological innovation	Transfer of technology and intellectual resources
Ecological	Climate Change Funding Opportunities	Climate change and environmental disasters
Legal and Regulatory	Governmental policy for Science Technology & Innovation	Overemphasis on STEM programmes at the cost of Humanities and Social Sciences

3.1.3 Internal Environment

The University has a fairly strong brand name and in the Strategic Plan will develop a brand strategy. In the area of teaching and learning, TU-K has capacity to offer (Technology education) Diploma, and Degree courses that are market driven. We will further enhance the capacity of the programmes in these areas. In addition, the University has highly trained and innovative academic staff

in diverse disciplines, but there is need to develop a reward and incentives system for staff motivation and retention. Further the University is recognized as a trainer of high calibre personnel in its areas of specialization. The University has linkages with well-known polytechnics and Universities in the world and industry but these linkages and collaboration need to be strengthened.

The University has various challenges which include inability to optimize available physical space which will need to be rationalised and optimized; Inadequate financial resources; Weak information management systems, Poor corporate culture as exhibited by poor work ethics; Inadequate funding for research and postgraduate training, Lack of effective interdisciplinary research collaboration; Lack of sufficient facilities such as office space, workshops, lecture halls, research facilities, modern lecture halls, library space and modern equipment; Weak programme implementation, coordination, monitoring and evaluation.

3.1.3.1 Governance and Administrative Structure

The governance and administrative structure of the University is set out in the Universities Act 2012. It consists of the Chancellor, Council, Senate and University Management Board.

The Chancellor

In line with the provisions of the Universities Act 2012, the Chancellor is the titular and ceremonial head of the University. The Chancellor presides over the graduation ceremonies; thus in the name of the university confers degrees and grants diplomas. The Chancellor may also direct an inspection or an enquiry into the teaching, research, and other activities of the university. Further, the Chancellor may cause a visitation into the general administration and organisation of the university. Generally, the Chancellor's principal role remains advisory to the Council, Management, and the general university community, and may be considered and seen as patron of the University.

The Council

The Council is the supreme governing body of the institution. Its principal mandate is to oversee the activities and operations of the institution on behalf of the Government. Thus, the Council is concerned with the setting of broad policy directions for the institution and the implementation of the same by the Management. As the reporting agency to Government, the Council is responsible for the approval of the budget and performance contract. The Council is also considered as the employer on behalf of the Government. Therefore, the Management only employs staff on behalf of the Council. The Council is responsible for ensuring that there are adequate structures in place for the efficient and effective management of the institution. The composition of the Council shall be as provided for in the Universities Act, 2012.

University Senate

The Senate is the supreme academic organ of the institution. The Senate is responsible for ensuring that appropriate and high academic standards are maintained by the institution. TU-K is expected to have all its new academic programmes given the final approval by Senate. The Senate is also expected to approve examination results for the degree and other qualifications as well as postgraduate qualifications. For all the programmes approved by Senate, the Senate shall also approve the admission requirements and the standards to be attained by the candidates in the respective examinations in order to qualify for a degree or an award. The degrees and postgraduate qualifications awarded by TU-K shall be as approved by Senate.

Vice Chancellor

The Office of the Vice-Chancellor is responsible for the academic and administrative leadership of the University. The office is therefore required to offer strategic leadership to the institution in furtherance of its mandate and objectives. The holder of the office is responsible for the overall direction and organisation of the University and in this regard is responsible to Council and Government for proper governance and management of the institution. While Council has established strategic and administrative divisions to work under the Vice-Chancellor, the Office of the Vice-Chancellor is expected to perform supervisory and control responsibilities over these divisions. The functions of the University that are considered under this are those that traditionally get directed from the centre of the administrative structure.

It is considered that the Office of the Vice-Chancellor should be freed as much as possible from the details of day-to-day running of the institution in order to allow the Vice-Chancellor to focus on matters of broad strategic oversight and direction of the institution. However, some, selected, functions such as strategy and organisational development, communication and public affairs, procurement and supply chain operations, and security and emergency services, shall report directly to the office of the Vice-Chancellor. The office of the Chief Internal Auditor functionally reports directly to Council but administratively reports to the Vice-Chancellor.

University Management Board

The University Management Board is the chief administrative organ of the University. It is responsible for the formulation of broad policy issues and the implementation of policies as approved and directed by the Council. Under the chairmanship of the Vice-Chancellor, it is responsible for the day-to-day running of the University and reports to Council on the general performance of the University.

Deputy Vice-Chancellors

The Deputy Vice-Chancellors are the principal assistants to the Vice-Chancellor. The Deputy Vice-Chancellors are normally the chief advisors to the Vice-Chancellor in the various issues of strategic nature while also being available to deputise for the Vice-Chancellor in situations where the Vice-Chancellor cannot be personally available. Consequently, the principal objectives of a University may be considered to comprise of: Academic and Student Affairs, Research and Technology Development, and Administration Planning and Advancement.

Deans

Deans are the academic and administrative heads of their respective Faculties. The Dean is also the Chief Executive Officer of the Faculty and to this extent provides both the academic and administrative leadership to the Faculty. Besides the designated administrative responsibilities, the Dean is also an academic member of staff in their respective departments and is expected to dedicate at least one-third (1/3) of their time to academic work in the department; this leaves the Dean with two-thirds (2/3) of the time to be devoted to administrative responsibilities.

Administrative Officers

The Chief Administrative Officers are officers in Central Administration with responsibility over a subdivision or a Department of equivalent status. The Officers in this category are: Registrars and Directors of Administrative Units, and Financial Officer and Legal Officer.

3.1.3.2 Internal Business Processes

From the above analysis the Technical University of Kenya, during the Strategic Planning Period 2023-2027, will focus on improving its internal processes by undertaking the following key activities:

- i. Transform its operations by embracing digital transformation strategies to produce and deliver educational products and services to customers (students, staff, Government, Industry, Community and Service Providers) and in an efficient and effective manner.
- ii. Establish and leverage on relationships with customers (Students, Staff, Government, Industry, community, and service providers).
- iii. Continue to innovate by developing new products, services, processes, and relationships and conform to regulations and societal expectations and build stronger communities.
- iv. Develop the human capital by harnessing the employees' skills, talent, and knowledge.
- v. Continue to improve the information capital by investing in databases, information systems, networks, and technology infrastructure.
- vi. Develop its organization capital through the transformational change of its culture, leadership, employee alignment, teamwork, and knowledge management.

3.1.3.3 Resources and Capabilities

The University has considered the characteristics of its resources and capabilities/core competences by examining them against the criteria of being Valuable, Rare/Scarce, Inimitable, Durable, and Un-substitutable. The core competences or resources and capabilities are strategic assets that are needed in order for TU-K to achieve its vision and mission and strategic objectives. They are difficult to emulate by competition (inimitable and un-substitutable); they are costly to build or acquire (rare/scarce); they take a long time (durable).

In addition, they create a very high cost of entry, thus, forming a shield from competition and they can be a complex harmonization of technology and operational skills. The University has identified the following resources and capabilities/core competences which are necessary for it to meet its strategic objectives. Existing competences and gaps have been identified. The VRIO Framework is used to analyse the core competences. The detailed competence and strategic assets gap analysis and how the university will fill the gaps is shown in the VRIO Framework.

VRIO Framework

Core Competence	Valuable? V	Rare? R	Inimitable? I	Organized? O	Competitive Advantage (CA)
Qualified staff/faculty	Yes	Yes	Yes	No	Moderate source of CA
Motivated staff, faculty and student	Yes	Yes	No	No	Moderate source of CA
Diversity teaching and learning modes	Yes	Yes	No	No	Moderate source of CA
Learner support systems	Yes	Yes	No	No	Moderate source of CA
Research and publications	Yes	Yes	No	Yes	Source of competitive advantage
Quality management systems	Yes	Yes	No	Yes	Source of CA
Technological innovators	Yes	Yes	Yes	No	Source of CA

Core Competence	Valuable? V	Rare? R	Inimitable? I	Organized? O	Competitive Advantage (CA)
An environment that nurtures innovation and creativity	Yes	Yes	Yes	No	Source of CA
IODL programmes and Digital Campus	Yes	Yes	No	No	Moderate Source of CA
Market research	Yes	Yes	No	CA	Moderate Source of CA
Branding	Yes	Yes	No	No	Moderate Source of CA
Customer Focus	Yes	Yes	No	No	Moderate Source of CA
Culture of discipline, commitment and hard work	Yes	Yes	Yes	No	Source of CA

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the internal environment, emergent strengths and/or weaknesses with commensurate strategic responses are summarised as per Table 3.2

Table 3.2: Summary of Strengths, Weaknesses

Factor	Strengths	Weaknesses
Brand	A fairly strong brand name	Insufficient brand awareness and publicity
Teaching and Learning	Capacity to offer (Technology education) Diploma, and Degree courses	Inadequate facilities and competencies for blended-learning
Human Resource	Highly trained and innovative academic staff in diverse disciplines	Overstaffed in non-core areas of the university establishment
Reputation	Recognition as a trainer of high calibre personnel in its areas of specialization	Low brand awareness due to inadequate marketing and publicity
Location	Strategic location within the City of Nairobi:	The risk of pollution and disturbances from the large population surrounding the University
Academic Programmes	Diversified and specialised academic programmers	Lack of funds for accreditation
Industry Linkages	Linkages with industry and government institutions e.g. Industrial based learning (IBL)	Limited linkages with industry and community
Resource Optimization	The university can increase resource base through resource optimization and rationalization	Inability to optimize available physical space
Financial resources	Establish a vehicle to undertake income generation activities.	Inadequate financial resources
Management Information Systems	Integrated Management Information System	Weak information management systems
Corporate culture	Strong corporate culture	Poor corporate culture as exhibited by poor work ethic
Research funding	Effective interdisciplinary research collaboration and proposal writing	Inadequate funding for research and postgraduate training
Physical Facilities	Optimization of existing modern mechanical and electrical equipment	Lack of sufficient facilities such as office space, workshops, lecture halls, research facilities, modern lecture halls, library space and modern equipment

3.1.5 Analysis of Past Performance -

3.1.5.1 Achievements

The University has been in the forefront in technical and vocational education and training in Kenya and within the region.

During the TU-K Strategic Plan 2018-2023, the University has achieved the following:

- It has automated 90% of the academic processes.
- The number of applicants in both Diploma and Degree programmes increased from 6880 to 10446.
- 15 Bachelor degrees and 16 postgraduate curricula curriculum has been developed and approved.
- The number of PhD holders were at 33% of the total staff complement as at 2023.
- The number of publications in peer reviewed journals as at 2023 was 120.
- The number of collaborations and partnerships have increased from 3 to 13.
- The S-block was officially opened by President in December 8, 2022.
- The high quality of training has ensured that those graduating from the University have been able to get employment with relative ease in both public and private sectors.
- The University graduates over 3000 students annually.

- The University has established a Memorandum of Understanding with all the national Technical Training Institutes (TTIs) through the Kenya Association of Technical Training Institutes (KATTI) for collaboration in training and quality assurance.
- TU-K also continues to provide leadership for TVET in Africa as it still hosts the Secretariat of the Association of Technical Universities and Polytechnics in Africa (ATUPA) formerly Commonwealth Association of Polytechnics in Africa (CAPA).
- The industry's involvement has covered curriculum development, research and development and Industry Based Learning (IBL), formerly referred to as industrial attachment for students and faculty as well as in critical support areas such as infrastructure development and provision of training equipment.
- TU-K is currently offering degree programmers largely in the technological fields, industry participation has been broadened and specific strategies put in place to tap the resources.
- The launch of Alumni Association in 2023, which to be strengthened to create a sustainable network with the industry.

3.1.5.2 Challenges

The TU-K faces a number of challenges both at corporate and functional levels which must be overcome to achieve its short term and long term objectives:

- At the national level, the institution has major responsibilities and obligations as one of the three special Universities under the TVET programme. It therefore faces challenges of meeting its obligations as it develops and implements its programmes.
- The transition from the Kenya Polytechnic to the Kenya Polytechnic University College and subsequently to a fully-fledged University of technology has faced several challenges including inadequate financial resources notably for personal emoluments, operation and maintenance activities, staff training, inadequate infrastructure and equipment.
- Substantial financial resources will be needed to purchase land for expansion.
- Other transition issues include curriculum development and evaluation, as well as recruitment of suitable personnel.
- There has been a resurgence of professional registration bodies demanding increased regulatory roles in curriculum development and delivery.
- As the University moves towards being a centre of excellence in technology and innovation, it must mainstream technology and innovation in its programmes.
- The institution needs additional modern equipment, machinery, infrastructure and highly qualified staff who are largely scarce.
- TU-K should spearhead the innovation and development of technologically acceptable products by society. The main challenge therefore is to remain focused on technology development, dissemination and application, as well as in innovation and entrepreneurship.

3.1.5.3 Lessons Learnt

Some of the lessons learnt in implementing the 2018-2023 are as follows:

- i. Link the Strategic Plan implementation with annual work plan and budget;
- ii. Development and implementation of a strategy for resource mobilization and utilization
- iii. Capacity building is important for success of monitoring and evaluation
- iv. Dissemination of the Strategic Plan to stakeholders is essential for its implementation
- v. Proper performance management system is necessary to support the implementation of the Strategic Plan

3.2 Stakeholder Analysis

The principal stakeholders of the institution are covered in Tables 3.3a and 3.3b. These are organisations, groups, and individuals having a legitimate interest in TU-K in terms of its resources, the products and services it delivers and how it delivers them. Being conscious of the concerns and interests of the TU-K, internal and external stakeholders will facilitate development of harmonious relations and a favourable environment for optimal operations. The Council, Senate, University Management Board, staff and students are its internal stakeholders, whereas the external stakeholders include those elements or groups that directly affect TU-K's operations or are affected by it. These are the University education institutions in Kenya, Ministry of Education and other government ministries and departments, local communities, suppliers, competitors, customers, creditors, and special interest groups, among others.

Table 3.3a: Internal Stakeholders

S/NO	Type/Nature of Stakeholder	Role and/or Responsibilities	Expectation of the Stakeholder	Expectations of the University
1	Council	effective oversight	Policy formulation and oversight	Policy formulation s
2	Academic Staff	Up hold quality academic standards	Active engagement of academic staff in curriculum development and other academic programmers Progressive career development plans	Active engagement of academic staff in curriculum development and other academic programmers Progressive career development plans
3	Other Staff	Effective participation and involvement in the activities	Active engagement of Administrative functions and activities	Provide competitive and consistent terms and conditions of service, enhanced motivation, team cohesion, and further training and develop harmonious relations with the Staff Unions.
4	Students	To exhibit high standards of discipline	Acquire relevant skills and Competences	Provide an inclusive and participatory management approach to student affairs.

Table 3.3b: External Stakeholders

S/NO	Type/Nature of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the University
1	The institutions of higher education and Universities	Market competitors	TU-K must meet and uphold academic quality standards that are world class, market competitive and responsive to national development challenges	Ensure high academic standards are achieved and maintained by involving stakeholders' participation
2	Ministry of Education	Provision of land, facilities and other services	Enhanced provision of education to the national economy especially with regard to TVET, STI etc. in order to address scarce skills gap challenges. Provision of land, facilities and other services	Develop programmers that are aligned to the Ministry's vision and mission.
3	City Council of Nairobi Boundary partners	Provision of services	Provision of services	Collaboration and compliance with the regulations. Dialogue and cooperation.
4	Commission for University Education	Setting quality academic standards and guidelines	Ensure quality academic standards are met and maintained	Maintain compliance with established standards.
5	HELB and University Funding Board	Funding the needy and deserving students	Increased accessibility of funds to financially needy and deserving students Optimal funding to TU-K	Facilitate the identification of needy students to enhance continuity in learning interventions; source of other funding (towards sustainability)
6	Employers of TU-K graduates	Provision of employment opportunities and platform for practical attachment	Provision of employment opportunities and platform for practical attachment	Provide relevant training to address specified skill gaps in relevant industry; encourage lifelong learning as an alternative to formal and/or informal employment
7	Coordinating Ministries (Office of the President; the National Treasury, Ministry of Devolution and Planning	Provision of legal and policy framework	Ensure clear and consistent guidelines for enhanced compliance and delivery to enhance attainment of government objectives, particularly Vision 2030.	Ensure effective management systems are in place to enhance compliance and contribution to Vision 2030 and other national priorities; e.g. financial, ICT , infrastructure, procurement etc.
8	Line Ministries and Other Government Departments in the education and training sector: Ministry	Provision of adequate manpower with appropriate skills per sector needs into the labour market.	Facilitate provision of adequate manpower with appropriate skills per sector needs into the labour market.	Develop training programmers that meet the needs of the labour market
9	NACOSTI	Provide the framework of current trends and challenges in science and technology as well as creativity and innovativeness.	To facilitate strategic challenges in the science and technology sector within the framework of current trends and challenges in science and technology as well as creativity and innovativeness.	Enhance state-of the art creativity and innovativeness in all programmers , particularly in research and development among other programmers

S/NO	Type/Nature of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the University
10	National Staff Unions	Support TU-K Vision and Mission	Engage and involve the National Staff Unions to support TU-K Vision and Mission	Achieve harmonious relations through proactive engagement and negotiations on terms and conditions of service.
11	Development Partners	Facilitate development priorities in capacity building, provision of equipment, infrastructure development etc.	Efficient utilization of donor funds. Facilitate development priorities in capacity building, provision of equipment, infrastructure development etc.	Identify potential development partners for strategic focus areas such as further training; funding specific projects; and development of facilities
12	Private Sector	Joint ventures for enhanced economic growth/development	Involvement in joint ventures for enhanced economic growth/development	Develop linkage mechanisms to engage in Public Private Partnerships (PPPs) for identified development projects
13	Competitors (private and public universities)	Competition for students	Competition for students/funds from limited resource base, diverse training standards	Maintain competitive edge over competition through world class “products” and services; aim to become the provider of choice!



4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter covers the Strategic Issues, the Strategic Goals and Key Result Areas that anchor the strategic direction of TU-K for period 2023-2027. The Strategic Issues, Goals and Key Result Areas are summarized in Table 4.1.

4.1 Strategic Issues

The situation analysis of the University has surfaced the following key issues which are the main of the TUK-Strategic Plan 2023-2027:

1. Achieving academic excellence and programmes' diversification.
2. Inadequate research output and lack of interdisciplinary research environment for advancement of society.
3. Unique positioning of TU-K in the market and maintaining financial sustainability
4. Maintaining overall growth of the University.

KRAs

- i. **Teaching, Learning and Training:** This is a key area of focus for the University and the University has achieved increased enrollment without commensurate increase in quality and nature facilities. TU-K faces challenges of meeting its obligations as it develops and implements its programmes. In addition, the University need to ensure high academic standards are achieved and maintained by involving stakeholders' participation in curriculum development and that programmes are accredited. The University has to respond to evolving training needs in line with local, regional and global trends in the education sector. It also requires to operationalize ODEL and Management of e-learning and upgrade teaching and learning facilities including library services.
- ii. **Research, Innovation and Commercialisation:** The University plans to step up research and innovation and commercialization infrastructure and programmes to effectively impact industry and society. To achieve the status as a top-rated technological University, there is need to establish Science, Technology and Innovation (STI) infrastructure and digital readiness including improvement of STI infrastructure and digital readiness. Further, the University require to develop programmes with industry to strengthen technological capabilities and establish effective research collaboration framework with professional bodies, industry, government and other stakeholders. TU-K also has to provide incentives and support for research and publication funding. Participation in STI networks at national, regional and international levels will also be necessary. In addition, the University require to establish multidisciplinary and multi-institutional teams for collaborative research and development.
- iii. **Partnerships and Linkages:** The University plans to strengthen its partnerships and linkages, both locally and internationally, to enhance collaboration in institutional strengthening for purposes of developing infrastructure including public-private partnership as a strategy for resource mobilization. In addition, TU-K requires to engage the TU-K Alumni Association in University development projects and resource mobilisation activities and strengthen collaboration with like-minded institutions and Partnerships with universities globally.
- iv. **Institutional Strengthening:** The University plans to strengthen the institutional capacity in terms of corporate governance, infrastructure and resource optimization (financial, human, infrastructure, equipment and ICT). The University requires to integrate the Management Information Systems for effective service delivery, operational effectiveness and efficiency.

4.2 Strategic Goals.

Goal 1: To offer relevant and quality academic programmes that produce holistic graduates every academic year, who are technologically grounded, and practically skilled.

Goal 2: To inculcate a culture of creativity and innovation in a dynamic and interdisciplinary research environment for advancement of society by 2027.

Goal 3: To strengthen institutional capabilities through establishment of strategic linkages and partnerships, community outreach programmes and innovative resource mobilization strategies by 2027.

Goal 4: To establish a dynamic, responsive and effective leadership that seeks to make the institution a centre of excellence in technological education and training, and financially sustainable by 2027.

4.3 The Key Result Areas

The Strategic Plan 2023-2027 is anchored in Key Results Areas that to are necessary in addressing the key issues and also are the drivers for the implementation of the Strategic Plan. Four Key Result Areas were identified and outlined below:

- KRA 1: Teaching, Learning and Training;
- KRA 2 Research, Innovation and Commercialization;
- KRA 3 Partnerships and Linkages
- KRA 4 Institutional Strengthening

Table 4.1 Strategic Issue, Goal and KRA

Strategic Issue	Goal	KRA
Achieving academic excellence and programmes' diversification.	Goal 1: To offer relevant and quality academic programmes that produce holistic graduates every academic year, who are technologically grounded, and practically skilled.	Teaching, Learning and Training
Inadequate research output and lack of interdisciplinary research environment for advancement of society.	Goal 2 To inculcate a culture of creativity and innovation in a dynamic and interdisciplinary research environment for advancement of society by 2027.	Research, Innovation and Commercialization
Unique positioning of TU-K in the market and maintaining financial sustainability	Goal 3: To strengthen institutional capabilities through establishment of strategic linkages and partnerships, community outreach programmes and innovative resource mobilization strategies by 2027..	Partnerships and Linkages
Maintaining overall growth of the University.	Goal 4: To establish a dynamic, responsive and effective leadership that seeks to make the institution a centre of excellence in technological education and training, and financially sustainable by 2027.	Institutional Strengthening



5

STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter presents the Strategic Objectives, Outcome and a five-year Implementation Matrix that will guide the implementation of the TU-K Strategic Plan 2023-2027.

5.1 Strategic Objectives

The Strategic Objectives are guided by the Goals and the Key Result Areas. The Implementation Matrix (Table 5.1) that covers 5-years, provides detailed information projecting the activities, expected outputs indicators to facilitate the effective implementation of the Strategic Plan (see Annex 1). The Strategic Business units are responsible for driving the Key Result Areas identified.

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
Teaching, Learning and Training:							
To offer relevant, innovative and quality academic programmers	Holistic graduates who are technologically grounded, innovative, creative and practically skilled.	Graduates	2800	10%	20%	30%	40%
Research, Innovation and Commercialization:							
To promote and engage in quality research that develops innovative solutions.	Mainstream research in the University	Research output increased	10%	20%	30%	40%	50%
Partnerships and Linkages							
To develop frameworks that attract donors	Enhanced Networks and Linkages	Additional funding	5%	15%	20%	25%	30%
Institutional Strengthening							
To promote good corporate governance	Instituting strong Internal Control Systems.	Customer satisfaction levels	3%	5%	7%	9%	10%

5.2 Strategic Choices

The strategic objectives and strategies that outlines the strategic choices are summarized in Table 5.2.

Table 5.2: Strategic objectives and strategies

KRA	Strategic Objective	Strategies
Teaching, Learning and Training:	SO1.1 To offer relevant, innovative and quality academic programmers approved by the senate in an environment conducive to teaching and learning	S1.1.1 To foster a culture of quality teaching and effective assessment of students.
		S1.1.2 To maintain academic standards as set out by Senate to ensure TU-K qualifications meet the highest academic and professional standards
	SO1.2 To provide effective support services for the welfare and holistic development of students	S1.2.1 Expand students' accommodation and catering infrastructure
		S1.2.2 Provide opportunities for psycho-social support, moral and spiritual development to the University community;
		S1.2.3 Provide students with opportunities to identify talent, explore potential and develop skills in leadership, sporting and co-curricular activities
	SO1.3 To provide access to quality information resources and services for teaching learning and research	S1.3.1 Establish collaboration and partnerships for information sharing
S1.3.2 Institute a pro-active library management system that is visible, open and transparent.		

KRA	Strategic Objective	Strategies	
	SO1.4 To avail academic programmers to a wider audience beyond the confines of the physical(ODEL)	S1.4.1 Provide quality technical support and leadership for the implementation of Open, Distance and e-Learning (ODEL)	
		S1.4.2 Review and Design curricula for common University courses and their innovative delivery;	
		S1.4.3 Design and review demand-driven curricula for professional and lifelong education;	
		S1.4.4 Develop and Implement Open, Distance and e-Learning (ODEL) programmers and platform for their delivery;	
		S1.4.5 Establish and operationalise an Open Campus	
	SO1.5 To offer relevant, quality and innovative postgraduate training and research for the real world	S1.5.1 To provide effective training and supervision of postgraduate students	
		S1.5.2 To establish sustainable postgraduate scholarship programmers and to attract quality postgraduate students	
	SO1.6 To promote quality assurance practices	S1.6.1 Adopt best quality management practices based on ISO standards.	
		S1.6.2 Institutionalise performance management culture	
		S1.6.3 Institute quality assurance mechanisms and enhancement of quality standards.	
		S1.6.4 Benchmark for best practices and accreditation of programmers	
	Research, Innovation and Commercialization	SO2.1 To promote and engage in quality research that develops innovative solutions and products that enhance human development.	S2.1.1 Engage in translational research that leads to new knowledge and products;
			S2.1.2 Increased capacity for the University to obtain and manage internal and external research funds.
S2.1.3 Enhance capacity to attract research funds and improve institutional management of research projects;			
S2.1.4 Promote sustainable strategies for the dissemination and exchange of research funding opportunities;			
SO2.2 To cultivate University-industry synergies to enhance research, product and technical skills development		S2.2.1 Promote industry based and practical skills to the students and staff;	
		S2.2.2 Establish sound and sustainable research linkages and collaborations with relevant industries;	
		S2.2.3 Conduct industry analysis per sector;	
		S2.2.4 Develop research MoUs/TORs for local and international partners.	
SO 2.3 To promote a culture of innovation and the transfer of technology and intellectual resources (Digital transformation)		S2.3.1 Organize digital innovation challenges (“hack-tones”) among staff and students.	
		S2.3.2 Promote commercialisation of scientific and technological knowledge;	
		S2.3.3 Develop and operationalise policy on patents and intellectual property rights;	
			S2.3.4 Establish TUK a “garage” for digital innovation by providing a platform for innovators to show-case their innovations
			S2.3.5 Deploy digital technology to manage administrative functions
	SO2.4 To establish partnerships with various organisations and create learning centres, research and innovation centres, and industrial and production centres.	S2.4.1 Establish innovation centres and multimedia centres	
		S2.4.2 Establish business incubators, industrial and technology parks	
		S2.4.3 Develop Jua-Kali collaboration programmers and equip industry players with industrial skills through competency based learning	
		S2.4.4 Establish collaborative and innovative projects with other organisations.	
		S2.4.5 Develop Jua-Kali collaboration programmers and equip industry players with industrial skills through competency based learning	
	SO2.5 Promote knowledge exchange and dissemination of research output.	S2.5.1 Established research metrics as part of knowledge exchange and transfer	
		S2.5.2 Renew and activate the existing research partnerships and linkages	
		S2.5.3 Establish new research partnerships and linkages	

KRA	Strategic Objective	Strategies
Partnerships and Linkages	SO3.1 To engage global and local partners, and communities, in the exchange to enhance international visibility and standing	S3.1.1 Integrate an international and regional perspective into the main functions of the University;
	SO3.2 To promote and advance a culture of creativity, innovation and entrepreneurship	S3.2.1 Cultivate income generation culture to exploit the various professional skills within the University;
		S3.2.2 Mainstream consultancy, commercialisation of scientific knowledge, and product development;
		S3.2.3 Develop the capabilities of the institution to be an entrepreneurial University;
		S3.2.4 Establish framework for partnership with industry, institutions and like-minded Universities for contracts.
		S3.2.5 Integrate the teaching of entrepreneurship in all the curricula;
		S3.2.6 Organise tailor-made short courses targeted at SMEs.
	SO 3.3: To develop frameworks that attract donors and establish the institution as brand of a comprehensive technical education and training	S3.3.1 Expand and strengthen networks for Community Campus Partnerships
		S3.3.2 Increase Campus outreach activities
		S3.3.3 Develop and employ mechanisms for resource mobilization and fundraising
		S3.3.4 Implement a fundraising strategy to attract strategic donors and collaborators
		S3.3.5 Enhance the Alumni Association and Friends as a vehicle for University growth and development.
		S3.3.6 Create a unit to focus on resource mobilisations
	SO 3.4: To Enhance Industry Engagement and Outreach through civic and community engagement	S3.4.1 To establish frameworks for collaborative engagements with the industry and contemporary institutions.
	SO 3.5: To establish partnerships with various organisations and create learning centres, research and innovation centres, and industrial and production centres.	S3.5.1 Establish innovation centres and multimedia centres
		S3.5.2 Establish business incubators, industrial and technology parks
S3.5.3 Develop Jua-Kali collaboration programmers and equip industry players with industrial skills through competency based learning		
S3.5.4 Establish collaborative and innovative projects with other organisations.		
Institutional Strengthening	SO 4.1 To establish and coordinate communication channels for effective and efficient operations and service that exceed customer expectations	S4.1.1 Develop and implement interactive media for internal and external communication
		S4.1.2 Promote the corporate image of the University;
		S4.1.3 Align the institution's activities towards customer satisfaction;
	SO 4.2 To provide dynamic and visionary leadership and to promote good corporate governance	S4.2.1 Approve the organisational structure
		S4.2.2 Evaluate Performance Management Reports
		S4.2.3 Firmly align the institution's activities with Kenya Vision 2030 and BETA
		S4.2.4 Ensure the full implementation of the national policies, guidelines and regulations on good corporate governance (e.g. corruption prevention policy, gender mainstreaming policy etc)
	SO4.3 To monitor and evaluate internal controls and recommend corrective actions for effective governance and management	S 4.3.1 Institute strong Internal Control Systems
		S4.3.2 Risk & Business Impact assessment
		S4.3.3 Carry out risk management on critical operations of the University

KRA	Strategic Objective	Strategies
	S04.4 To develop, improve and maintain high quality infrastructure	S4.4.1 To Develop and implement University Infrastructure in line with the master plan
		S4.4.2 To maintain university Infrastructure to the highest quality
	SO 4.5 To provide peaceful, secure and orderly environment	S4.5.1 Collection of intelligence and taking action on possible threats to the University
		S4.5.2 Scale up security in University premises
	SO4.6 To adopt best practices in supply chain management aimed at cultivating and maintaining good customer relations and satisfaction	S4.6.1 Implement effective and efficient supply chain operations.
		S4.6.2 Implement Public Procurement and Disposal Systems and Regulations
		S4.6.3 Adopt modern, integrated procurement management systems
	SO4.7 To develop and maintain an efficient Integrated ICT infrastructure and systems	S4.7.1 To install and maintain a dynamic and scalable ICT infrastructure
		S4.7.2 To provide sustainable learning support technologies.
		S4.7.3 To install an Integration of Management Information Systems. ERP
	SO4.8 To attract, develop, motivate and retain high calibre staff	S4.8.1 Develop, implement and review policies for human resource planning, management and advancement
		S4.8.2 Continually build the capacity of staff to meet current and future requirements of the University.
		S4.8.3 Institute efficient records management system that is responsive.
		S4.8.4 Clear job descriptions and specifications for All staff
		S4.8.5 Implement performance Contracts.
		S4.8.6 Carry out performance appraisal and Performance evaluation.
	SO4.9 To provide adequate professional health services to staff and students	S4.9.1 Expand University Health and Wellness infrastructure to match University population growth.
		S4.9.2 Review medical scheme for staff and students.
		S4.9.3 Promote preventive medical care programmers.
		S4.9.4 Diversify clinical and general health services.
		S4.9.5 Diversified Clinical Services.
	SO4.10 To maintain and sustain a clean and safe work environment	S4.10.1 Hygienic and motivating learning and work spaces
		S4.10.2 To adopt and implement appropriate technologies of environmental management
	SO4.11 To diversify fund mobilization and adopt best practices in management of financial resources to achieve a healthy institutional financial status	S4.11.1 Enhance and diversify the funding portfolio and revenue sources
		S4.11.2 Adopt modern, integrated financial management systems
	SO4.12 To adopt modern, integrated financial management systems	S4.12.1 Strategies for resource mobilization
S4.12.2 Develop and implement proper budgeting systems		
S4.12.3 Streamline revenue collection systems		
S4.12.4 Automate financial processes linking to procurement		
S4.12.5 Implement electronic payment platforms.		
SO4.13 To adopt cost management strategies	S4.13.1 Value for money audit systems (VMA)	
	S4.13.2 Level of compliance and adherence to financial and procurement laws and regulations	
	S4.13.3 Cost saving index	
	S4.13.4: Advocate for climate action and establish partnerships with external organizations to amplify the university's impact.	
	S4.13.5: Enhance Conservation practices and initiatives for climate change including tree planting campaigns.	



6

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter discusses the implementation and coordination framework which comprises of Balanced Score Card, Institutional Transformation, Annual Work –plan and Budget, staff establishment skills set and competencies and Risk Management Framework.

6.1 Implementation Plan

This Implementation plan (annex 1) provides a road map for carrying out the strategic goals, plans, and actions described in these various planning tools. Along with outlining the tasks, responsibilities, and deadlines in a clear and concise manner, this detailed plan also guarantees that all resources and funds are allocated appropriately, which promotes accountability and efficiency during the implementation phase. Additionally, it serves as a link between strategic planning and operational execution, making it easier to translate TUK's objectives into concrete steps, financial commitments, and contractual obligations. The implementation plan makes it possible to effectively monitor progress and ensure that the intended outcomes are achieved.

6.1.1 Action Plan

A detailed action plan delineates the precise tasks, accountability, schedules, and materials required to accomplish particular goals and objectives. The implementation matrix that is shown in Annex 1 lays this out. It outlines the goals, plans, plans of action, yearly budgets, targets, and roles. TU-K will be able to measure progress, prioritize tasks, and stay on pace to achieve its goals.

6.1.2 Annual Work plan and Budget

The Annual Work Plan and Budget is a vital instrument for implementing a Strategic Plan. The Annual Work Plan specifies the initiatives, tasks, and activities that must be carried out in order to meet the strategic goals for a certain year. When creating its annual budgets, TU-K will use activity-based costing. The Annual work plan will serve as the basis for tracking the strategic plan's execution.

6.1.3 Performance Contracting

The various initiatives identified under the Key Result Areas (KRAs) will be implemented through annual work-plans as cascaded from the Council to all levels within the University. Performance Contract Management tool will be applied.

6.2 Coordination Framework

The Strategic plan's implementation coordination framework is a methodical and cohesive strategy that guarantees the successful achievement of the University objectives. Fundamentally, the institutional framework is made up of distinct roles and hierarchies that promote openness and accountability. In order to meet the demands of the plan, staffing levels are optimized, with an emphasis on hiring people with a variety of skill sets and competences to meet a broad range of technical and vocational education needs. Strong leadership is valued, with visionary leaders offering the workforce direction, inspiration, and tactical advice. Carefully designed processes and systems allow for effective data management, performance monitoring, and workflow. The department's human resources, knowledge, and administrative procedures are all brought together by this extensive structure, for timely execution of the Plan

6.2.1 Institutional Framework

Under this theme, the University completed the organizational restructuring process aimed at realigning the structure to its mandate. Overall, the University implemented various programmers and projects aimed enhancing staff productivity, retention and succession management. Governance systems and risk management will also be strengthened over the period, to ensure institutional sustainability. The University will continue to automate its services through development and roll out of the finance, procurement and inventory management systems and other processes.

6.2.1.1 Organisational Structure of TU-K

The Organisational Structure below will drive the 2023-2027 Strategic Plan,

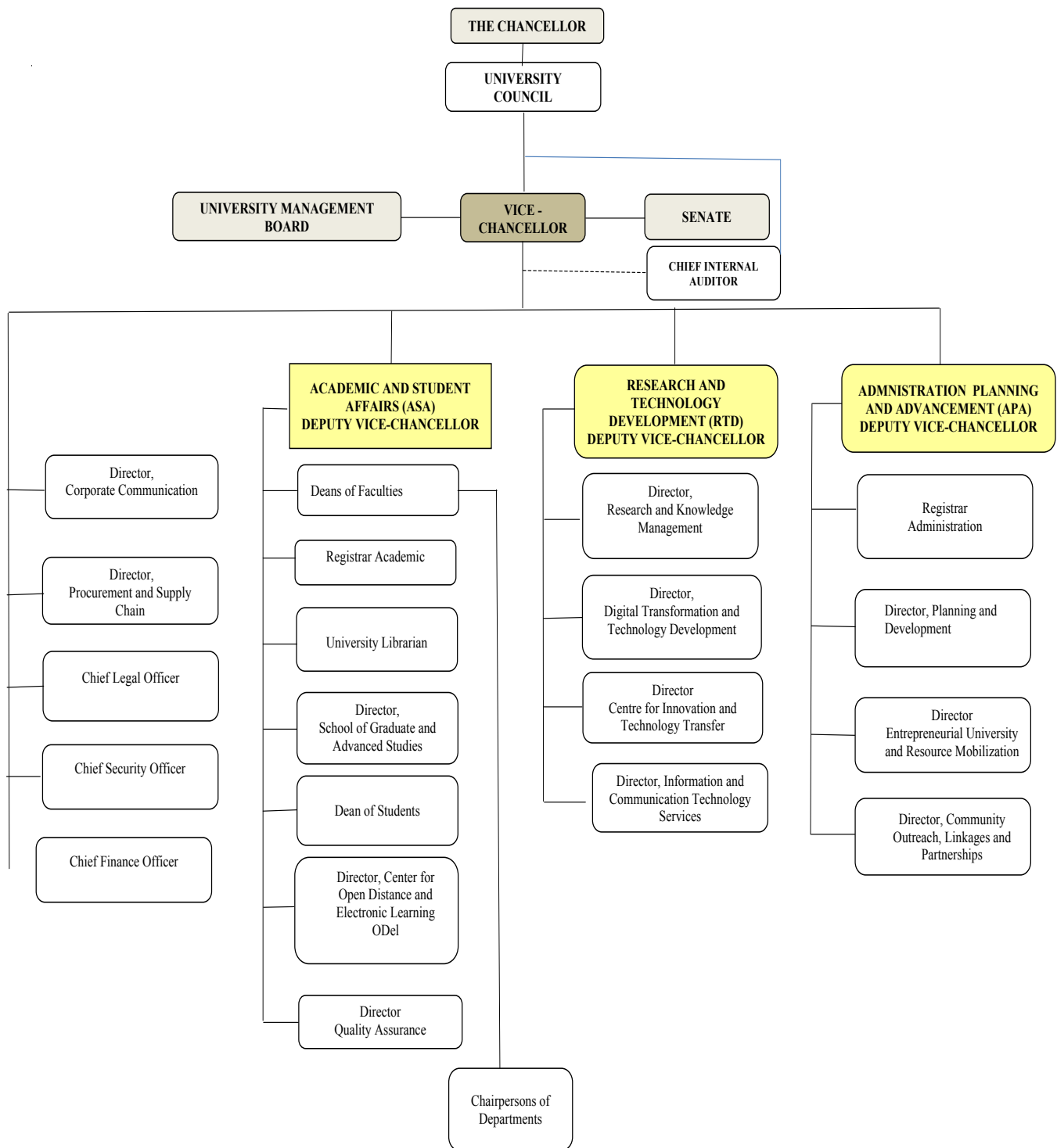


Figure 6.2: TU-K Organisational Structure

6.2.2 Staff Establishment, Skills Set and Competence Development

Currently the University has an approved establishment of 1769. To realize its mandate and implement the envisaged activities, the University will seek to have in place an optimal human resource capacity which will be addressed through staff rationalization. This process is part of the strategies to address the issue with an aim to reduce the wage bill which is currently overstretched.

To find the skills gaps across various staff cadres, TU-K also conducted an examination of the skills and competence gaps. Recommendations about the several areas of competence development required to advance the plan were made by the assessment. Table 6.2 provides a summary of the same.

Table 6.2: Skills Set and Competence Development

SKILLS SET AND COMPETENCE DEVELOPMENT

No.	CADRE	SKILL SET	SKILLS GAP	COMPETENCE DEVELOPMENT
	Teaching	<ul style="list-style-type: none"> Information Technology Communication Skills Pedagogy Skills Report Writing 	<ul style="list-style-type: none"> Information Technology Pedagogy Skills Proposal writing 	<ul style="list-style-type: none"> Competence Training in Pedagogy Skills Information Technology
	Technical	<ul style="list-style-type: none"> Information Technology Communication Skills Report Writing Data Analysis 	<ul style="list-style-type: none"> Data Analysis Information Technology 	<ul style="list-style-type: none"> Training in Data Analysis and Information Technology
	Administrative	<ul style="list-style-type: none"> Report writing Communication Skills Information Technology Organization Skills 	<ul style="list-style-type: none"> Report Writing Information Technology Organization Skills 	<ul style="list-style-type: none"> Training in Report Writing and Information Technology
	Secretarial	<ul style="list-style-type: none"> Customer Relations Communication Skills Information Technology Organization Skills 	<ul style="list-style-type: none"> Customer Relations Information Technology 	<ul style="list-style-type: none"> Training in Customer Care and Information Technology
	Clerical	<ul style="list-style-type: none"> Records Management Information Technology Organization Skills 	<ul style="list-style-type: none"> Records Management Information Technology 	<ul style="list-style-type: none"> Training in Records Management and Information Technology
	General Staff	<ul style="list-style-type: none"> Organization Skills Time Management Communication 	<ul style="list-style-type: none"> Time Management 	<ul style="list-style-type: none"> Training in Time Management

NOTE:

The job cadres have been categorized into the above six functional areas for skill set analysis.

6.1.3 Leadership

Overall the University Council will be in charge of ensuring that the strategic goals are met. University Management Board will be in charge executing the strategies. The planning and development directorate is in charge of making ensuring that scheduled activities are carried out on time and also ensure that the actions are incorporated into the Performance Contract on an annual basis. The strategic Plan Implementation Committee will have members from all functional areas and have thematic subcommittees overseeing each strategic theme.

6.1.4 Systems and Procedures

The University has established the required internal systems, processes, and standard operating procedures that will be required for effective and efficient implementation of this Strategic Plan. The internal systems to ensure effectiveness and efficiency of all processes that include a Learning Management System(LMS), TU-SOFT management system and internet connectivity. An integrated Enterprise Resource Planning (ERP) will be installed within this plan period and will guarantee the complete usage of electronic technologies aligned to University Business Re-engineering priorities.

6.2 Risk Management Framework (RMF)

In this section the Technical University of Kenya has identified the key risks and assessed the probability level and the impact to the University if those risks occurred. Mitigation strategies are suggested and responsibility for those risks assigned to ensure proper monitoring and evaluation of the risks (see table 6.3). The overall responsibility for ensuring proper risk mitigation strategies are put in place lies with the Senior Management and Council of the University.

Proper review of risks, ascertainment of severity of those risks, and mitigation strategies is a critical process that must be done on a regular basis. This is because the severity levels of risks will change during the implementation period and will necessitate different mitigation strategies.

Senior Management and the Council of the University are responsible for monitoring all risks and making decisions on the best strategies to mitigate the identified risks. The RMF provides a guide for the senior management and facilitates discussions at their Meetings.

The RMF will be an Agenda items at each senior management meetings. The Senate under the leadership of the Vice Chancellor is responsible for implementing resolutions from the University.

6.3 TU-K Risk Management Framework - Outcome Level

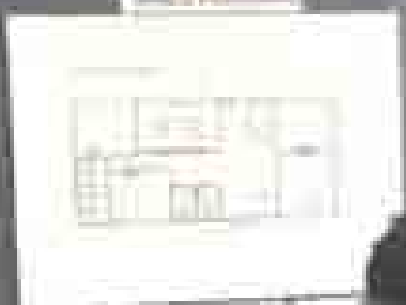
Table 6.3 – Risk Management Framework

S/ NO	Risk Category	Risks	Risk Likelihood (L/ M/ H)	Severity (L/ M/ H)	Overall Risk Level (L/M/H)	Mitigation Measures	Responsibility
1	Financial	Inadequate financial resources to implement plan	H	H	H	Resource optimisation	UMB
2	Financial	Delivery of cost efficient services	H	H	H	Integrated Management systems	VC & ICT Director
3	Financial	Lack of diversified sources revenue	M	M	H	Robust resources strategies	DVC-APA/RTD
4	Procurement	Lack of Value for Money Procurement	H	H	H	Efficient and effect procurement systems	VC & Procurement
5	Operational	Provision of quality customers services to key stakeholders	H	M	M	Provision of systems for outstanding customer services	UMB/Senate
6	Operational	Poor brand image	M	M	M	Develop and implement marketing and brand strategies	VC/Director Public Affairs & Marketing
7	Operational	Poor Quality Assurance Systems	M	M	M	Build best practices quality assurance systems	VC/Director Quality
8	Operational	Poor security systems	H	H	M	Institute effective surveillance systems	VC/Chief Security officer
9	Technological	Cyber-attack	H	H	M	Institute effective cyber security systems	VC/Director ICT
10	Technological	Loss of Data	H	H	M	Institute an effective data management system – ERP ITC Contingency systems and back-up	VC/ICT Director
11	Operational	Health and Safety of environment	M	M	M	Applied the health and safety guidelines	DVC-APA/ Health and wellness Manager
12	Operational	Ineffective Complaint handling procedures leading to high litigation levels	M	M	M	Build capacity and systems for complaint handling	VC/Legal officer/UMB
13	Operational	Poor work ethics and employee commitment	H	M	M	Develop leadership and management talent Develop a facilities and infrastructure to support staff	VC/UMB
14	Operational	Poor organization culture	H	M	M	Develop and implement cultural change strategies	VC/UMB
15	Operational	Demotivated employees	M	M	M	Create a conducive working environment and incentives	VC/UMB
16	Operational	Lack of transparency in reporting; non- participation in information-sharing initiatives	M	M	M	Create effective communication and information systems	VC/UMB

GROUP THREE

Project description and details for Group Three, including a list of team members and their roles.

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7

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This Chapter discusses the Financial Requirements, Resource Mobilisation Strategies and Resource Management.

7.1 Financial Requirements

The University has over the next five years prioritized programmes for implementation in this Strategic Plan. Adequate resourcing is a key enabler for successful realization of the expected outcomes, and realization of the mission at large. In accordance with the requirements of the Public Financial Management Act, 2012, the University has planned its activities around programmers, following the requirement of programme-based budgeting. The resources required for implementing programmes under this plan is estimated at 32.224 billion that is expected to be provided under the rolling Medium Term Expenditure Framework, and mobilisation from other sources. The table below presents the resource requirements by Key Result Areas.

The financial estimates here are based on the cost of maintaining the staffing levels as computed in line with the projected student numbers. It is considered that the personnel costs should roughly account for two-thirds (2/3) of the total cost of running the institution, while operations and maintenance should constitute the remaining one-third (1/3).

To ensure adequate resourcing of the plan and manage financial constraints that may affect its implementation, TU-K will institutionalize resource mobilization strategies, through the Resource Mobilization Strategy. The University also prioritizes full operationalization of the financial resources, alongside bidding for more resources from the Government.

On the other hand, the University will up-scale resource mobilization outreach programmers with development partners, non-state actors and other like-minded public entities to undertake joint- programmers that allows for cost-sharing and co-ownership of outputs.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Key Result Area	Projected Resource Requirements (Ksh.)					Total
	Year 1 (FY 2023/24)	Year 2 (FY 2024/25)	Year 3 (FY 2025/26)	Year 4 (FY 2026/27)	Year 5 (FY 2027/28)	
KRA 1	88,810,827	695,117,481	830,018,934	866,638,954	878,134,992	3,358,721,188
KRA 2	49,780,595	163,390,831	236,916,705	355,375,057	568,600,091	1,374,063,278
KRA3	11,310,901	15,454,482	19,004,731	21,318,552	24,767,851	91,856,517
KRA 4	5,132,512	177,191,059	221,488,824	299,009,912	418,613,877	1,121,436,184
Total	155,034,835	1,051,153,853	1,307,429,194	1,542,342,475	1,890,116,811	5,946,077,167

7.2 Resource Mobilisation Strategies

The University will refocus its resource mobilization office and develop and implement strategies to mobilize resources from Foundations, Non-Governmental Organizations, Development Partners and International Agencies, Alumni, Angel funds, Venture Funds and forge partnership with research and development institutions, high-tech companies and related professional services. In addition, TU-K will develop and implement strategies to attract private investment through Public-Private Partnerships, Joint collaboration with leading universities, foundations and other models including Build Operate and Transfer.

Table 7.3: Projected Budget estimates

Financial Year	Estimated Financial Requirements (Ksh. M)	Estimated Allocations (Ksh. M)	Variance (Ksh. M)
Year 1	4,224,180,665.97	2,956,926,466.18	(1,267,254,199.79)
Year 2	6,781,342,123.02	4,746,939,486.12	(2,034,402,636.91)
Year 3	6,679,106,802.65	4,675,374,761.86	(2,003,732,040.80)
Year 4	7,050,507,396.66	4,935,355,177.66	(2,115,152,219.00)
Year 5	7,489,030,103.87	5,242,321,072.71	(2,246,709,031.16)
Total	32,224,167,092.17	22,556,916,964.52	(9,667,250,127.65)

7.3 Resource Management

To ensure prudence and sustainable financial management, the University shall institutionalize financial management practices as detailed in the Public Financial Management legal and regulatory framework. This will include, but not limited to planning, organizing, and monitoring the financial resources allocated and mobilized, while upholding transparency, accountability and cost-effectiveness to enhance credibility and quality service delivery.

The University will also strengthen operational efficiency and effectiveness, through automation of key processes and systems, development of staff capacity on financial resource management, performance management systems and modernize ICT Infrastructure to reduce turn-around time.



8

MONITORING, EVALUATION AND REPORTING FRAMEWORK

This Chapter discusses the Monitoring Framework, Performance Standards, evaluation framework, reporting framework and feedback Mechanisms.

8.1 Monitoring Framework

The University shall ensure that the strategic plan is closely monitored to track implementation status and take appropriate measures. Monitoring shall include the systematic collection of data and analyzing information based on the targets, outputs, outcomes, performance indicators, and feedback reports from Directorates, Departments and Functional Areas of the University. The collected information will be analyzed to prepare monthly, quarterly and annual reports for dissemination to stakeholders.

8.2 Performance Standards

Monitoring and evaluation will be carried out at the strategic level and will focus on the assumptions and projections in the Plan. At the operational level, an elaborate monitoring and evaluation system that will systematically collect and analyse data on specified indicators to provide its key management organs as well as the main stakeholders with indications of the extent of progress and achievement of set targets and/or standards. Quarterly Progress Report will be provided using the template in table 8.2. The system will also assess its on-going or completed teaching, training, and research activities, programmes, policy implementation and results to determine fulfilment of objectives, and impact. The process will further determine if the critical premises, (particularly those in the external environment) on which it is based are still valid.

Table 8.2 Quarterly Progress Reporting Template

Quarterly Progress Report Quarter Ending-----

Expected Output	Output Indicator	Annual Target(A)	Quarter for year-----			Commutative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

8.3 Evaluation Framework

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency, and impact (both expected and unexpected) and sustainability of the strategies detailed in the Strategic Plan. The University shall conduct annual, mid-term, and end-term evaluations of the Strategic Plan to establish the extent to which the outputs and outcomes expected have been realized.

Annual evaluations shall be tied to individual employee performance targets and aggregated at the directorate level to inform the extent to which collective efforts are influencing the strategic implementation. Moreover, the annual report shall inform the annual budget and reporting on performance contracting obligations.

8.3.1 Mid -Term Evaluation

Mid-term evaluation of the strategic plan shall examine the progress towards achieving set targets and generate recommendations that will be used to improve the Strategic Plan implementation process.

8.3.2 End-Term Evaluation

End-term evaluations shall be conducted at the end of the strategic planning period to assess to what extent set targets have been accomplished. Results from the end-term evaluation shall be used to inform the next cycle of the strategic planning process.

Table 8.3 Annual Progress Reporting Template

Annual Progress Report for Year Ending-----

Expected Output	Output Indicator	Quarter for year-----			Cumulative to Date			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-A)	Target (D)	Actual (E)	Variance (E-D)		

Reporting Framework and Feedback Mechanism

Quarterly and Annual Reports shall track progress towards attainment of University’s results and generation of strategic information to inform decision making by stakeholders at the organizational and at the national level. The Directorate of Performance Management will collate quarterly, bi-annual, and annual reports from all the directorates, departments and functional areas in the University on the progress of achievement of results and objectives based on the key output and outcome indicators.

Result-based management will be adopted where every individual contributes towards the realization of this Strategic Plan. Annual strategic review meetings/workshops will be held by University Management Board to evaluate the impact of planned actions and the level of achievement of the strategic objectives. The lessons learnt will provide inputs for continual improvement.

Table 8.4 Evaluation Reporting Template

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

ANNEX I: IMPLEMENTATION MATRIX

STRATEGIC ISSUE: Achieving academic excellence and programmes' diversification.																		
STRATEGIC GOAL: To offer relevant and quality academic programmes that produce holistic graduates every academic year, who are technologically grounded, and practically skilled.																		
Key Result Area 1: Teaching, Learning and Training.																		
OUTCOME: Holistic graduates who are technologically grounded, innovative, creative and practically skilled.																		
Strategic Objective 1: To offer relevant, innovative and quality academic programmes approved by the senate in an environment conducive to teaching and learning to every cohort.																		
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility	Support		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5				
Foster a culture of quality teaching and effective assessment of students.	Fostering a culture of quality teaching and effective assessment of students.	Adoption of Research-informed teaching methodologies.	Increased number of staff promoted and rewarded on the basis of research-informed teaching	At least six (6) per year (two per faculty per year)	x	x	x	x	x	X	2.1	14.1	17	17.0	17.0	DVC- ASA/ / Registrar Academics Deans/ Chairmen of Departments	TUK- Staff	
		Strengthened quality of teaching	Increased investment in the development of academic and technical staff	At least 10% per year of academic and technical staff trained Include budget for academic staff training	x	x	x	x	x	X	2.0	11.1	14	15.1	15.1			
To maintain academic standards as set out by Senate to ensure TU-K highest academic and professional standards		Academic and Technical staff trained on pedagogy	Operationalization of teaching assessment procedures	At least 50% of programmers brought under teaching assessment	x	x	x	x	x	X	2.1	12.1	15	15.0	15.1			
			Increased student completion rate	Completion rate increased to international standards	x	x	x	x	x	X	1.2	13.2	16	17.1	17.1			
		Improved understanding of industry practices by technical and academic staff	Improved rating by students and industry standard of education and tracer study reports	100% of Academic and Technical staff take in-service training per year	x	x	x	x	x	x	X	3.1	16.2	19	20.1			22.1
			Increased number of technical and teaching staff attached to industry	100%	x	x	x	x	x	x	X	1.1	13.1	16	17.1			17.1
	Improved quality of assessment and examination methods	Externally moderated examination that meet international standards	100% of programmers	x	x	x	x	x	X	2.0	20.0	23	24.1	24.1				

Strategy	Key Activities	Improved students' academic and practical performance Tracer studies undertaken on every cohort	Improved pass rate	Reduce lower quartile by 10%	x	x	x	x	X	3.1	16.3	19	20.1	20.1	20.1	Responsibility	Support													
																		Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES, Million)				
																					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Expand students accommodation and catering infrastructure	Expanded students accommodation and catering infrastructure	Tracer study reports every year	Construction of new hostels in South	100% of pro-grammers and relevant stakeholders	x	x	x	x	x	1.2	11.2	13.2	14.2	14.2	14.2	DVC, ASA Dean/DSS	TU-K Staff													
Provide opportunities for psycho-social support, moral and spiritual development to the University community	Improved psychosocial support Increased capacity to provide catering services to the University community Increased number of peer counselors	Number of such forums Held	Students, staff and other members of the University who have sought and received counseling services. Peer counselors trained		x	x	x	x	x	0.8	11.8	13.8	13.8	13.8	13.8															
Provide students with opportunities to identify talent, explore potential and develop sporting and co-curricular activities	Participation in charity work/ visits within the community by the faithful Enhanced students' participation in clubs and societies for talent development	Number of charity work/visits within the community	Number of activities organized by active clubs and societies		x	x	x	x	x	0.2	10.2	12.2	13.2	13.2	13.2															
	Increased participation in sporting and games	Number of students actively participating in games and sporting activities			x	x	x	x	x	1.8	11.8	13.8	14.8	14.8	14.8															
	Increased sporting activities and visibility by students	Number of competitions participated in			x	x	x	x	x	0.2	10.2	12.2	12.2	12.2	12.2															

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Establish collaboration and partnerships for information sharing	Establishing collaboration and partnership for information and knowledge sharing	Increased partnerships and collaborations Capacity building	Participate in at least one local league & championship		x	x	x	x	x	1.2	11.2	13.2	14.2	14.2		TU-K Staff
			Participate in at least one national league & championship		x	x	x	x	x	0.8	10.8	12.8	12.8	12.8		
			Participate in at least one regional championships & tournaments		x	x	x	x	x	2.2	12.2	14.2	15.2	16.2		
			Participate in at least one international championship & tournament		x	x	x	x	x	5.8	15.8	17.8	17.8	18.8		
Strategic Objective 3: To provide access to quality information resources and services for teaching learning and research in every semester.																
Strategy																
Establish collaboration and partnerships for information sharing	Establishing collaboration and partnership for information and knowledge sharing	Increased partnerships and collaborations Capacity building	Number of partnerships	At least 1 Institutional library per year	x	x	x	x	x	2.2	20.2	23.2	24.2	24.2	DVC ASA /University Librarian/ Deans	
			Membership to KLIISC	100%	x	x	x	x	x	2.0	20.0	23.2	24.2	24.2		
			Service Membership to National professional bodies	100%	x	x	x	x	x	2.0	18.0	22.0	22.0	22.0		
			Membership to at least one (1) relevant International body	100%	x	x	x	x	x	2.8	18.8	21.8	22.8	23.8		
			Sponsorship to at least three conferences and workshops per year	At least 6 library staff per year	x	x	x	x	x	2.2	20.2	23.2	23.2	23.2		
			Staff exchange programme	1 library staff per year	x	x	x	x	x	4.0	20.0	23.0	24.0	24.0		
Facilitating full exploitation of information resources and services	Facilitating full exploitation of information resources and services	Enhanced effectiveness of library usage	Attendance to trainings	Trained Library Staff from at least 2 trainings per year.	x	x	x	x	x	1.5	22.5	25.5	26.5	26.5		
			Increased information literacy trainings	100% of new students and staff	x	x	x	x	x	1.5	19.5	22.5	22.5	23.2	DVC ASA Deans/ University Librarian	
Institute a pro-active library management system that is visible, open and transparent.			Publicity of new information resources	100% Of newly acquired resources	x	x	x	x	x	2.2	18.2	21.2	22.2	22.2		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Preserving and conserving information resources for future purposes	Enhanced maintenance of Information resources for endured access	Establishment of digital library and multimedia centre	Establish digital centre	100% Operationalized digital centre	x	x	x	x	x	3.0	20.0	23.0	24.0	25.0		
					x	x	x	x	x	2.8	17.8	20.8	21.8	21.8		
Strategic Objective 4: To avail academic programmers to a wider audience beyond the confines of the physical(ODEL)and increase the enrollment by 10% every year.																
Provide quality technical support and leadership for the implementation of Open, Distance and e-Learning (ODEL)	Providing quality technical support and leadership for the implementation of Open, Distance and e-Learning (ODEL)	Trained content Developers	Academic staff Trained on content development		x	x	x	x	x	4.6	21.8	25.8	25.8	26.8	DVC, ASA/ Deans/COD/ Director ODel	Support UMB/Senate
Review and Design curricula for common University courses and their innovative delivery;	Reviewing and Designing curricula for common University courses and their innovative delivery	Innovative diploma and common undergraduate programmers	Reviewed Communication Skills; Critical and Creative Thinking; Health Education, and Society and Culture common courses		x	x	x	x	x	2.5	19.5	22.5	22.5	23.5		UMB/Senate
Design and review demand-driven curricula for professional and lifelong education;	Designing and reviewing demand-driven curricula for professional and lifelong education	Innovative ways for the delivery of all common undergraduate courses	On-line delivery of common courses through Open and Distance Learning and e-Learning courses developed		x	x	x	x	x	1.8	18.8	22.8	25.8	25.8		
					x	x	x	x	x	2.5	19.5	23.5	23.5	23.5		
Develop and Implement Open, Distance and e-Learning (ODEL) programmers and platform for their delivery;	Developing and implementing Open, Distance and e-Learning (ODEL) platform for delivery of programmers	ODEL-Policy document developed, approved and implemented	ODEL-Policy operational		x	x	x	x	x	1.4	18.4	22.4	22.4	22.4		
					x	x	x	x	x	2.8	19.8	23.8	23.8	23.8		

Establish and operationalise an Open Campus	Establishing and operationalizing an Open Campus	Increased learning opportunities	Number of ODeL programmers Established framework	x	x	x	x	x	x	2.2	19.2	23.2	23.2	23.2	23.2	Support					
																	Strategic objective 5: To offer relevant, quality and innovative postgraduate training and research for the real world				
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES. Million)					Responsibility		
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead		
To offer relevant, quality and innovative postgraduate training and research for the real world	To develop and implement relevant curricula for training at Postgraduate levels	Developed guidelines for postgraduate studies	Approved Policies	x	x	x	x	x	1.2	11.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	12.2	DVC ASA/ Deans/ COD	UMB/Senate	
		Develop postgraduate Curricula	Number of Senate- approved postgraduate curricula	x	x	x	x	x	1.0	11.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	DVC ASA/ Deans/ COD	UMB/Senate	
		Coordination Board of postgraduate programmers Established	Board members appointed	x	x	x	x	x	1.8	11.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	DVC ASA/ Dean/ COD	UMB/Senate	
		Enhanced SGAS human and infrastructural capacity	Increased number of administrative staff	x	x	x	x	x	1.0	11.0	12.7	13.7	13.7	13.7	13.7	13.7	13.7	13.7	DVC ASA/ Deans/ COD	UMB/Senate	
		To provide effective training and supervision of postgraduate students	A pool of qualified faculty staff and supervisors	Number of qualified academic staff actively engaged in teaching, research and supervision	x	x	x	x	x	1.1	11.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	DVC ASA/ Deans/ COD	UMB/Senate
			Staff trained in postgraduate supervision	Number of staff trained	x	x	x	x	x	2.0	13.0	18.0	20.5	20.5	20.5	20.5	20.5	20.5	20.5	DVC ASA/ Deans/ COD	UMB/Senate
To establish sustainable postgraduate scholarship programmers and to attract quality postgraduate students	Trained postgraduate students in academic writing and research conduct	Number of postgraduate students trained	x	x	x	x	x	2.2	13.2	14.2	16.2	17.8	17.8	17.8	17.8	17.8	17.8	DVC ASA/ Dean/ COD	UMB/Senate		
		Approved policy	x	x	x	x	x	1.2	12.2	13.2	13.2	13.2	13.2	13.2	13.2	13.2	DVC ASA/ Deans/ COD	UMB/Senate			
	Establish postgraduate scholarship 100% funding for postgraduate projects and tuition fees	At least one (1) student per postgraduate programme	x	x	x	x	x	1.8	11.0	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	DVC ASA/ Deans/ COD	UMB/Senate		
Establish postgraduate students' sponsorship sources	Develop policies for postgraduate student recruitment	Number of funding institutions/ agencies	x	x	x	x	x	1.8	11.0	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	DVC ASA/ Deans/ COD	UMB/Senate		
		Number of postgraduate students funded;	Developed policies; developed fees structures; advertisement of postgraduate programmers on website	x	x	x	x	x	1.2	12.2	14.2	14.2	14.2	14.2	14.2	14.2	14.2	DVC ASA/ Deans/ COD	UMB/Senate		

Strategic Objective 6: To promote quality assurance practices.																	
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES, Million)			Responsibility				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead		
Adopt best quality management practices based on ISO standards	Adopting best quality management practices.	Improved service Delivery	Approved quarterly and annual performance and review reports	Quarterly and annually reviews QMS review per structural changes	x	x	x	x	x	0	0	0	0	0	VC/Quality Assurance Director	Support	
			Review QMS	External Annually	x	x	x	x	x	0	0	0	0	0	0	VC/Quality Assurance Director	TU-K Staff
			Surveillance audits reports	Year 1 Every 3 rd quarter	x	x	x	x	x	x	0.2	0.4	0.5	0.6	0.7	VC/Quality Assurance Director	TU-K Staff
			Approved quality assurance policy	Every end of semester	x	x	x	x	x	x	0	0	0	0	0	VC/Quality Assurance Director	TU-K Staff
			Audit reports	Quarterly and annual reports	x	x	x	x	x	x	0	0	0	0	0	VC/Quality Assurance Director	TU-K Staff
			Operationalize lecturer- course evaluation		x	x	x	x	x	x	0	0	0	0	0	0	VC/Quality Assurance Director
Institutionalise performance management culture	Institutionalising Performance Management culture	Improved performance and increased productivity	High rating in the national Performance Contract programme	1 certifications	x	x	x	x	x	0.3	0.1	0.1	0.1	0.1	VC/Quality Assurance Director	TU-K Staff	
		Improved quality assurance standards	Retained certification including ISO	3 programmers	x	x	x	x	x	0.1	0.3	0.4	0.4	0.5	VC/Quality Assurance Director	TU-K Staff	
Benchmark for best practices and accreditation of programmers	Benchmarking for best practices and accreditation of programmers	Adaptation of best practices and programmers accreditation	No. of programmers accredited		x	x	x	x	x	0.1	0.3	0.4	0.4	0.5	VC/Quality Assurance Director	TU-K Staff	
STRATEGIC ISSUE: Inadequate research output and lack of interdisciplinary research environment for advancement of society.																	
STRATEGIC GOAL 2: To inculcate a culture of creativity and innovation in a dynamic and interdisciplinary research environment for advancement of society by 2027																	
KEY RESULT AREA 2: Research, Innovation and Commercialization																	
Strategic Objective 1: To promote and engage in quality research that develops innovative solutions and products that enhance human development.																	
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES, Million)			Responsibility				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead		
Engage in translational research that leads to new knowledge and products;	Engaging in research that leads to new knowledge and products	Mainstream research in the University	Research Policy document developed and operational		x	x	x	x	x	0.2	0.4	1.4	2.4	5.4	DVC RTD/ Director Research	Support	
																TU-K STAFF	

Increased capacity for the University to obtain and manage internal and external research funds.	<i>Engaging in research that leads to new knowledge and products</i>	Resource allocation for research	Established research project management systems and procedures; Operationalize management of research funds	x	x	x	x	x	x	x	x	0.8	1.6	2.6	5.2	8.2	DVC RTD/ Director Research	TU-K STAFF
			Increased staffing in the research and knowledge exchange office	x	x	x	x	x	x	0.4	0.8	1.8	3.6	6.6	8.4			
Enhance capacity to attract research funds and improve institutional management of research projects	Enhancing capacity to attract research funds and improve institutional management of research projects	Developed priority research thematic areas and quality research activities	Increased percentage of University Budget for Research and publications annually	x	x	x	x	x	x	x	x	0.5	1.7	2.7	5.4	8.4	DVC RTD/ Director Research	TU-K STAFF
			Increased percentage of University budget allocated to research infrastructure development	x	x	x	x	x	x	1.2	2.4	3.4	6.8	9.8	9.8			
Enhance capacity to attract research funds and improve institutional management of research projects	Enhancing capacity to attract research funds and improve institutional management of research projects	Postgraduate students and early career researcher development programme Established	Increased number of research programmers	x	x	x	x	x	x	x	x	0.2	0.4	1.4	2.8	5.8	DVC RTD/ Director Research	TU-K STAFF
			Number of researchers trained on proposal writing, grants management and research communication	x	x	x	x	x	x	0.6	1.2	2.2	2.4	5.4	5.4			
Enhance capacity to attract research funds and improve institutional management of research projects	Enhancing capacity to attract research funds and improve institutional management of research projects	Postgraduate students and early career researcher development programme Established	Number of postgraduate students and early career researchers receiving institutional research funding support	x	x	x	x	x	x	x	x	0.2	0.4	1.4	2.8	5.8	DVC RTD/ Director Research	TU-K STAFF
			Number of postgraduate students and early career researchers receiving external research funding support	x	x	x	x	x	x	1.2	2.4	3.4	6.8	9.8	9.8			

Promote sustainable strategies for the dissemination and exchange of research funding opportunities	Increasing capacity for the University to obtain and manage internal and external research funds.	Enhanced maintenance of Information resources for endured access	Number of opportunities for sustainable, productive activities that enhance and advance strategy for research collaborations	x	x	x	x	x	x	0.2	0.4	1.4	2.8	5.8		
Promote knowledge exchange and dissemination of research output.	Promoting sustainable strategies for the dissemination and exchange of research <i>funding opportunities</i>	Established research opportunities and funding agency communications	Number of research partnerships with local community organizations that address key emerging issues in the communities, country and region	x	x	x	x	x	x	1.2	2.4	3.4	6.8	9.8		
			Number of new strategic grant funding intelligence and opportunities communicated to faculty researchers in accessing funding opportunities	x	x	x	x	x	x	0.4	1.8	2.8	5.6	8.6		
			Strategic research communications plan complete	x	x	x	x	x	x	0.2	1.4	2.4	2.8	5.8		
			Increased research web content	x	x	x	x	x	x	0.1	1.2	2.2	4.4	7.4		
			Number of strategic sustainable research collaborations with industry and other stakeholders.	x	x	x	x	x	x	0.4	1.8	2.8	5.6	8.6		
Strategic Objective 3: To promote a culture of innovation and the transfer of technology and intellectual resources (Digital transformation)																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES, Million)		Responsibility
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Organize digital innovation challenges (“hack-tones”) among staff and students	Organizing digital innovation challenges (“hack-tones”) among staff and students	digital innovation challenges (“hack-tones”) among staff and students organized	Number of digital innovation challenges (“hack-tones”) among staff and students	x	x	x	x	x	0.2	4.2	5.2	8.2	13.2	DVC RTD, Director Digital Campus		
Promote commercialisation of scientific and technological knowledge.	Promote commercialisation of scientific and technological knowledge.	Commercialization of scientific and technological knowledge promoted	Numbers of commercialized activities.	x	x	x	x	x	1.0	3.0	4.3	7.3	12.3	DVC RTD, Director Digital Campus		

Develop and operationalise policy on patents and intellectual property rights.	Developing and operationalising policy on patents and intellectual property rights	Policy on patents and intellectual developed and operationalized	Operationalised policy on patents and intellectual property rights	x	x	x	x	x	x	1.5	5.5	5.3	8.3	13.3	DVC RTD, Director Digital Campus	
Establish TUK a “garage” for digital innovation by providing a platform for innovators to show-case their innovations.	Establishing TUK a “garage” for digital innovation by providing a platform for innovators to show-case their innovations.	TUK a “garage” for digital innovation by providing a platform for innovators to show-case their innovations established	TUK a “garage” for digital innovation	x	x	x	x	x	x	1.5	5.5	5.3	8.3	13.3	DVC RTD, Director Digital Campus	
Deploy digital technology to manage administrative functions	Deploying digital technology to manage administrative functions	Digital technology to manage administrative functions deployed	Number of deployed digital technology	x	x	x	x	x	x	0.5	4.5	5.3	8.3	13.3	DVC RTD, Director Digital Campus	
Strategic Objective 4: To establish partnerships with various organisations and create learning centres, research and innovation centres, and industrial and production centres																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES. Million)		Responsibility
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y5	Lead	Support
Establish innovation centres and multimedia centres	Establishing of innovation centres and multimedia centres	Digital centre Establishing of innovation centres and multimedia centres established	100% Operationalized innovation centre	x	x	x	x	x	4.1	8.7	13.3	20.7	34.1	34.1	DVC RTD/ Director /Deans	TU-K STAFF
Establish business incubators, industrial and technology parks	Establish business incubators, industrial and technology parks	Business incubators, industrial and technology parks established	100% Business incubators, industrial and technology parks	x	x	x	x	x	4.3	8.9	14.1	21.5	34.9			
Develop Jua-Kali collaboration programmers and equip industry players with industrial skills through competency based learning	Developing Jua-Kali collaboration programmers and equip industry players with industrial skills through competency based learning	Jua-Kali collaboration programmers developed	Number of Collaborations	x	x	x	x	x	2.0	6.6	11.2	18.6	32.0		DVC RTD/ Director /Deans	
Establish collaborative and innovative projects with other organisations	Establishing collaborative and innovative projects with other organisations	Collaborative and innovative projects with other organisations established	Number of Collaborations	x	x	x	x	x	2.1	6.7	11.3	18.7	32.1		DVC RTD/ Director /Deans	
Strategic Objective 5: Promote knowledge exchange and dissemination of research output																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES. Million)		Responsibility
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y5	Lead	Support
To establish research metrics as part of knowledge exchange and transfer	Establish research metrics as part of knowledge exchange and transfer	Established research metrics as part of knowledge exchange and transfer	Number of research publications	x	x	x	x	x	0.4	1.8	2.8	5.6	8.6	8.6	DVC RTD/ Director Research	TU-K STAFF
			Number of citations of peer reviewed articles by academic staff	x	x	x	x	x	0.1	1.2	2.2	4.4	7.4			

Strategy	Strategic Objective 2: To promote and advance a culture of creativity, innovation and entrepreneurship															
	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Budget (KES, Million)					Responsibility		
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Cultivate income generation culture to exploit the various professional skills within the University	Renew and activate the existing research partnerships and linkages.	Strengthened existing research and establish new research strategic international and regional partnerships and linkages	Number of seminars, conferences and workshops hosted to stimulate knowledge networks	x	x	x	x	x	x	0.6	2.2	3.2	6.4	9.4		
				x	x	x	x	x	x	0.5	2.0	3.0	6.0	9.0		
Mainstream consultancy, commercialisation of scientific knowledge, and product development	Establishing division dedicated to consultancy services and other income generating activities	University policy on consultancy and IGAs	Increase in coordinated consultancies and IGAs set up	x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Director /Deans	
				x	x	x	x	x	x	0.1	4.5	5.7	7.8	10.8	DVC APA/ Director /Deans	
Develop the capabilities of the institution to be an entrepreneurial University;	Establishment of an entrepreneurial University	An entrepreneurial University Established	No of entrepreneurial engagement	x	x	x	x	x	x	0.2	4.6	5.8	7.9	10.9	DVC APA/ Director /Deans	
				x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Director /Deans	
Integrate the teaching of entrepreneurship in all the curricula	Integrating the teaching of entrepreneurship in all the curricula	Integrating the teaching of entrepreneurship in all the curricula	Number of Contracts	x	x	x	x	x	x	0.1	4.3	5.5	7.6	10.6	DVC APA/ Director /Deans	
				x	x	x	x	x	x	0.1	4.3	5.5	7.6	10.6	DVC APA/ Director /Deans	
Organise tailor-made short courses targeted at SMEs.	Organising tailor-made short courses targeted at SMEs.	tailor-made short courses targeted at SMEs organised	Number of Courses	x	x	x	x	x	x	0.1	4.3	5.5	7.6	10.6		
				x	x	x	x	x	x	0.1	4.3	5.5	7.6	10.6		

Strategic Objective 2: To promote and advance a culture of creativity, innovation and entrepreneurship																				
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES, Million)					Responsibility	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Cultivate income generation culture to exploit the various professional skills within the University	Cultivating an income generation culture to exploit the various professional skills within the University	University policy on consultancy and IGAs	Increase in coordinated consultancies and IGAs set up	x	x	x	x	x	x	x	0	0	0	0	0	0	DVC APA/ Director /Deans	Support		
Mainstream consultancy, commercialisation of scientific knowledge, and product development	Establishing division dedicated to consultancy services and other income generating activities	Division dedicated to consultancy services and other income generating activities established	Number of consultancy services	x	x	x	x	x	x	x	0.1	4.5	5.7	7.8	10.8	DVC APA/ Director /Deans				
Develop the capabilities of the institution to be an entrepreneurial University;	Establishment of an entrepreneurial University	An entrepreneurial University Established	No of entrepreneurial engagement	x	x	x	x	x	x	x	0.2	4.6	5.8	7.9	10.9	DVC APA/ Director /Deans				
Establish framework for partnership with industry, institutions and like-minded Universities for contracts.	Establishing framework for partnership with industry, institutions and like-minded Universities for contracts	Framework for partnership with industry, institutions and like-minded Universities for contracts established	Number of Contracts	x	x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Director /Deans				
Integrate the teaching of entrepreneurship in all the curricula	Integrating the teaching of entrepreneurship in all the curricula	Integrating the teaching of entrepreneurship in all the curricula Integrated	Number of Curricula	x	x	x	x	x	x	x	0.1	4.3	5.5	7.6	10.6	DVC APA/ Director /Deans				
Organise tailor-made short courses targeted at SMEs.	Organising tailor-made short courses targeted at SMEs.	tailor-made short courses targeted at SMEs organised	Number of Courses	x	x	x	x	x	x	x	0.1	4.3	5.5	7.6	10.6					

Strategic Objective 3: To develop frameworks that attract donors and establish the institution as brand of a comprehensive technical education and training																				
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES, Million)					Responsibility	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Expand and strengthen networks for Community Campus Partnerships	Expanding and strengthening networks for Community Campus Partnerships	Develop and implement policies and guidelines for community/industry/outreach engagements Increased Campus outreach activities	Policy document, MOUs and Agreements with community institutions Number of new partnerships developed and signed MOUs	x	x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Director /Deans	TUK STAFF			
				x	x	x	x	x	x	x	0.3	3.7	4.5	5.7	8.1	DVC APA/ Director /Deans				

Strategy	Strategic Objective 4: To Enhance Industry Engagement and Outreach through civic and community engagement.										Responsibility					
	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Lead	Support
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Increase Campus outreach activities	Increasing Campus outreach activities	Develop and implement policies and guidelines for community/industry/outreach engagement	Policy document, MOUs and Agreements with community institutions		x	x	x	x	x	0	0	0	0	0	DVC APA/ Director /Deans	
Develop and employ mechanisms for resource mobilization and fundraising	Developing and employing mechanisms for resource mobilization and fundraising	Increased Campus outreach activities	MOUs and Agreements with community institutions		x	x	x	x	x	0.2	3.6	4.5	5.7	8.1	DVC APA/ Director	TUK STAFF
Implement a fundraising strategy to attract strategic donors and collaborators	Implementing a fundraising strategy to attract strategic donors and collaborators	Mechanisms for resource mobilization and fundraising developed and employed	Resources mobilized		x	x	x	x	x	0.1	3.5	4.4	5.6	8.0	DVC APA/ Director /Deans	TUK STAFF
Enhance the Alumni Association and Friends as a vehicle for University growth and development.	Enhancing the Alumni Association and Friends as a vehicle for University growth and development.	Fundraising strategy that attract strategic donors and collaborators implemented	Number of strategic donors and collaborators		x	x	x	x	x	0.1	3.5	4.4	5.6	8.0	DVC APA/ Director	TUK STAFF
Create a unit to focus on resource mobilisations	Creating a unit to focus on resource mobilisations	Alumni Association and Friends as a vehicle for University growth and development enhanced	University percentage growth and development.		x	x	x	x	x	0.1	3.5	4.1	5.3	7.7	DVC APA/ Director	TUK STAFF
To establish frameworks for collaborative engagements with the industry and contemporary institutions.	Establishing frameworks for collaborative engagements with the industry and contemporary institutions	Frameworks for collaborative engagements with the industry and contemporary institutions established	Number of facilitated forums to discuss and interact with stakeholders		x	x	x	x	x	0.1	4.5	5.5	7.5	9.8	DVC APA/ Director /Deans	TUK STAFF
Enhancing and strengthening the schools outreach programme.	Enhancing and strengthening the schools outreach programme.	Enhancing and strengthening the schools outreach programme.	Number of School outreach programmers		x	x	x	x	x	0.2	4.7	6.5	9.5	12.7	DVC APA/ Director /Deans	TUK STAFF
Develop science and technology awareness through outreach and community engagement	Develop science and technology awareness through outreach and community engagement	Developing science and technology awareness through outreach and community engagement	Science and technology awareness through outreach and community engagement	Number of engagements	x	x	x	x	x	0.1	4.5	5.5	8.5	11.9	DVC APA/ Director /Deans	TUK STAFF

Enhance and strengthen networks for Community Campus Partnerships	Enhancing and strengthening networks for Community Campus Partnerships	Networks for Community Campus Partnerships enhance and strengthened	Number of Partnerships	x	x	x	x	0.1	3.5	4.5	6.5	8.5	DVC, APA/ Director /Deans	TUK STAFF			
STRATEGIC ISSUE: Maintaining overall growth of the University.																	
STRATEGIC GOAL 4: To establish a dynamic, responsive and effective leadership that seeks to make the institution a centre of excellence in technological education and training by 2027.																	
KEY RESULT AREA 4: INSTITUTIONAL STRENGTHENING																	
OUTCOME: A top rated University of technological education and training.																	
Strategic Objective 1: To establish and coordinate communication channels for effective and efficient operations and service that exceed customer expectations.																	
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility		
Develop and implement interactive media for internal and external communication	Designing interactive services for internal and external communication	Develop Communication Policy	Developed communication policy No.1	Effective communication Channels by Yr 1	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Vice Chancellor/ Director Communication		
					x	x	x	x	x	.2	0	.5					
Promote the corporate image of the University;	Enhancing corporate image of the University	Improved service delivery	Implementation of New Service Charter	High rating customer satisfaction survey conducted	x	x	x	x	x	.5	0	.5		0.0.5	Vice Chancellor/ Director Communication		
Align the institution's activities towards customer satisfaction;	Initiate robust marketing activities	Develop a marketing Strategy	Marketing Strategy Developed	Enhanced brand of the University	x	x	x	x	x	.3					Vice Chancellor/ Director Communication		
					x	x	x	x	x	.8	1.3	1.7	2.0	2.2			
										0.5		1.0	0.8	2.0			
		Organising activities to improve the strategic public presence of the University	Exhibitions and fairs/open days		x	x	x	x	x								
		Timely communication of actions taken	Efficient communications		x	x	x	x	x	0	0	0	0	0			
Strategic Objective 2: To provide dynamic and visionary leadership and to promote good corporate governance.																	
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility		
Approve the organisational structure	Evaluating and Reviewing the University's Corporate Governance structures	TUK- Re-chartered	Chartering instruments -Organogram -Statutes	Technical University	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Vice Chancellor/ Legal officer		
					x	x	x	x	x	0	0	0	0	0		0	0
Evaluate Performance Management Reports	Maintaining up-to-date records of the University.	Well maintained proceedings of University meetings and milestone activities	Secure and accessible minutes and records of meetings and important activities for ease of reference	An Open system	x	x	x	x	x	0	0	0	0	0	Vice Chancellor/ Legal officer		

Firmly align the institution's activities with Kenya Vision 2030 and BETA	Aligning the institution's activities with Kenya Vision 2030 and BETA	Institution's activities aligned with Kenya Vision 2030 and BETA	Policy, and programmers documents aligned with Kenya Vision 2030 and BETA	Policy, and programmers documents aligned with Kenya Vision 2030 and BETA by yr. 5	x	x	x	x	x	x	x	x	x	0	0	0	0	0	0		
Ensure the full implementation of the national policies, guidelines and regulations on good corporate governance (e.g. corruption prevention policy, gender mainstreaming policy etc.)	Implement the national policies, guidelines and regulations on good corporate governance (e.g. corruption prevention policy, gender mainstreaming policy etc.)	National policies, guidelines and regulations on good corporate governance implemented	Documents on national policies, guidelines and regulations on good corporate governance in place	Documents on national policies, guidelines and regulations on good corporate governance in place by yr. 5	x	x	x	x	x	x	x	x	x	0	0	0	0	0	0		
Strategic Objective 3: To monitor and evaluate internal controls and recommend corrective actions for effective governance and management																					
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Y1	Y2	Y3	Y4	Y5	Budget (KES. Million)					Y1	Y2	Y3	Y4	Y5	Responsibility	
Institute strong Internal Control Systems	Instituting strong Internal Control Systems.	Strong Internal Control Systems Instituted	Approved Policies in place	Open and accountable operations	x	x	x	x	x	0	0	0	0	0	0	0	0	0	0	Vice Chancellor/ Chief Auditor	TUK STAFF
Risk & Business Impact assessment	Assessing risks and business impact in critical functions of the University.	Risk & Business Impact assessment	Risk & Business impact reports on critical functions.	Mitigated Risks	x	x	x	x	x	0	0	0	0	0	0	0	0	0	0	Vice Chancellor/ Chief Auditor	TUK STAFF
Carry out risk management on critical operations of the University;	Aligning internal audit plans with the University's approved budget and procurement plan.	Level of compliance	Level of compliance	Compliant Reports	x	x	x	x	x	0	0	0	0	0	0	0	0	0	0	Vice Chancellor/ Chief Auditor/ Director Procurement	TUK STAFF
Strategic Objective 4: To develop, improve and maintain high quality infrastructure																					
Develop and implement University Infrastructure	Develop Implement University Infrastructure in line with the master plan	High standard and quality infrastructure	approved drawings		x	x	x	x	x	1.5	0	0	0	0	0	0	0	0	0	DVC APA/ Director Planning and development	UMB
			New Buildings Constructed			x	x	x	x	x	73 M	850 M	450 M	464 M	498 M						DVC APA/ Director Planning and development
	To maintain university Infrastructure to the highest quality	Conducive learning and working environment	Supportive learning environment with unique TU-K experience		x	x	x	x	x	17.2	21.2	23.2	27.4	29.3						DVC APA/ Director Planning and development	UMB
			Improved work environment index		x	x	x	x	x	x	3.4	4.3	4.7	4.8	4.9						DVC IAE/ Director Planning and development

Objective 5: To provide peaceful, secure and orderly environment																
Collection of intelligence and taking action on possible threats to the University	Collection of intelligence and taking action on possible threats to the University	Develop a security Policy	Peaceful, secure and orderly environment	x	x	x	x	x	0.1	0.1	0.2	0.2	Vice Chancellor/ Security Officer	TUK STAFF		
Scale up security in University premises	Scale up security in University premises	Increase surveillance	Peaceful, secure and orderly environment	x	x	x	x	x	0	0	0	0	Vice Chancellor/ Security Officer	TUK STAFF		
Scale up security in University premises	Scale up security in University premises	Intensify intelligence gathering	Peaceful, secure and orderly environment	x	x	x	x	x					Vice Chancellor/ Security Officer	TUK STAFF		
Scale up security in University premises	Scale up security in University premises	Increased vigilance through adoption of modern and digital security systems	Peaceful, secure and orderly environment	x	x	x	x	x	0.5	0.7	0.8	1.0	Vice Chancellor/ Security Officer	TUK STAFF		
Strategic Objective 6: To adopt best practices in Supply Chain Management aimed at cultivating and maintaining good customer relations and satisfaction.																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Implement effective and efficient supply chain operations.	Implementing Efficient and Supply Chain Operations	Automated Procurement Processes	Supply, Delivery, Installation, Commissioning and Implementation of modern procurement MIS.	Effective and efficient supply chain operations	x	x	x	x	x	.5	0.6	0.7	0.8	0.9	Vice Chancellor/ Director Supply Chain	UMB
		Reduction of Supplier Base for Common user goods and services	Lean Supplier Base/ Reduced Number of Suppliers		x	x	x	x	x	0	0	0	0	0	Vice Chancellor/ Director Supply Chain	UMB
Implement Public Procurement and Disposal Systems and Regulations	Implement integrated Public Procurement and Disposal Management Systems and Regulations	Compliance with Public Procurement and Disposal Act 2019 & Regulations 2020	Establishment of a fully fledged Procurement Unit. Appointment of Relevant Procurement Committees. Monthly & Quarterly statutory /Internal Reports. Relevant Training of Procurement Committees. Disposal of obsolete stores and waste. Implementation of Approved Consolidated Annual Procurement and Disposal Plans	Compliance with Public Procurement and Disposal Act	x	x	x	x	x	0	0	0	0	0	Vice Chancellor/ Director Supply Chain	TU-K Staff and Management
		Procurement & Disposal Plans & Cost Controls			x	x	x	x	x	0	0	0	0	0		
					x	x	x	x	x	.1	.2	.3	0.3	.3		
					x	x	x	x	x	0	0	0	0	0		
					x	x	x	x	x	0	0	0	0	0		

Strategic Objective 7: To develop and maintain an efficient Integrated ICT infrastructure and systems.																					
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES, Million)			Responsibility								
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support					
To install and maintain a dynamic and scalable ICT infrastructure	Carry out a baseline survey on levels of digitalization in TU-k	A baseline survey report	ICT portfolio	Digitalization gaps identified	x					0.2	0	0	0	0	DVC RTD/ Director ICT	UMB					
	Installing and maintain a dynamic and scalable ICT infrastructure	Up to date ICT infrastructure	Upgraded and secured TU-K wired and wireless LAN/WAN infrastructure.	Upgraded Data Centre	Paperless University and Efficient management systems	x	x	x	x	x	1.0	0.8	1.0	1.2	1.4		UMB				
	To provide sustainable learning support technologies	Providing Technology Based teaching and learning	Efficient staff mail portal	Registered All Staff and Students on E-mail system.		x	x	x	x	x	0.3	0.2	0.2	0.2	0.2		UMB				
To install an Integration of Management Information Systems including ERP	Installing and maintain a dynamic and scalable ICT infrastructure;	Acquired and Installed CAD/ CAM and Emulators and Simulators software for Academic departments			x	x	x	x	x	0.2	0.2	0.3	0.3	0.4							
	Providing sustainable learning support technologies	Trained staff on CAD/ CAM and Emulators and Simulators software.					x	x	x	x	0	0.1	0.2	0.2	0.2						
	Automating Documents and Records management	Installed Virtual Learning Environment (VLE) technologies and support systems					x	x	x	x	0	0.2	0.3	0.4	0.5						
	Trained academic staff on the use of VLE.					x	x	x	x	0	0.1	0.2	0.2	0.2							
	Established records management Policy.					x	x	x	x	0	0.1	0.2	0.2	0.2							
	Effective and efficient communication Grounded and well informed management decisions		Integration of Management Information Systems. ERP Process maps prepared Digital campus			x	x	x	x	0	0.8	1.0	1.1	1.2							

Strategic Objective 8: To attract, develop, motivate and retain high calibre staff.															
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES, Million)		Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead
Develop, implement and review policies for human resource planning, management and advancement	Continually building the capacity of staff to meet current and future needs of the University	To develop a staff establishment	staff establishment developed	Built the capacity of staff to meet current and future needs of the University	x	x	x	x	x	0	0	0	0	0	DVC, APA/ Registrar Administration
		Undertake staff training needs assessment	staff training needs assessment Undertaken		x	x	x	x	x	0.1	0.2	0.3	0.3	0.3	
		Undertake an institutional skills gap	institutional skills gap Undertaken		x	x	x	x	x	0.2	0.3	0.3	0.3	0.3	
		Operationalize staff performance appraisal	staff performance appraisal Operationalized		x	x	x	x	x	0	0	0	0	0	
Continually build the capacity of staff to meet current and future requirements of the University	Instituting recruitment strategies that attract quality staff	High calibre staff	Number of teaching staff with PhD recruited	Built skills and Competences sets	x	x	x	x	x	0	0	0	0	0	
			Number of Senior Technical and Administrative staff recruited		x	x	x	x	x	0	0	0	0	0	
		Improved productivity of staff	Number of staff trained on Technical Skills		x	x	x	x	x	0.2	0.2	0.3	0.4	0.5	
			Number of staff on postgraduate studies		x	x	x	x	x	0	0	0	0	0	
Institute efficient records management system that is responsive.	Developing, implementing and reviewing policies for human resource planning, management and advancement	HR Policies for Appointment and Promoting criteria Induction	Number of policies developed and implemented		x	x	x	x	x	0.1	0.1	0.1	0.1	0.1	
		Terms of Service Training & Development Staff Appraisal	Number of policies reviewed		x	x	x	x	x	0	0	0	0	0	
		Harmonious industrial relations	Collective Bargaining Agreement signed		x	x	x	x	x	0	0	0	0	0	
			Clear job descriptions and specifications for All staff		x	x	x	x	x	0	0	0	0	0	
Initiating performance management system	Implement performance management system for staff	Staff performance management system in place	Performance appraisal reports		x	x	x	x	x	0	0	0	0	0	UMB

Strategic Objective 9: To Provide Adequate Professional Health Services To Staff and Students.																			
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES, Million)					Responsibility
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Expand University Health and Wellness infrastructure to match University population growth.	Expanding University Health and Wellness infrastructure.	Physical Expansion of Health Centre	One more Clinic (constructed or through collaboration)	x	x	x	x	x	x	0.8	1.5	2.0	3.5	4.0	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
Review medical scheme for staff and students.	Develop and implement a competitive medical cover for staff	Medical cover for staff Fully functional UHWS unit	An Insurance medical cover Sick Bay for students Health Club (Gymnasium)	x	x	x	x	x	x	1.0	0	0	0	0	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
Promote preventive medical care programmers.		Improved Emergency Services and Disaster management	Developed and implemented Emergency Services and Disaster Management Plan	x	x	x	x	x	x	0	0.2	0.4	0.4	0.6	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
Diversified Clinical Services	Diversifying clinical and general health services	Acquired Health Management Information System	Installed HMS	x	x	x	x	x	x	0.8	0.9	1.1	0.1	0.2	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
		Diversified Clinical Services	Counselling services	x	x	x	x	x	x	0.2	0.2	0.3	0.3	0.4	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
			Diverse Clinical services in lab, pharmacy, Nursing and specialty clinics	x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
			24 hour service introduced	x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
			Number of specialists in identified areas recognized for outpatient services	x	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
Strategic Objective 10: To maintain and sustain a clean and safe work environment.																			
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES, Million)					Responsibility
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Hygienic and motivating learning and work spaces	Institution free of waste through efficient waste disposal system	Institution free of waste through efficient waste disposal system	Institution free of waste through efficient waste disposal system	x	x	x	x	x	x	0.3	0.4	0.5	0.6	0.7	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	
			Hand wash basins, soap and sanitizer dispensers Installed in strategic points for ease of access by all	x	x	x	x	x	x	0.2	0.2	0.2	0.2	0.2	DVC APA/ Registrar Administration	Lead	Support	TU-K Staff	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Adopt and implement appropriate technologies of environmental management	Implement appropriate technologies of environmental management	Appropriate technologies of environmental management implemented	Implementation of OHS Regulations Use of efficient surface cleaning equipment Trained staff on best practices in environmental management		x	x	x	x	x	0	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K Staff
			Adoption of environmental conservation practice including use of energy saving lighting, clean energy, controlled water flow e.t.c.		x	x	x	x	x	0.1	0.2	0.2	0.2	0.2	0.2	DVC APA/ Registrar Administration	TU-K Staff
					x	x	x	x	x	0.2	0.2	0.2	0.2	0.2	0.2	DVC APA/ Registrar Administration	TU-K Staff
Strategic Objective II: To diversify fund mobilization and adopt best practices in management of financial resources to achieve a healthy financial status every year.																	
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Enhance and diversify the funding portfolio and revenue sources	Enhancing and diversifying the funding portfolio and revenue sources	Adequate financial Resources	Diversified funding portfolio and revenue sources	Financial sustainability	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Adopt modern, integrated financial management systems	Adopting modern, integrated financial management systems	Modern financial management system adopted	Integrated financial management system in place	Computerized financial management system	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Strategies for resource mobilization	Develop and implement strategies for resource mobilization	Develop and implement strategies for resource mobilization in place	Strategies for resource mobilization implemented	Innovative Financing Options	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Proper budgeting for projects and programmers	Implement effective budgeting system for projects and programmers	Effective budgeting system for projects and programmers implemented	Effective budgeting system for projects and programmers in place	Effective budgeting system for projects and programmers	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Streamline revenue collection systems	Implement streamlined revenue collection systems	Streamlined revenue collection systems implemented	Streamlined revenue collection systems in place	Streamlined revenue systems	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Automate financial processes linking to procurement	Automating financial processes linking to procurement	Automated financial processes linking to procurement	Automated financial processes linking to procurement in place	Automated financial processes linking to procurement	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Adopt electronic payment platform	Develop and implement electronic payment platform	Electronic payment platform implemented	Electronic payment platform in place	Effective electronic payment platform	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Adopt Value for money audit Systems (VMA)	Implement value for money systems	Value for money systems implemented	Value for money systems in place	VMA systems operational	x	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	

Enhance Level of compliance and adherence to financial and procurement laws and regulations	Enhancing Level of compliance and adherence to financial and procurement laws and regulations	Enhanced Level of compliance and adherence to financial and procurement laws and regulations	Compliance and adherence to financial and procurement laws and regulations in place	compliance and adherence to financial and procurement laws and regulations	x	x	x	x	0	0	0	0	0	DVC APA/ Registrar Administration	TU-K staff	
Adopt Cost saving index	Implement Cost saving index	Cost saving index implemented	Implement Cost saving index in place	Cost saving index										DVC APA/ Registrar Administration	TU-K staff	
Strategic Objective 12: Increased Efficiency through elimination of redundancy in operations through productivity Mainstreaming																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Create awareness on productivity Mainstreaming	Awareness Campaigns Training Programs	Organizational Culture of Productivity:	Increased Awareness on Productivity Mainstreaming:	Adoption of Productivity Tools Overall Awareness Improvement	x	x	x	x	x	0.1	0.2	0.3	0.4	0.5	DVC APA/ Registrar Administration	TU-K staff
Improve productivity Index	Process Optimization Technology Integration	Efficient and Effective Operations:	Increased Productivity Index:	Productivity Index Improvement: Process Efficiency Gains:	x	x	x	x	x	0.1	0.3	0.4	0.4	0.5	DVC APA/ Registrar Administration	TU-K staff
Improve customer satisfaction Index	Customer Feedback Mechanisms Employee Training Service Quality Improvement:	Enhanced Customer Experience	Increased Customer Satisfaction Index (CSI)	CSI Improvement Response Time Reduction	x	x	x	x	x	0.3	0.4	0.5	0.6	0.7	DVC APA/ Registrar Administration	TU-K staff
Strategic Objective 13: To establish a campus culture that values and promotes gender inclusivity, equity, and diversity.																
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Annual Targets					Budget (KES. Million)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Inclusive Policies and Guidelines	Review and update existing policies to ensure gender inclusivity.	Enhanced Diversity and Inclusion	Inclusive Policies and Guidelines Developed	Number of Inclusive Policies Developed	x	x	x	x	x	0.1	0.3	0.4	0.4	0.5	DVC APA/ Registrar Administration	TU-K staff
Gender Sensitization Programs	Conduct regular gender sensitization workshops for faculty, staff, and students.	Inclusive and Gender-Responsive Environment:	Increased Gender Sensitivity	50% of employees participating in mentorship programs to support underrepresented genders	x	x	x	x	x	0.1	0.2	0.2	0.2	0.2	DVC APA/ Registrar Administration	TU-K staff

Strategic Objective 14. Implement sustainable practices on campus to mitigate the University's environmental impact and contribute to climate change resilience.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years					Annual Targets					Budget (KES. Million)					Responsibility	
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance climate change awareness and education throughout the university community.	Conduct workshops, seminars, and awareness campaigns on climate change. Collaborate with academic departments to integrate climate-related topics into coursework.	Sustainable Campus Practices	Water Conservation: Waste Management	Water Conservation: Waste Management: Management:	x	x	x	x	x	0.1	0.2	0.2	0.2	0.2	0.2	DVC APA/ Registrar Administration	TU-K staff			
Advocate for climate action and establish partnerships with external organizations to amplify the University's impact.	Engage in advocacy campaigns, participate in regional and international climate forums, and establish partnerships with environmental organizations and governmental bodies.	Collaborative initiatives with external entities to address regional and global climate challenges.	Number of Collaborative Partnerships: Scope of Collaboration	Establish partnerships with at least 10 external entities, including governments, NGOs, businesses, and academic institutions.	x	x	x	x	x	0.3	0.4	0.5	0.6	0.7	DVC APA/ Registrar Administration	TU-K staff				
Enhance Conservation practices and initiatives for climate change including tree planting campaigns.	Tree Planting Events Educational Workshops Collaboration with Schools and NGOs	Increased Green Cover: Increase awareness of conservation initiatives	Number of Trees Planted: No conservation efforts	Number of Trees Planted: Community Engagement Educational Outreach:	x	x	x	x	x	0.1	0.3	0.4	0.4	0.5	DVC APA/ Registrar Administration	TU-K staff				



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