



LAIKIPIA UNIVERSITY

STRATEGIC PLAN

2023 – 2027



The seed of wisdom

KENYA
VISION 2030



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified





VISION

Nurture and Transform for the World

MISSION

To contribute to the world through Education,
Research, Training, Consultancy, Innovation,
Outreach and Collaboration

CORE VALUES

Quality

Integrity

Innovativeness

Inclusivity

Sustainability



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



FOREWORD



Laikipia University was awarded a Charter on February 19, 2013 by H.E. Mwai Kibaki, the Third President of the Republic of Kenya. Before then, it was a Constituent College of Egerton University. Being a public institution, Laikipia University offers academic programmes ranging from certificates to degrees in line with the objectives of Kenyan Vision 2030 Development Blueprint. To respond to the prevailing national development agenda, Laikipia University has formulated a Strategic Plan for the period 2023 to 2027 to enable it play its role in the development of human capital to participate in the national and global development. The University has therefore aligned the Strategic Plan to the Bottom-up Economic Transformation Agenda (BETA), the Medium-Term Plan (MTP) IV of Kenya Vision 2030 Development Blueprint and National Education Sector Strategic Plan. The Strategic Plan is an important guide and a vibrant tool for Laikipia University in realising its mandate. It outlines the future needs and aspirations of all stakeholders, and provides a framework through which the University would achieve them.

This Strategic Plan calls for the implementation of transformational leadership at all levels of the University and a change of mind-set among key stakeholders to make it indeed a University that nurtures and transforms for the world. As a statement of intent, the Laikipia University Strategic Plan must be effectively implemented for its benefits to be realised. The responsibility of its execution rests with all of us. I therefore call upon all stakeholders to take active roles in the implementation, monitoring and evaluation of this Strategic Plan. I have no doubt in my mind that with our dedicated staff, partners and other stakeholders, this Strategic Plan will be implemented to make the University a world-class institution of Excellence in Education, Research, Training, Consultancy, Innovation, Outreach and Collaboration. I am happy to note that we have put in place an elaborate monitoring and evaluation framework for the successful implementation of this Strategic Plan.

Finally, I take this opportunity to thank the University Council, Management, Senate, staff and stakeholders of Laikipia University for their valuable participation and commitment in the formulation of this Strategic Plan.

Dr. Lemein Korei, PhD.

CHAIRMAN



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified





PREFACE AND ACKNOWLEDGEMENT

Strategic planning is the process of envisioning a desired future and translating this vision into broadly defined objectives with a clear sequence of steps to achieve them. The fast changing political, economic, social and technological trends have compelled institutions to re-align their objectives and mandate to national development needs if they are to meaningfully contribute towards the same. Informed by the broader national development agenda, Laikipia University has produced a Strategic Plan 2023-2027. The plan defines the strategic direction for the University and guides the University's decision making on mobilization and allocation of resources. It has identified six strategic issues that will guide University operations for the next five years.

The Strategic Plan articulates the vision, mission, core values, strategic objectives and the strategies of the University. This Plan aims at enhancing quality, competitiveness, creativity and innovativeness in the education sector. This is in line with the University's mandate to provide accessibility to quality education and training towards building a knowledge-based economy for Kenya. The University is cognisant of the local and global dynamics in the education sector and wishes to align its programmes to the needs of the market, both locally and internationally.

In developing this plan, a formative analysis was conducted as a basis for setting the strategic direction for the University. To achieve the strategic objectives, the Strategic Plan recognizes the existing challenges and opportunities in the University, and gives a roadmap on how to minimize the weaknesses and exploit the strengths in order to convert challenges into opportunities. The development of this Strategic Plan started with the appointment of a committee from the core areas of operations in the University, which worked consultatively to compile this plan. The process resulted in a document that adequately represents the thinking of the University.

I appreciate that there will be challenges along the way to the implementation of this Strategic Plan. However, I am equally confident that it provides a good roadmap for the University's prosperity. In order to effectively handle the issues that come our way as we aim at the desired future, the successful implementation of this plan will require strong and steadfast support from all stakeholders and partners of Laikipia University.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Lastly, I wish to thank the University Council, Management Board, Senate, Staff, Students and all other stakeholders for their dedicated participation and contribution in the formulation and development of this Strategic Plan. I also thank the Directorate of Planning and Performance Management and the Ad Hoc Committee on Strategic Plan Review and Formulation: Prof. Nicholas Kamau, Prof. Albert Rutere, Prof. Peter Mwaura, CPA Geoffrey Langat, Prof. Robert Mwebi, Dr. Samuel Onyuma, Dr. Thomas Gakobo, Dr. Emily Cheshari, CPA Sophia Muchiri, Mr. Francis Wanjama, Dr. Mugo Muriithi, Eng. Meshack Oruako, Mr. Silas Wataki, CPA Gladys Kinuthia, Ms. Leah Letunta and Mr. Enrique Muthangya.

Prof. Kibett Rotich, PhD.

Professor of Biostatistics and Informatics

VICE-CHANCELLOR



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Table of Contents

FOREWORD	1
PREFACE AND ACKNOWLEDGEMENT	2
LIST OF TABLES	6
DEFINITION OF CONCEPTS AND TERMINOLOGIES	7
ABBREVIATIONS	8
EXECUTIVE SUMMARY	10
CHAPTER ONE: INTRODUCTION	12
1.1 Strategy as an Imperative for Organizational Success.....	12
1.2 The Context of Strategic Planning.....	12
1.2.1 United Nations 2030 Agenda for Sustainable Development.....	13
1.2.2 African Union Agenda 2063	13
1.2.3 East African Community Vision 2050.....	13
1.2.4 Constitution of Kenya	14
1.2.5 Kenya Vision 2030; Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan	14
1.2.6 Sector Policies and Laws	15
1.3 History of the Organization.....	15
1.4 Methodology of Developing the Strategic Plan	16
CHAPTER TWO: STRATEGIC DIRECTION	18
2.1 Mandate	18
2.2 Vision Statement	18
2.3 Mission Statement	18
2.4 Strategic Goals	18
2.5 Core Values.....	18
2.6 Quality Policy Statement	19
CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS.....	20
3.1 Situational Analysis.....	20
3.1.1 External Environment	20
3.1.2 Summary of Opportunities and Threats	23
3.1.3 Internal Environment	24
3.1.4 Summary of Strengths and Weaknesses	25
3.1.5 Analysis of Past Performance.....	26
3.2 Stakeholder Analysis	30
CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	38
4.1 Strategic Issues.....	38
4.2 Strategic Goals	40
4.3 Key Result Areas.....	40
CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES	42
5.1 Strategic Objectives.....	42
5.2 Strategic Choices.....	46
CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK.....	48
6.1 Implementation Plan.....	48
6.1.1 Action Plan	48
6.1.2 Annual Work Plan and Budget.....	48
6.1.3 Performance Contracting	48
6.2 Coordination Framework	48
6.2.1 Institutional Framework.....	48



6.2.2 Staff Establishment, Skills Set and Competence Development	49
6.2.3 Leadership.....	51
6.2.4 Systems and Procedures.....	52
6.3 Risk Management Framework	52
CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION	
STRATEGIES.....	62
7.1 Financial Requirements	62
7.2 Resource Mobilization Strategies.....	63
7.3 Resource Management.....	63
CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING	
FRAMEWORK.....	66
8.1 Monitoring Framework.....	66
8.2 Performance Standards	68
8.3 Evaluation Framework.....	68
8.4 Reporting Framework and Feedback Mechanism	75
APPENDICES	76
APPENDIX I: ANNUAL COSTED WORKPLAN FOR YEAR 1.....	76
APPENDIX II: STRATEGIC THEME TEAMS	83
APPENDIX III: QUARTERLY PROGRESS REPORTING TEMPLATE.....	85
APPENDIX IV: ANNUAL PROGRESS REPORTING TEMPLATE	86
APPENDIX V: EVALUATION REPORTING TEMPLATE	87
APPENDIX VI: THE UNIVERSITY ORGANOGRAM.....	88
APPENDIX VII: STAFF ESTABLISHMENT	89



LIST OF TABLES

Table 3. 1: PESTEL Analysis	20
Table 3. 2: Summary of Opportunities and Threats	23
Table 3. 3: Summary of Strengths and Weaknesses	26
Table 3. 4: Students Placement Data 2018 /2019 to 2022/2023.....	28
Figure 3. 1: Percentage of Student Received of Declared Capacity to KUCCPS	29
Table 3. 6: Stakeholder Analysis.....	30
Table 4. 1: Strategic Issues, Goals and KRAs	40
Table 5. 1: Outcomes Annual Projections	42
Table 5. 2: Strategic Objectives and Strategies	46
Table 6. 2: Staff Skill Set and Competency Development.....	49
Table 6. 3: Risk Management Framework.....	53
Table 6. 1: Implementation Matrix.....	56
Table 7. 1: Financial Requirements for Implementing the Strategic Plan	62
Table 7. 2: Resource Gaps	63
Table 8. 1: Monitoring Mechanism	66
Table 8. 2: Outcome Performance Matrix	69



DEFINITION OF CONCEPTS AND TERMINOLOGIES

“The ACT” means the Universities Act, 2012

“The Charter” means the Laikipia University Charter, 2013

“The Senate” means the University Senate



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



ABBREVIATIONS

AU	African Union	NACOSTI	National Commission on Science Technology and Innovation
BETA	Bottom-Up Economic Transformation Agenda	NBA	National Biosafety Authority
CAJ	Commission on Administrative Justice	NCA	National Construction Authority
CBOs	Community based Organizations	NCK	Nursing Council of Kenya
ComTech	Communication Technology	NCPD	National Council of Persons with Disabilities
CUE	Commission for University Education	NEMA	National Environment Management Authority
DVC (AFP)	Deputy Vice-Chancellor, Administration, Finance and Planning	NESSP	National Education Sector Strategic Plan
DVC (ARSA)	Deputy Vice-Chancellor, Academic, Research and Student Affairs	NGEC	National Gender and Equality Commission
EAC	East African Community	NGO	Non-governmental Organizations
EACC	Ethics and Anti-Corruption Commission	NITA	National Industrial Training Authority
EASTECO	East African Science and Technology Commission	NPO	Non-Profit Organizations
EduHD	Education and Human Development	NRA	Nuclear Regulatory Authority
FBO	Faith-based Organizations	NTSA	National Transport and Safety Authority
FO	Finance Officer	PESTEL	Political, Economic, Sociological, Technological, Environmental and Legal
GS	Graduate School	PPB	Pharmacies and Poisons Board
HELB	Higher Education Loans Board	PPE	Personal Protective Equipment
ICT	Information Communication Technology	PPP	Public Private Partnership
ISMS	Information Security Management System	QAS	Quality Assurance and Standards
IT	Information Technology	QMS	Quality Management System
IUCEA	Inter-University Council for East Africa	RHG	Research, Human Rights and Gender
KASNEB	Kenya Accountants and Secretaries National Examinations Board	RMI	Resource Mobilization and Investments
KEBS	Kenya Bureau of Standards	SDGs	Sustainable Development Goals
KFS	Kenya Forest Service	SHIF	Social Health Insurance Fund
KIPI	Kenya Industrial Property Institute	SOE	School of Education



KMPDC	Kenya Medical Practitioners and Dentists Council	SOPs	Standard Operating Procedures
KNEC	Kenya National Examination Council	SRC	Salaries and Remuneration Commission
KNQA	Kenya National Qualifications Authority	SSAT	School of Science and Applied Technology
KRAs	Key Result Areas	STI	Science, Technology and Innovation
KUCCPS	Kenya Universities and Colleges Central Placement Services	SUV	Sports Utility Vehicle
KWS	Kenya Wildlife Service	TCAE	TVET, Career Placement, Alumni and External Linkages
LU	Laikipia University	TO	Transport Officer
MINA	Ministry of Interior and National Administration	TSC	Teachers Service Commission
MITI	Ministry of Investments, Trade and Industry	TVETA	Technical and Vocational Education and Training Authority
MOH	Ministry of Health	UMB	University Management Board
MSME	Micro, Small and Medium Enterprises	UMO	University Medical Officer
MTEF	Medium Term Expenditure Framework	UN	United Nations
MTP III	Medium Term Plan III	VC	Vice-Chancellor
MTP IV	Medium Term Plan IV	WRTI	Wildlife Research and Training Institute
NACADA	National Campaign Against Drug Abuse		



EXECUTIVE SUMMARY

This Strategic Plan has clearly set out strategic issues, goals, Key Result Areas, strategic objectives, strategies, and key activities that the University proposes to undertake in the next five years. Laikipia University's vision is "Nurture and Transform for the World". The mission is, "To contribute to the world through Education, Research, Training, Consultancy, Innovation, Outreach and Collaboration". The strategic issues on which the Strategic Plan was developed are: Academic Programmes; Research, Innovation and Consultancy; Human Capital; Physical Infrastructure; Investment and Resource Mobilization; and Quality Assurance and Standards. This plan is presented in eight chapters. Chapter one gives an introduction and a profile of the institution, and provides a justification for the strategic plan. Chapter two presents strategic direction of the University. Chapter three presents a situational and stakeholder analysis of the University, based on current Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors. Chapter four covers the strategic issues, goals and Key Results Areas. Chapter five explains the strategic objectives and strategies. Chapter six describes the implementation and coordination framework. Chapter seven contains the resource requirements and mobilization strategies while Chapter eight describes the monitoring, evaluation and reporting framework. The total cost of implementing the Strategic Plan will be about Kes14.1 billion of which, Kes 12.4 billion will be from Medium Term Expenditure Framework (MTEF) budget leading to a resource gap of Kes 1.7 billion. To ensure effective implementation of the strategic plan, the University will align all activities in the plan with the University budget, performance contracting, and other business plans. Further, a Strategic Plan Monitoring and Evaluation mechanism will be put in place consisting of strategic theme teams which will monitor the implementation processes on a quarterly, annual, and mid-term basis and produce implementation reports, accordingly, for consideration by the University Management.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified





Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



CHAPTER ONE: INTRODUCTION

This chapter provides a synoptical view of the context of strategic planning while underscoring the integral role of strategic planning in the success of the University. Further, it provides a history of the University and the methodology used in the development of the strategic plan.

1.1 Strategy as an Imperative for Organizational Success

Laikipia University was chartered on 19th February 2013 as a public university operating in Kenya to serve students and society through research, education, scholarship, training, innovation, outreach and consultancy. The University recognizes strategic planning and implementation as a critical enabler of organizational success, especially after the successful implementation of the 2018-2023 Strategic Plan. Notably, in the period 2013-2018, the University was still its infancy thus lacked a clear strategic plan which affected its growth trajectory. Nevertheless, the 2018-2023 Strategic Plan placed the institution on an upward growth trajectory towards the fulfilment of its overall mandate. In particular, the University made marked improvement in the following areas: Student Enrolment; Academic Services; Research Innovation and Consultancy; Governance; Physical Infrastructure; Financial Management, Investment and Resource Mobilization; Quality Assurance; and Technical Vocational Education and Training. The current Strategic Plan builds upon the successes, challenges and lessons learnt in the process of executing the previous plan. This Plan seeks to address the following six strategic issues during the period: Academic Programmes; Research, Innovation and Consultancy; Human Capital; Physical Infrastructure; Investment and Resource Mobilization; and Quality Assurance and Standards. It is believed that the focus on these strategic issues will provide the necessary impetus towards the achievement of the University's Vision and Mission.

1.2 The Context of Strategic Planning

This Strategic Plan is developed in line with the University's Vision and Mission taking into consideration national development priorities, regional and international development frameworks. In particular, it has taken into consideration the UN 2030 Agenda for Sustainable Development; African Union Agenda 2063; East African Community Vision 2050; the Constitution of Kenya; Kenya Vision 2030; Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan; and Sector Policies and Laws.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



1.2.1 United Nations 2030 Agenda for Sustainable Development

Laikipia University as a public chartered institution seeks to train the human capital required to address the human resource gap through the impartation of Knowledge Skills and Attitudes (KSAs) required in a knowledge-based economy. It is on this basis that the University in this Strategic Plan focuses on guaranteeing quality education aimed at increasing access and equity to educational opportunities in line with SDG 4. Notably, the University has purposed to continuously improve its academic programmes through regional accreditations, enhancing its university-industry linkages, expanding student enrolment through the internationalization strategy and revamping its infrastructural facilities. These strategies are aimed at enabling the University to train its students for the knowledge and skill-based economy. The University will also continue to grow its research outputs through publications, conferences and seek to enhance innovation for sustainable development.

1.2.2 African Union Agenda 2063

The Strategic Plan aspires to contribute towards research, training, education and innovation within a knowledge-based economy driven by Science, Technology and Innovation. This is in line with Aspiration No. 1 of the AU Agenda 2063 which envisions a prosperous Africa based on inclusive growth and sustainable development by ensuring a well-educated citizenry leveraged through skills revolution underpinned by Science, Technology and Innovation.

1.2.3 East African Community Vision 2050

In spite of a robust system of higher education within the East African region, stakeholders in the labour market often decry a lack of employable skills among graduates from the universities thus rendering many of the graduates jobless. According to the World Bank report, 2017, the EAC region is characterized by high unemployment levels among the educated youth. In Kenya, for instance, statistics indicate that 38.9 percent of 14 million youth are unemployed, with the World Bank data indicating that the country had the highest rate of 17 percent unemployed youth in 2015 compared to other countries in Sub Saharan Africa. Scholars contend that Kenya's youth unemployment stands at 65 percent – which is among the highest in the world – with three in five unemployed Kenyans aged between 15 and 35 years. This situation is worsened by a shrinking economy, political instability, pervasive income inequality and lack of an enabling environment to spur economic growth and job creation. To ameliorate this challenge, there is a need to re-engineer the thinking in



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



the academy to offer practical and sustainable solutions through the exploitation of the existing resources thus guaranteeing youth employment.

This Strategic Plan will contribute towards the development of human capital with the requisite competencies and skills required in line with the EAC Vision 2050 whereby education has been identified as a key enabler towards realization of the Vision. Towards this end, the University's strategic issues will ensure the development of quality and innovative programmes geared towards bridging the skills gaps for advancement of the region's development agenda. This will be done in line with the requirements of the Inter-University Council of East Africa to enhance cross-border labour mobility, comparability of academic programmes and acceptability of graduates across the region. Further, the East African Science and Technology Commission (EASTECO) provides the University the framework for expanding its research and innovation activities to the region.

1.2.4 Constitution of Kenya

This Strategic Plan is developed in accordance to the requirements of the Constitution of Kenya, particularly, in reference to Chapter 4 of the Bill of Rights, Article 43 which confers every citizen the right to quality education. Moreover, Article 55 stipulates the need for the youth to have access to relevant education and training. It is against this backdrop that the University Strategic Plan endeavours to achieve its mandate of offering education, research, training, consultancy, innovation, outreach and collaboration.

1.2.5 Kenya Vision 2030; Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The University has a key role to play in the achievement of the Government's development agenda as envisioned in Vision 2030 and its Medium-Term Plans, and the Bottom-up Economic Transformation Agenda. Kenya's development plan as enshrined in Vision 2030 under the social pillar, recognizes education as a key driver towards the achievement of the economic blue print in the year 2030 whereby, the country aspires to be of middle-income status. Higher education and in particular university education, is considered a special-purpose vehicle towards the attainment of the Vision since it contributes in developing the manpower required to serve the economy. The University therefore endeavours to contribute towards the attainment of this Vision through the provision of quality education by developing and reviewing academic programmes to conform to the emerging needs of the industry.

In so far as the Bottom-up Economic Transformation Agenda is concerned, the Strategic Plan has made concerted efforts to address the critical pillars enshrined thereof. Firstly, in



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



the agriculture pillar, the University will engage in food and livestock production by utilizing its vast arable land and conducting research in agriculture to address food security challenges. Secondly, the University will engage in training and mentorship of upcoming Micro, Small and Medium Enterprise (MSMEs) as a way of addressing the MSME economy pillar. Thirdly, the University will purpose to construct a 2000-capacity students' hostel under the Public Private Partnership (PPP) model as part of meeting the requirement of affordable housing under the Housing and Settlement pillar. Fourthly, the University will endeavour to upscale disease prevention campaigns through conducting annual health weeks to meet the requirement of the healthcare pillar. Lastly, in order to meet the requirements of the digital superhighway and creative economy pillar, the University will endeavour to develop and adopt appropriate software to facilitate service delivery, provide internet services to students and staff for information sharing and support students talented in theatre and media to realize their full potential. In recognition of its mandate in national development, Laikipia University will continue to contribute to the National Tree Growing and Restoration agenda by preserving and replenishing the existing natural forest within the University as its contribution towards mitigating climate change and also provide an opportunity for staff and students to conduct research, experience and appreciate nature in its pure form.

1.2.6 Sector Policies and Laws

The Strategic Plan is developed in line with the National Education Sector Strategic Plan (NESSP) 2023-2027, relevant policies and laws including the Universities Act of 2012, Universities Regulations, Universities Standards and Guidelines and government circulars issued from time to time. In this Strategic Plan, the University will align its programmes as per the requirements of Competency Based Education (CBE), review programmes to conform to the requirements of the Commission for University Education (CUE) Universities Standards and Guidelines (2014) and enhance the quality assurance mechanisms.

1.3 History of the Organization

Laikipia University (LU) was established through the Laikipia University Charter of 2013 and the Universities Act 2012. The University is located approximately 50 kilometres from Nakuru on the Nakuru-Nyahururu highway and approximately 11 kilometres from Nyahururu town. Its inception is associated with Mr. William Thomas Alfred Levet, who in 1929 acquired 927 acres of land to start a primary school for whites-only children and to



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



practise farming activities. In 1959, the facility was sold to Robert Guy Bullen who eventually transferred it to the Ministry of Agriculture and Animal Husbandry in 1965, as an Agricultural Training College. The College was officially opened on 30th June 1965 by the then Minister for Agriculture, Hon. Bruce McKenzie, with Mr. C. R. MacCulloch as the first Principal. The British Government provided capital for the development of the College. The College went through various phases including: Thomson Falls Large Scale Farmers Training College (1965-1979); Animal Health Industry Training Institute (1979-1988); and Laikipia Teachers Training College (1988-1990).

Following the recommendations of a Government Committee appointed to look into modalities of absorbing a double intake of students from secondary schools into universities, Laikipia Teachers Training College was established as a Campus College of Egerton University in 1990. The Campus was temporarily based at the National Youth Service College, Naivasha from October 1990 to December 1992 offering Bachelor of Arts (B.A.) and Bachelor of Education (B.Ed.) programmes as preparation of the training college was being undertaken to receive the students. The Campus continued to offer the Bachelor of Education programme until 2010 when it became a Constituent University College of Egerton University, when it expanded the scope of its academic programmes. In 2013, the University College became a fully-fledged University known as Laikipia University.

The student population has since grown from 600 in 1992/93 to 7,199 in 2018/2019 academic year. In the 2019/20 academic year, the University experienced a slight decline in student numbers to 6054. This trend continued into 2020/21 when the number further declined to 5206 students, and 5478 students in 2021/2022. In the 2022/2023 academic year, the student population was at 6300.

The University has parcels of land measuring 374.86 hectares along the Nyahururu-Nakuru road, 120.16 hectares in Maralal, 40 hectares in Rumuruti, and 1.0196 hectares in Nyahururu town. Currently, the University offers a range of academic programmes under the School of Humanities and Development Studies (SHDS); School of Education (SoE); School of Business and Economics (SoBE); School of Science and Applied Technology (SSAT) and the TVET Institute.

1.4 Methodology of Developing the Strategic Plan

The development of the Strategic Plan was initiated by the appointment of a Strategic Plan Development Committee by the Vice Chancellor with members drawn from the key functional areas and expertise. The committee began by reviewing the 2018-2023 Strategic Plan to identify the successes, challenges and lessons learnt. An implementation status report



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



was prepared and presented to the University Management Board. Using the implementation status report and the input from different departments in the University, the committee developed a draft Strategic Plan based on the State Department for Economic Planning revised guidelines for preparation of 5th Generation Strategic Plans. The draft Strategic Plan was then subjected to both internal and external stakeholders for validation and feedback. The committee considered the stakeholders' suggestions and incorporated them into the Strategic Plan which was then submitted to the University Management Board for approval. It was then submitted to the State Department for Economic Planning for review and feedback which informed its finalization. The Strategic Plan was then finalized and publicized for implementation.



CHAPTER TWO: STRATEGIC DIRECTION

This chapter contains the mandate of the University, Vision and Mission statements, the Strategic goals, core values and the quality policy statement.

2.1 Mandate

The mandate of Laikipia University is to nurture and transform for the world through education, research, training, consultancy, innovation, outreach and collaboration. To achieve this, the University shall undertake the following:

- 1) Provide demand-driven and quality academic programmes;
- 2) Mobilise sufficient resources for quality teaching and research;
- 3) Undertake consultancy, extension and community outreach;
- 4) Establish strategic academia-industry linkages;
- 5) Disseminate knowledge and promote scholarship;
- 6) Provide a conducive working and learning environment;
- 7) Exploit entrepreneurial opportunities from resources and innovations; and
- 8) Protect intellectual property rights.

2.2 Vision Statement

Nurture and Transform for the World.

2.3 Mission Statement

To contribute to the world through Education, Research, Training, Consultancy, Innovation, Outreach and Collaboration.

2.4 Strategic Goals

The specific strategic goals to be achieved in the planned period addressing the strategic issues of concern are to:

- a. Align teaching and learning to current global and local market needs;
- b. Enhance research, innovation and consultancy;
- c. Attract and retain competent staff;
- d. Build state-of-art infrastructure;
- e. Enhance investment and resource mobilization; and
- f. Ensure quality and timely service delivery.

2.5 Core Values

The core values that underpin our operations are; Quality, Integrity, Innovativeness, Inclusivity, Sustainability.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Laikipia University ensures quality by:

- a. Always aspiring for excellence in teaching, learning, research, leadership, people development, and relationship management;
- b. Providing progressive and accessible education, research, extension and consultancy solutions; and
- c. Pursuing innovation and an outward-looking focus.

Laikipia University upholds integrity by:

- a. Promoting ethical standards;
- b. Advancing professionalism and honesty;
- c. Treating people with fairness, respect and dignity; and
- d. Maintaining a culture of transparency and accountability.

Laikipia University promotes innovativeness by:

- a. Supporting originality and new ideas;
- b. Novelty, experimentation and creative processes; and
- c. Incubation and commercialization.

Laikipia University promotes inclusivity through:

- a. Being an equal opportunity institution;
- b. Mainstreaming gender, persons living with disability, marginalized communities and the youth;
- c. Participatory governance.

Laikipia University ensures sustainability through:

- a. Strategic planning and collaboration;
- b. Building internal and external resilience;
- c. Efficient utilization of resources;
- d. Environmental conservation; and
- e. Climate change adaptation and mitigation.

2.6 Quality Policy Statement

Laikipia University's vision is to nurture and transform for the world. The University achieves this mandate through education, research, training, consultancy, innovation, outreach and collaboration. The University is committed to satisfying interested parties' requirements, applicable statutory, and regulatory requirements, and to continual improvement by implementing Management Systems based on ISO Standards.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This Chapter covers the current situational status of the University involving an analysis of the internal and external environmental factors that may affect the implementation of the Strategic Plan. It also covers the stakeholder analysis to establish stakeholder roles and expectations as well as the University's expectations on the stakeholders.

3.1 Situational Analysis

In undertaking the situational analysis, both the external and internal environmental factors that would affect the implementation of the Strategic Plan were identified and analysed as presented in sections 3.1.1 to 3.1.5.

3.1.1 External Environment

In this section, the external environmental analysis covers the macro and micro-environment, industry and the market situation which are discussed in sections 3.1.1.1 to 3.1.1.4.

3.1.1.1 Macro-environment

This section describes the major developments in the external environment which have significant impact on the operations of the University. These developments cover the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors. As such, the PESTEL tool was adopted in identifying the major macro-environmental factors that may directly or indirectly affect the performance of the University as presented in Table 3.1

Table 3. 1: PESTEL Analysis

Category	Factors	Description
Political	<ul style="list-style-type: none">• Political goodwill• Corruption• Internal political issues and trends• National stability• Government policies	Political factors determine the extent to which government and government policies may impact on the University. The political factors identified may affect decision making process and overall performance of the University.
Economic	<ul style="list-style-type: none">• Unemployment rates• Forex and interest rates• Government funding	Economic factors are the fundamental issues in the



Category	Factors	Description
	<ul style="list-style-type: none"> • Labour costs • Global environment • Purchasing Power Parity 	economy that can influence the University's financial performance in the plan period. The economic factors identified are likely to affect the projections, operations of the University and planned activities.
Social	<ul style="list-style-type: none"> • Social inequalities, Insecurity • Lifestyle • Cultural norms and expectations • Health • Education • Recreation • Alcohol, drug and substance abuse • Student parenthood • Demography 	<p>Social factors are the issues that influence how people relate with one another in the society. These include their behaviour, norms, beliefs and habits.</p> <p>These factors are likely to support or impede the implementation of the Strategic Plan and subsequently, the success of the University.</p>
Technological	<ul style="list-style-type: none"> • Information and Communication Technology • Digitalization and e-commerce • Automation and Production techniques • Research and development • Artificial Intelligence 	<p>Technological factors are ways in which new practices, equipment and techniques can affect University operations. These factors are likely to influence the University processes and its operations.</p>
Environmental	<ul style="list-style-type: none"> • Climate change and Green agenda • Pollution • Natural disasters • Water and sanitation 	<p>Environmental factors are those which relate to the physical surrounding of the University. The occurrence of any unforeseen events in the environment may affect completion of the University's projections and planned activities.</p>



Category	Factors	Description
Legal	<ul style="list-style-type: none"> • International, National and County laws • Dispute resolution • Court decisions 	Legal factors entail Acts of Parliament, By-laws, policies, rules and regulations that may affect the operation and governance of the University. Such factors provide the legal framework that may affect success of the University.

3.1.1.2 Micro-environment

The micro-environment includes factors in the immediate operating environment of the University which could have a significant bearing on University operations thus affecting access to resources and achievement of strategic objectives. Therefore, this Strategic Plan has taken into consideration the effect of the labour market, trade unions, customer profiles, creditors, suppliers and delayed appointment of the Chancellor and substantive Deputy Vice Chancellors (DVCs). In terms of the labour market, the University will endeavour to be an equal opportunity employer to attract competent staff from diverse backgrounds and disciplines. Equally, the University will prepare students through instilling relevant skills and competencies suited to the needs of the labour market. The University will ensure stability of its operations by creating cordial relations with labour unions, student government, suppliers and creditors. During the plan period, the University will follow up with the relevant authorities to ensure that the Chancellor and substantive DVCs are appointed to fill the existing gaps in its governance structure.

3.1.1.3 Industry environment

The higher education landscape has changed over time since the Universities Act has levelled the playing field for both public and private universities. This has led to stiff industry competition as more players enter the higher education sector. The major drivers of change in the sector include the educational reforms which changes the curriculum from knowledge-based education to competence-based education, as well as the curriculum structure from the 8-4-4 system to 2-6-3-3-3 system. This means that the University has to align itself to the changes in the educational eco-system.



3.1.1.4 Market Analysis

The University acknowledges that its main clientele are students, both national and international, who are admitted into various TVET, certificate, diploma, undergraduate and postgraduate programmes. Currently, the University has an enrolment of 6,300 students whom it intends to grow to 12,450 by the end of the plan period. Although most of these students are placed by the government, the University will undertake to position itself by developing new market-driven programmes in order to attract both local and international students. As such, the University has taken a strategic focus of internationalization in order to expand the market base by attracting students from across the globe.

3.1.2 Summary of Opportunities and Threats

The opportunities and threats associated with each macro-environment factor are summarized and presented in Table 3.2.

Table 3. 2: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none">● Public Private Partnerships● Harmonious coexistence with local community● Collaboration with National and County governments● Political goodwill	<ul style="list-style-type: none">● Reliance on inadequate Government funding● Universities funding model and classification of Universities● Increased insecurity locally and globally
Economic	<ul style="list-style-type: none">● Alternative investment options● Potential to tap into the tourism market● Demand for alternative modes of teaching and learning● Demand for research, training and consultancy services● International Grants focusing on low and middle income countries● Demand for tertiary and higher education● Offering services to the devolved units of government	<ul style="list-style-type: none">● High inflation rates● Household poverty● Resource-use conflicts
Social	<ul style="list-style-type: none">● Strong alumni network● Development of programmes reflecting multiculturalism● Community service and outreach● Cordial industrial and student relations● Harmonious supplier-client	<ul style="list-style-type: none">● Social intolerance● Staff labour relation issues● Alcohol, drugs and substance abuse



Environmental Factor	Opportunities	Threats
	relations	
Technological	<ul style="list-style-type: none"> ● Fast internet connectivity ● Availability of affordable digital technologies ● Digitalization and automation ● Business Process Re-Engineering ● Online/e-learning/v-learning ● Remote-working and Tele-working ● Digital innovations 	<ul style="list-style-type: none"> ● Cyber crime ● Power outages and fluctuations ● Electronic waste management and dumping
Environmental	<ul style="list-style-type: none"> ● Unique location for ASAL programmes ● Availability of natural resources ● High altitude sports and athletics training 	<ul style="list-style-type: none"> ● Climate change ● Pandemics and epidemics
Legal	<ul style="list-style-type: none"> ● Robust legal framework for University sector ● Favourable legal and data protection framework 	<ul style="list-style-type: none"> ● Frequent changes in legislation and government policies ● Litigation and court decisions

3.1.3 Internal Environment

This section covers the internal strengths and weaknesses associated with governance and administrative structures, business processes as well as resources and capabilities.

3.1.3.1 Governance and Administrative Structures

The governance organs of the University as spelt out in Article 35 of the Universities Act include the Council, Senate, and University Management Board with the Chancellor as the titular head of the institution. Given this, the University has established governance and administrative structures which demarcate effective reporting relationships and decision-making arrangements. At the policy-making level, the University Council guides on the strategic direction and corporate governance. For effective governance and administration, the University has also formulated policies and procedures that guide its activities and decision-making. Administratively, there is an elaborate organizational structure with a clear functional reporting relationship with the Vice Chancellor (VC) being the administrative and academic head. The VC is assisted by the Deputy Vice-Chancellor in charge of Academic, Research and Student Affairs (DVC-ARSA) and Deputy Vice-Chancellor in charge of Administration, Finance and Planning (DVC-AFP). The two DVCs are assisted by a technical team constituting of Registrars, Directors, Deans and Heads of relevant sections in



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



the day-to-day management of the University. Despite this, the University has not had a Chancellor and substantive DVCs for the past five years. The recruitment process to fill these gaps in the governance and administrative positions has adversely affected University operations.

3.1.3.2 Internal Business Processes

To ensure smooth operation of its processes and service quality, the University has documented standard operating procedures under a Quality Management System (QMS). Further, it has ensured confidentiality, integrity and availability of its information under an Information Security Management System (ISMS). Moreover, the University has installed an Enterprise Resource Planning (ERP) software to automate its business processes in order to enhance efficiency of its operations. However, there is need for the University to effectively implement its policies and procedures with the view of meeting stakeholder requirements and attracting as well as retaining more students and staff.

3.1.3.3 Resources and Capabilities

The University is endowed with a serene natural ecosystem which provides a conducive learning atmosphere; robust academic programmes; land for expansion, infrastructural development, research and income-generating activities; qualified and competent staff. The total land area is 927 acres whereby 439 acres consist of arable land, 129 acres consist of rocky steep areas, 179 acres covered by forests and rivers and 180 acres consisting of built-up areas, playing fields and roads. The University has seven hostels with a capacity of 656 students, 45 lecture rooms, one library, four science laboratories, two computer laboratories and a learning management system. Currently, the University has a total of 464 staff consisting of 6 members of university management, 95 teaching staff and 363 non-teaching staff. However, there are gaps in its resources and capabilities such as slow completion rates of capital projects; inadequate financial resources; inadequate infrastructure; inadequate academic staff; low internal revenue generation; high staff turnover and prevalence of loss-making Strategic Business Units (SBUs).

3.1.4 Summary of Strengths and Weaknesses

The strengths and weaknesses associated with each of the internal environment factors were summarized and presented in Table 3.3.



Table 3. 3: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> • Robust reporting systems • Approved policies and documented procedures • Elaborate governance organs 	<ul style="list-style-type: none"> • Bureaucracy
Internal Business Processes	<ul style="list-style-type: none"> • Automated Systems (ERP and LMS) • Integrated Quality management and information security systems 	<ul style="list-style-type: none"> • Weak monitoring and evaluation of policy implementation
Resources and Capabilities	<ul style="list-style-type: none"> • A serene environment for learning • Robust academic programmes. • Adequate land and natural resources • Qualified and Competent staff. 	<ul style="list-style-type: none"> • Low generation and absorption of funds • Inadequate academic staff • Low capacity to attract external research grants

3.1.5 Analysis of Past Performance

Analysis of the previous strategic plan reveals the nine (9) major strategic issues that were considered, namely 1) student enrolment, 2) academic services, 3) research, innovation and consultancy, 4) governance, 5) human capital, 6) physical infrastructure, 7) financial management, investment and resource mobilization, 8) quality assurance and standards, and 9) technical vocational education and training. In all these issues, there were notable achievements, challenges and lessons learnt as described in sections 3.1.5.1 to 3.1.5.3.

3.1.5.1 Key Achievements

Notable achievements that were realized under the strategic issue on Academic Services include: the review of 51 out of 53 academic programmes and the development of three new programmes; training of 50 academic staff on the Learning Management System to enable integration of ICT in teaching and learning; installation of an e-learning software for open and distance learning (ODEL); automation of the student registration process and training of members of staff and students on the process. The tracer study results on 2017 cohort graduates on a sample of 500 found out that majority of them secured jobs within a year after graduation whereby 95% were in formal employment; 50% in public sector, 30% in private sector, 15% in NGOs or NPOs while 5% were self-employed. The results depict an acceptable level of employability among LU graduates that needs to be sustained in the next plan period.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



With regard to the Research, Innovation and Consultancy strategic issue, the University ensured that 2% of the total budget was allocated to research activities as per the statutory requirements as well as capacity building of the lecturers. Consequently, the University attracted Kes 14.3 Million in form of research and development grants, held one biennial international conference and realized 357 publications.

On the strategic issue of Governance, the University was able to formulate and approve a total of 37 policies; trained staff from middle-level to top-level management on corporate management; established four new departments in the University operational structure for efficiency and effectiveness; annually undertook corporate social responsibility activities in health, road safety, gender and disability mainstreaming, HIV/AIDS sensitization, Alcohol and Substance Abuse Prevention and tree planting; and achieved a Customer Satisfaction Level of 62.3%. On the Human Capital strategic issue, the University developed and implemented Career progression guidelines, a Staff Establishment, and a Reward and Sanctions Policy.

On the Physical Infrastructure strategic issue, the University levelled and marked sports fields; created and marked running tracks; reconstructed farm facilities to enhance productivity; constructed the 2,500-seater Library and modern administrative offices to 98% completion rate; constructed the Science Complex to 75% completion rate; constructed a signature gate to 97% completion rate; commenced the construction of a perimeter wall (Phase I); Undertook planned sewerage works; procured a Modern Ambulance and commenced refurbishment of Medical Wards; procured and installed laboratory equipment worth Kes 16.6M; installed fire extinguishers, trained fire marshals, and undertook regular fire drills; installed CCTV and Intrusion detection systems in strategic points; installed additional electronic media, studio equipment and operationalized University Radio station 89.2 FM; procured a tractor, constructed sheep pen and zero grazing unit; and purchased two (2) saloon cars.

Regarding the Financial Management, Investment and Resource Mobilization strategic issue, the University set up a financial management framework and enhanced resource mobilization strategies which enabled it to realize Kes 1.562 billion through income generating activities and A-I-A which was an improvement from previous periods. However, over the same period, the University accumulated about Kes 400 million in pending bills whose settlement continues to pose a huge financial burden.

On the Quality Assurance and Standards strategic issue, the University maintained QMS based on the ISO 9001:2015 standard and ISMS based on the ISO 27001:2013 standard.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified

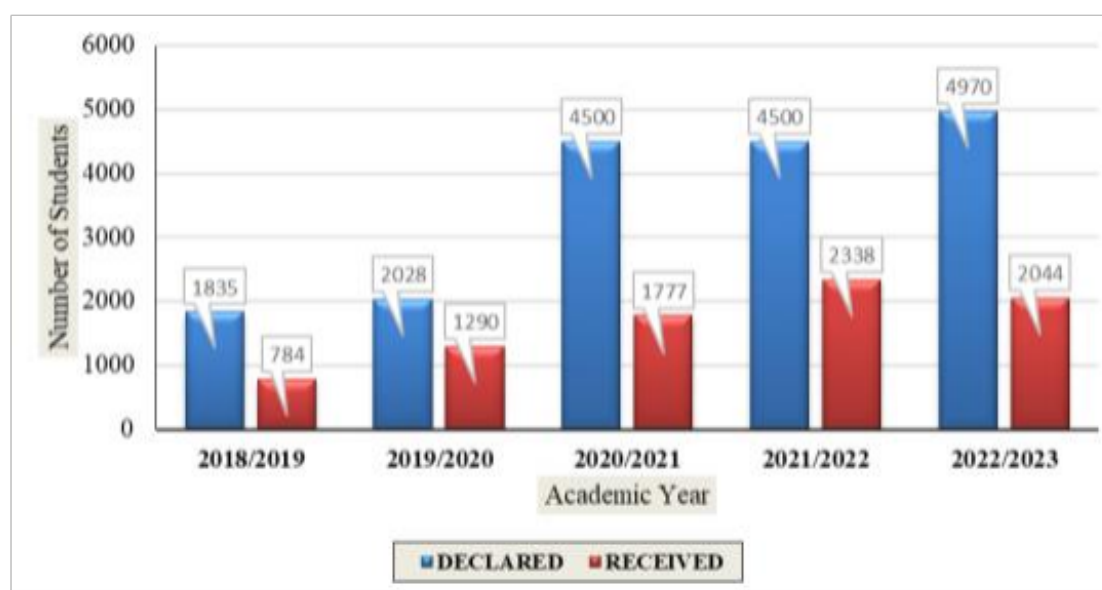


Further, the University undertook and implemented findings of Quality Assurance Audits and Surveys. Regarding the Technical Vocational Education and Training strategic issue, the University established a TVET Institute, registered it with TVETA and admitted its first cohort of 268 students.

3.1.5.2 Challenges

During the strategic plan period, the University experienced a number of challenges that negatively impacted the implementation of the Strategic Plan. At the onset, the University experienced budgetary constraints that affected the funding of its operations and programmes. Due to resource constraints coupled by freeze on employment by government, the University was not able to meet its academic staff recruitment projections. This led to heavy reliance on external part-time lecturers resulting in accumulated pending bills. Again, delays in completion of capital projects affected quality of teaching and student support services. The government decision to place government-sponsored students in private universities coupled with low attraction of students in some programmes, denied the University the anticipated revenues over the plan period. Over the plan period, the University experienced variances in the students received through KUCCPS and the declared capacity (see Table 3.4) causing fluctuations in students' admission over the period (see Figure 3.1). Specifically, the University received less than 50% of the declared capacity in the academic years 2018/2019 (43%); 2020/2021 (39%) and 2022/2023 (41%) which jeopardized its staffing, academic services and revenue projections.

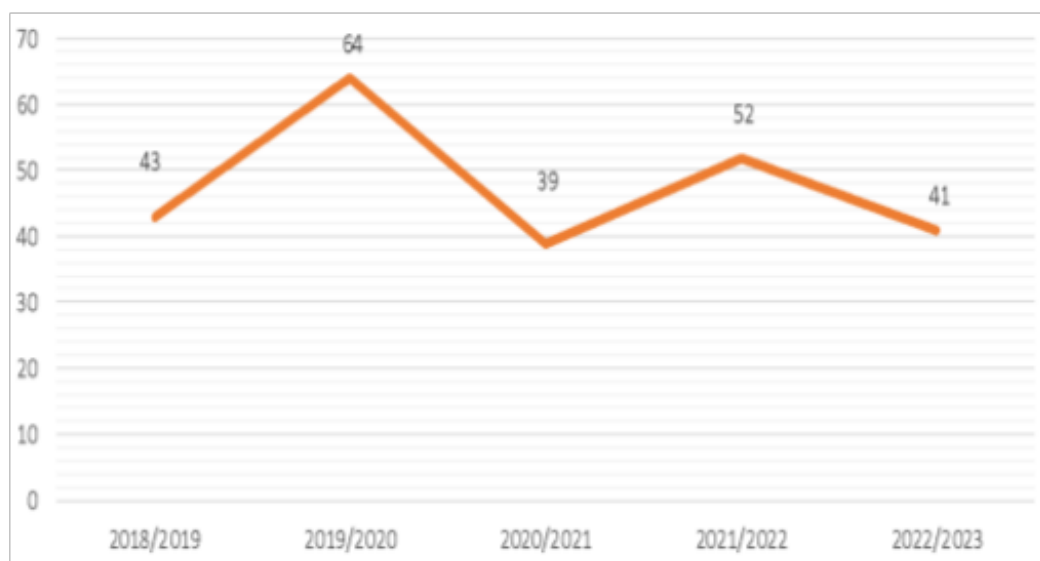
Table 3. 4: Students Placement Data 2018 /2019 to 2022/2023



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Figure 3. 1: Percentage of Student Received of Declared Capacity to KUCCPS



The Covid-19 pandemic and unfavourable economic conditions interrupted University academic programmes and operations. This interruption and vagaries of weather affected the completion rates of capital projects, and the realization of revenue from income-generating activities.

3.1.5.3 Lessons Learnt

The Covid-19 Pandemic presented challenges which impacted the implementation of planned activities within the strategic plan period. Firstly, the Pandemic led to the long closure of the University which affected the revenue streams. As a result, the planned activities could not be adequately financed. Secondly, the University was forced to channel its funds towards post Covid-19 recovery strategies which were not initially budgeted for. The University learnt that operations and systems can fail because of unprecedented occurrences. Thus, the University should make budgetary provisions and fall-back plans to mitigate the effects. Thirdly, the University realised that heavy reliance on KUCCPS placement can jeopardize its academic and financial plans hence the need to undertake robust marketing in order to attract more Government and self-sponsored students to the University. Fourthly, the University cannot continue to rely entirely on the Government to fund its programmes and operations. There is need to further diversify the revenue base, undertake viable investments, minimize costs and strengthen its resource mobilization capability to match the University's expanding financial needs. Further, the happenings within the global geopolitical landscape occasioned by the war between Ukraine and Russia led to a near collapse of emerging economies resulting in rising



oil prices and high inflation rates leading to increase costs of production. This led to high operational costs which the budgetary provisions as envisioned in the early plan could not sustain. The University can consider diversifying the sources of energy to include solar, biogas or wind energy solutions.

From the implementation of the previous strategic plan and based on the issues arising therefrom, there is a need to have a robust framework to mitigate the effects of uncertainties brought about by emergencies. In this regard, the University will anchor a business continuity plan in this planning period to mitigate the effects of uncertainties. The business continuity plan is expected to contain prevention and recovery systems to handle potential threats to University operations and functions, such as natural disasters and cyber-attacks. To ensure sustainability, the University shall formulate transition and recovery strategies in its business continuity plan.

3.2 Stakeholder Analysis

The University undertook stakeholder mapping and analysis in order to understand the role of the stakeholder, the expectations of the stakeholders and the expectations of the University on the stakeholders as presented in Table 3.5.

Table 3. 5: Stakeholder Analysis

S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
1.	The Executive Ministry of Education	<ul style="list-style-type: none"> Responsible for enforcing laws and policies affecting the University mandate. Issues executive orders to direct administrative actions. Ensures University adherence to policies set by the legislature. Ensures proper governance and regulation of the University. 	<ul style="list-style-type: none"> Comply with laws and regulations set by the legislature. Seek advisory for management of the University. Prudent utilization of resources. Deliver University's core mandate. Proper management of human resources. Collaborate with other institutions in research, innovation, 	<ul style="list-style-type: none"> Timely communication of matters affecting governance, management and operations of the University. Sensitization on laws and policies for management of the University. Participation in policy dialogues. Provide expertise in areas of specialization.



S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
			training and industry. <ul style="list-style-type: none"> ● Establish linkages. ● Deliver on international obligations. 	
2.	Parliament	<ul style="list-style-type: none"> ● Enact laws that define legislative, institutional framework and governance structures. ● Monitor compliance with legal requirements, ethical standards, and efficient practices. ● Approve allocation of financial resources. ● Ensure accountability and prudent utilization of resources. 	<ul style="list-style-type: none"> ● Compliance with policies, laws and regulations set by the legislature. ● Prudent utilization of public resources. ● Proper governance and work ethics. ● Accountability and transparency. ● Exercise academic freedom. 	<ul style="list-style-type: none"> ● Timely communication on new policies, laws, regulations and amendments set by the legislature. ● Allocation of adequate resources to manage the University affairs. ● Participation in policy dialogues.
3.	Judiciary	<ul style="list-style-type: none"> ● Ensures that University adhere to the constitution and legal framework. ● Resolves conflicts through legal and alternative dispute resolution mechanisms to ensure fair and impartial processes. 	<ul style="list-style-type: none"> ● University should follow due process when making decisions. ● Comply with advisory and judicial decisions. 	<ul style="list-style-type: none"> ● To be accorded a fair hearing, access to justice, and protection of rights. ● Timely communication of advisory and judicial decisions.
4.	Attorney General	<ul style="list-style-type: none"> ● Issue advisory on legal matters. ● Legal representation. 	<ul style="list-style-type: none"> ● Compliance with advisory. ● Seek legal representation. 	<ul style="list-style-type: none"> ● Prompt responses and legal support.
5.	National Treasury	<ul style="list-style-type: none"> ● Approval and allocation of financial resources. ● Review and approve grants. ● Issues relevant policies and 	<ul style="list-style-type: none"> ● Efficient implementation of budgets ● Participate in the budget making process. ● Prudence in management and 	<ul style="list-style-type: none"> ● Timely disbursement of adequate financial resources. ● Issue guidelines on preparation of plans. ● Build capacity on



S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
		<p>guidelines for procurement and asset disposal.</p> <ul style="list-style-type: none"> Ensures transparency and efficiency in public procurement. Oversees compliance with relevant laws related to management of public resources. Provide advice on financial matters and investments. 	<p>utilization of financial resources.</p> <ul style="list-style-type: none"> Develop alternative sources of revenue. Remit statutory deductions. Submit financial reports. Compliance with sectoral plans. Tax compliance. Participate in capacity building fora on public finance. Comply with relevant laws and guidelines. 	<p>public finance management.</p> <ul style="list-style-type: none"> Advise on investment opportunities.
6.	Regulators <ul style="list-style-type: none"> •CUE •KEBS •KIPI •KMPDC •KNQA •NACOSTI •NBA •NCA •NCK •NEMA •NRA •NTSA •PPB •SRC •TVETA 	<ul style="list-style-type: none"> Licensing, registration and accreditation Ensure adherence to industry and sector standards Ensure scientific rigor Building capacity Enforcement of regulations Provide advisories Qualification equation and recognition Quality assurance International linkages 	<ul style="list-style-type: none"> Compliance with the policies, laws and regulations Seek advisory services from relevant authorities. Participate in policy dialogues. Adherence to industry and sector standards 	<ul style="list-style-type: none"> Prompt delivery of services sought. Seek for University expertise. Participate in policy dialogues. Capacity building Set industry and sector standards
7.	Auditor General	<ul style="list-style-type: none"> Audits and reports on the use and management of public resources. 	<ul style="list-style-type: none"> Lawful utilization of public resources in an effective and efficient way. Adherence to procedures. 	<ul style="list-style-type: none"> Undertake finance, compliance, performance and special audits. Provide timely feedback for audits undertaken.
8.	County governments	<ul style="list-style-type: none"> Partner with the University to develop capacity for officers in the counties 	<ul style="list-style-type: none"> Offer relevant and quality county specific capacity development programmes. 	<ul style="list-style-type: none"> Involvement in policy dialogues. Request for capacity development



S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
		<ul style="list-style-type: none"> Collaborate on areas of common interest Sponsorship of students Joint investments 	<ul style="list-style-type: none"> Provide expertise in various disciplines. 	<ul style="list-style-type: none"> programmes. Prompt payment of services offered. Offer internship, attachment and apprenticeship to students
9.	Other MDAs <ul style="list-style-type: none"> ●CAJ ●EACC ●HELB ●KASNEB ●KFS ●KNEC ●KUCCPS ●KWS ●MINA ●MITI ●MOH ●NACADA ●NCPD ●NGEC ●NITA ●SHIF ●TSC ●WRTI 	<ul style="list-style-type: none"> Collaboration and partnership in areas of common interest. Capacity building. Offer advisory services. Provision of placement services Provision of security services Integration, mainstreaming and inclusion Affirmative action Monitor and enforce policy implementation Sponsorship 	<ul style="list-style-type: none"> Timely reports. Request for capacity building Request for advisory. Compliance with regulations. 	<ul style="list-style-type: none"> Provide feedback and advisory. Timely delivery of services. Prompt release of student loans. Timely placement of students.
10.	Professional Bodies	<ul style="list-style-type: none"> Regulate the training and conduct of their members. Capacity building and mentorship. Sponsorship. 	<ul style="list-style-type: none"> Accreditation by relevant bodies. Enhance professional development Offer Continuous Professional Development programs. Registration of professional staff. 	<ul style="list-style-type: none"> Register staff and students. Engage in education and training of relevant professionals. Mentorship and capacity building. Industrial attachment and internship. Sponsorship.
11.	Other Institutions of higher learning and research	<ul style="list-style-type: none"> Collaborate in capacity development Provides a pool of resource persons Form communities of practice Establish consortiums Creates synergy to achieve 	<ul style="list-style-type: none"> Collaborative research Knowledge, technology exchange and dissemination Contribute to generation of evidence for policy and practice Joint development 	<ul style="list-style-type: none"> Enhance curriculum development Knowledge, technology exchange and dissemination Joint projects in academic progr



S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
		common goals. <ul style="list-style-type: none"> Incubation and commercialization of ideas. 	of academic programmes <ul style="list-style-type: none"> Sharing of facilities and other resources Exchange programmes 	ammes. <ul style="list-style-type: none"> Exchange programmes. Sharing of facilities and other resources
12.	Media and communication agencies	<ul style="list-style-type: none"> Advocacy, campaigns and community engagement. Knowledge sharing and sensitization. Crisis management. Marketing. 	<ul style="list-style-type: none"> Engagement. Content generation. Access to information. 	<ul style="list-style-type: none"> Fair coverage. Professionalism. Apolitical reporting.
13.	Private sector	<ul style="list-style-type: none"> Public Private Partnerships. Industry academia partnerships. Commercialization. Production and development. Funding. 	<ul style="list-style-type: none"> Partnerships. Need based skills transfer. Gain understanding of public sector. Participate in formulation of policies and regulations. 	<ul style="list-style-type: none"> Timely requests for services Participate in policy dialogues. Funding and sponsorship. Capacity building. Industry linkages.
14.	Development partners	<ul style="list-style-type: none"> Offer financial and technical support. Capacity building. Knowledge and technology transfer. Exchange programmes. Expertise. Infrastructural development. 	<ul style="list-style-type: none"> Transparency and accountability of the parties. Meeting obligations of the MoUs. Accountability and prudent utilization of resources. 	<ul style="list-style-type: none"> Transparency and accountability of the parties. Meeting obligations of the MoUs. Accountability and prudent utilization of resources. Timely reports. Compliance to standards.
15.	NGOs, FBOs, NPOs and CBOs	<ul style="list-style-type: none"> Collaborations. Capacity building. Sponsorships. Social support. Spiritual nourishment. 	<ul style="list-style-type: none"> Accountability. Provision of services. Provision of data for decision making and sensitization. Expertise. 	<ul style="list-style-type: none"> Request for services. Participate in policy dialogues. Provision of reports. Professional support.
16.	Students	<ul style="list-style-type: none"> Uptake of programmes and services offered. Payment of fees. Community 	<ul style="list-style-type: none"> Quality and reliable service. Serene learning environment. Training 	<ul style="list-style-type: none"> Payment of fees. Adherence to rules and regulations. Participation in University



S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
		service. <ul style="list-style-type: none"> Participating in University activities. Provide innovative solutions to humanity through research University ambassadorship. 	opportunities. <ul style="list-style-type: none"> Placement services. Career services. Mentorship and apprenticeship. Learning infrastructure. Academic advising. Counselling services. Research support. 	activities. <ul style="list-style-type: none"> Timely completion of studies. Request for services. Advocate for the University. Provide feedback.
17.	Parents and guardians	<ul style="list-style-type: none"> Fee payment. Follow up on student's welfare. Guidance and counselling. Mentorship. 	<ul style="list-style-type: none"> Quality education. Provision of information. Cordial relationship. Timely completion of studies. 	<ul style="list-style-type: none"> Prompt fee payments and timely response. Adherence to rules and regulations.
18.	Suppliers	<ul style="list-style-type: none"> Supply quality goods, services and works. Give value for money. Honor contractual obligations. 	<ul style="list-style-type: none"> Transparency and fairness. Prompt payment. Honoring of contracts. 	<ul style="list-style-type: none"> Supply of quality goods and services Honoring of contracts. Value for money. Partnerships.
19.	General public	<ul style="list-style-type: none"> Peaceful coexistence. Vigilance and intelligence sharing. Provide labour services. Contribute to positive image. 	<ul style="list-style-type: none"> Community support. Job opportunities. Partnerships. Services. Public participation. Capacity building. Effective communication Social responsibility. 	<ul style="list-style-type: none"> Customers for goods and services. Feedback. Contribute to image building.
20.	University Council	<ul style="list-style-type: none"> Oversight. Making and approving statutes. Policy approvals. Human resource planning and development. Resource mobilization. Governance. 	<ul style="list-style-type: none"> Accountability and transparency. Timely submission of requisite reports. Implementation of policies. Good management. 	<ul style="list-style-type: none"> Timely policy making. Resource mobilization. Good governance. Leadership.



S/ No	Name of Stakeholder	Role of the Stakeholder	Stakeholder Expectations	Expectations of the University
			<ul style="list-style-type: none"> ● Efficient utilisation of resources. 	
21.	Staff	<ul style="list-style-type: none"> ● Offer academic and support services. ● Promotion of University image and services. ● Offer consultancy. ● Community outreach. ● Mentorship. 	<ul style="list-style-type: none"> ● Competitive terms and conditions of service. ● Remittance of statutory and non-statutory dues. ● Psycho-Social support. ● Fair administrative action. ● Career progression. ● Provide conducive working environment. 	<ul style="list-style-type: none"> ● Quality and timely delivery of services. ● Promotion of University image and services. ● Participation in University activities. ● Participate in policy formulation and review. ● Transparency and accountability ● Adherence to professional ethical standards.





Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter provides an overview of the Strategic Issues identified through the situational and stakeholder analysis, the Strategic Goals and Key Result Areas of the Strategic Plan

4.1 Strategic Issues

The following Strategic Issues were identified after a thorough situational and stakeholder analysis namely: Academic Programmes; Research, Innovation and Consultancy; Human Capital; Physical Infrastructure; Investment and Resource Mobilization; and Quality Assurance and Standards.

Academic services are the core activity of the University. There is need to continually align teaching and learning in the University with the current global and local market trends, and provide adequate space, equipment and library services to enhance the quality of academic services to students.



The University engages in research, innovation and consultancy to generate new knowledge and ideas with a vision of transforming for the world. Consequently, the University has continued to build capacity to support research, innovation and consultancy. Nevertheless, the efforts have been hampered by inadequate funding. In this plan, the University commits to increase research, innovation and consultancy activities by boosting community outreach and extension services; enhancing dissemination of research output, innovation, commercialization, consultancy services and securing intellectual property rights.

The success of the University depends on the quality of its human capital. Indeed, employees play a critical role in the functioning of the University in the realization of its mandate. Consequently, the University needs to attract, engage and retain qualified, skilled and competent staff. Currently, the University has inadequate staff, especially in academics with this problem being compounded by the increasing staff turnover. During this strategic



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



plan period, the University endeavours to employ and implement strategies towards retaining qualified staff.

The quality of the academic services in the University depends on the adequacy of its built environment. Currently, the University faces the challenge of inadequate physical facilities owing to increased demand over time. Therefore, there is a need to undertake infrastructural development to address this emerging need through refurbishing old buildings, completing on-going projects and initiating new ones.



To a large extent, the University relies on the exchequer in financing its operations. Despite the increase in government funding over the years, the University has not been able to sustain the corresponding increase in recurrent and capital expenditure. Consequently, the University has not been able to meet its financial obligations. This trend has led to an accumulation of debts, inadequate physical infrastructure and human resource. Therefore, in this plan, the University shall explore alternative sources of funding and put in place effective internal control systems for financial management.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Quality assurance systems are crucial in ensuring effective and efficient service delivery for customer satisfaction in any organization. The University endeavours to comply with relevant national and international standards for quality assurance. The University has mainstreamed quality assurance in its operations for continual improvement. There is therefore need for the University to enhance the quality of its products and services by continual re-engineering of its processes.

4.2 Strategic Goals

To address the strategic issues, the following strategic goals were identified: Align teaching and learning to current global and local market needs; Enhance research, innovation and consultancy; Attract and retain competent staff; Build state-of-the art infrastructure; Enhance investment and resource mobilization and; ensure quality and timely service delivery for customer satisfaction.

4.3 Key Result Areas

To address the strategic goals, the following Key Results Areas were identified: Employability; International collaborations and grants; Staff recruitment, selection and development; Infrastructural development and technology transfer; Revenue generation and cost optimization; and Customer Satisfaction. The strategic issues, goals and KRAs are presented in Table 4.1.

Table 4. 1: Strategic Issues, Goals and KRAs

S/No	Strategic Issue	Goal	KRAs
1.	Academic Programmes	Align teaching and learning to current global and local market needs	Employability
2.	Research, Innovation and Consultancy	Enhance research, innovation and consultancy	International collaborations and grants
3.	Human Capital	Attract and retain competent staff	Staff recruitment, selection and development
4.	Physical Infrastructure	Build state-of-the art infrastructure	Infrastructural development and technology transfer



S/No	Strategic Issue	Goal	KRAs
5.	Investment and Resource Mobilization	Enhance investment and resource mobilization	Revenue generation and cost optimization
6.	Quality Assurance and Standards	Ensure quality and timely service delivery	Customer Satisfaction



CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

This Chapter focuses on the critical components of strategic planning; the strategic objectives based on each Key Result Area; the projected annual outcomes; and the strategies that will be employed to achieve each objective.

5.1 Strategic Objectives

The strategic objectives, outcomes, outcome indicators and projections for the five-year period are enumerated in Table 5.1

Table 5. 1: Outcomes Annual Projections

KRA1: Employability							
Strategic objective	Projections						
	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
To improve academic services, teaching and learning experience	Enhanced quality of teaching	Number of programmes reviewed	0	27	0	0	0
		Number of market-driven programmes developed	3	2	2	2	1
	Increased teaching and learning efficiency	Number of teaching ICT facilities installed	10	10	10	10	10
		Number e-learning software installed	1	1	0	0	0
	Improved academic performance	Number of academic and career advising reports	2	2	2	2	2
	Enhanced global visibility	Number of students on exchange programmes	1	2	3	4	4
KRA 2: International collaborations and grants							
To increase research work, innovation and consultancy services	Enhanced community support	Number of community outreach services	4	4	4	4	4
	Increased uptake of research output	Number of school fora, workshops and conferences	5	5	5	5	5
	Increased uptake of consultancy services	Number of bids	4	4	4	4	4
	Increased revenue	Number of registered intellectual property rights	0	1	0	0	1
		Innovation and Incubation Centre established	0	1	0	0	0
KRA 3: Attraction and retention of competent staff							



1. To attract competent staff	Improved service delivery	Number of academic staff recruited	34	32	30	17	17
		Number of non-teaching staff recruited	23	20	15	9	9
2. To develop and retain staff	Increased productivity	Number of staff trained and awarded scholarships	50	65	85	89	93
		Number of staff rewarded	4	4	4	4	4
		Workplace productivity improvement strategy implemented	20%	20%	20%	20%	20%
		Number of staff sensitized on productivity	125	125	100	100	0
3. To outsource non-core functions	Improved labour efficiency	Number of non-core functions outsourced	0	0	0	1	2
KRA 4: Infrastructural development and Technology transfer							
To improve built environment and utility services	Enhanced quality of work life	Number of refurbished units	3	5	4	2	2
	Enhanced beauty	Number of landscaped areas	2	1	0	0	0
	Increased security	Number of Kms fenced	3	3	3	3	3
	Enhanced occupational safety	% of asbestos roofing removed	20	20	20	20	20
	Optimal land use	Master plan	1	0	0	0	0
	Modernized farming	Number of improved farm structures	2	0	1	0	0
	Increased security	Number of lighting masts mounted	0	1	0	1	0
	Increased sanitation	Number of ablution blocks constructed	0	1	1	0	1
	Increased security	% of areas covered by CCTV	0	4	0	0	0
	Increased safety	Number of fire engines acquired	0	0	1	0	0
	Increased safety	Number of hydrants installed	0	2	0	0	0
	Increased accessibility	Number of access ramps constructed	1	1	1	0	0
	Improved network access	Improved health	0	0	5	20	25
		% of Wide Area Network installed	0	100	0	0	0
		% of Local Area Network expanded	50	50	0	0	0
	Enhanced storage	Cloud storage and backup	2.0	0.0	0.0	0.0	0.0
	Improved service access	% of on-boarded services to e-citizen	50%	50%	0	0	0



	Improved productivity	Number of staff trained on digital Skills	90	90	90	90	90
	Improved learning, sports and admin. facilities	% of completion of C2 laboratories	5	0	0	0	0
		% of completion of running track and sports pavilion	30	30	10	10	20
		% of completion students' hostel complex	0	25	25	25	25
		% of completion tuition block	8	9	0	0	0
		% of completion of EduHD complex	0	25	25	25	25
		% of completion of high altitude sports training complex	0	30	30	30	10
		% of Admin-block completed	0	0	40	30	30
	Improved access	Number of kms of roads paved	1	2	2	1	1
	Improved teaching facilities	Number of science laboratories completed	1	0	1	1	0
	Increased transportation services	Number of buses purchased	0	1	0	1	0
		Number of staff minibus purchased	0	1	0	0	0
		Number of SUV cars purchased	1	0	1	0	0
	Improved learning facilities	Installed ComTech equipment	1.5	1.5	0.0	1.0	1.0
		Kes value of installed computer equipment and accessories	1.5	1.5	0.0	0.0	0.0
		Kes value of installed library computers and accessories	2.0	1.0	1.0	3.0	3.0
	Increased revenue	Kes value of installed Bakery equipment	0.0	0.5	0.5	0.3	0.0
		Kes value of installed Bindery and printing press	0.0	3.5	3.5	0.0	0.0
	Improved teaching facilities	Kes value of installed conference facilities	0.0	3.0	2.0	0.0	0.0
		Installed GIS software	1	0	0	0	0
		Installed ODeL software	0	1	0	0	0
KRA 5: Revenue Generation and Cost Optimization							
To expand revenue base	Improved financial sustainability	Kes raised through fee collection	285	334	383	432	481
		Kes raised from lobbying, fundraising, grants and donors	72.5	74.75	75.25	75.5	75.75



		Kes from income generating units	55.05	79.2	101.1	122.75	143.1
		Kes generated from endowment fund	3.5	4.5	7.5	10.5	15.5
		Kes from cost optimization	3.3	10.5	10.5	10.5	10.5
KRA 6: Customer Satisfaction							
To improve quality standards and service delivery	Enhanced customer experience	% of compliance to quality audits on teaching and learning reports	100	100	100	100	100
		% of compliance to tracer studies reports	0	100	0	0	100
		% of re-engineered business Processes	20%	20%	20%	20%	20%
	Enhanced access to services	Workplace digitalization and automation strategy	1	0	0	0	0
		% of areas of digitalization documented	100	0	0	0	0
		% of mapped services on boarded to e-Citizen	50	50	0	0	0
	Increased cyber security	Cyber Security Strategy Developed	1	0	0	0	0
	Increased productivity	Number of staff trained on digital skills	90	90	90	90	90
		Change management strategy developed	1	0	0	0	0
	Increased customer satisfaction	% of compliance support services reports	100	100	100	100	100
		% of compliance to QMS and ISMS audit reports	100	100	100	100	100



5.2 Strategic Choices

Based on the Key Result Areas and strategic objectives, several strategies were formulated to achieve the set objectives as presented in Table 5.2.

Table 5. 2: Strategic Objectives and Strategies

Key Results Area	Strategic Objectives	Strategies
KRA 1: Employability	To improve academic services, teaching and learning experience	<ul style="list-style-type: none"> • Review and develop market driven programmes • Employ ICT in teaching and learning • Revamp academic and career advising • Enhance exchange programmes
KRA 2: International collaborations and grants	To increase research work, innovation and consultancy services	<ul style="list-style-type: none"> • Boost community service • Enhance dissemination of research output • Enhance grant proposal writing and consultancy services • Secure intellectual property • Commercialization of innovation
KRA 3: Staff recruitment, selection and development	<ul style="list-style-type: none"> • To attract competent staff • To develop and retain staff • To outsource non-core functions 	<ul style="list-style-type: none"> • Ensure adequate staffing • Enhance staff productivity • Improve support services efficiency
KRA 4: Infrastructural development and Technology transfer	To improve University built environment and utility services	<ul style="list-style-type: none"> • Refurbish, beautify and undertake maintenance works • Upgrade utility areas, and security system • Modernize and undertake construction projects • Undertake physical planning • Enhance OHS standards • Improve disaster management and transportation • Facilities improvement and small works • Enhance IT infrastructural capability



Key Results Area	Strategic Objectives	Strategies
KRA 5: Revenue generation and cost optimization	To improve revenue generation and financial status of the University	<ul style="list-style-type: none"> • Conduct robust marketing • Diversify sources of revenue • Undertake cost saving measures • Maximize returns from investments
KRA 6: Customer Satisfaction	To improve quality standards and service delivery	<ul style="list-style-type: none"> • Ensure quality and timeliness in operations • Digitalize University services • Conform to applicable standards



CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter outlines the implementation plan, the coordination framework and the risk management framework. This is important for successful implementation, coordination of activities, and mitigation of the inherent risks over the plan period.

6.1 Implementation Plan

The Strategy Implementation plan consisting of Action Plans, Annual Work Plans and Budgets as well as Performance Contracting are presented in sub-sections 6.1.1 to 6.1.3. The sub-sections cover: the Action Plan; Annual Work Plan and Budgets; and Performance Contracting.

6.1.1 Action Plan

The Action Plan constitutes the Strategic Issues, Strategic Goals, KRAs, Outcomes, Strategic Objectives, Strategies, Key activities, Expected Output, Output Indicators, Annual Targets, Annual Budgets, and the responsibility for implementing the activities as presented in the Implementation Matrix in Table 6.1.

6.1.2 Annual Work Plan and Budget

The University shall extract Annual Work Plans from the Strategic Plan which will form the basis for developing the Annual Budgets over the Plan period. A detailed costed Annual Work Plan for the first year of implementation is presented in Appendix I.

6.1.3 Performance Contracting

The University shall extract the Annual Performance Contract from the costed Annual Work Plans over the Strategic Plan period.

6.2 Coordination Framework

The sub-sections 6.2.1 to 6.2.4 describe how the activities and programmes that are key in implementation of the Strategic Plan will be coordinated. The sub-sections cover: the institutional framework; staff establishment; skills set and competence development; leadership; and systems and procedures.

6.2.1 Institutional Framework

This Strategic Plan has proposed strategies which shall be implemented by undertaking various activities geared towards the realisation of the strategic goals. To coordinate the various actors responsible for the implementation of the activities and programmes as outlined in the action plan, the Vice Chancellor shall appoint a Strategic Plan



Implementation and Evaluation Committee whose secretariat shall be the Directorate of Planning and Performance Management. Given that the issues espoused in this Strategic Plan will have a significant bearing on the operations of the University, it would be important for the University to review and develop policies to create an enabling environment for the execution of this Strategic Plan. Among the policies to be considered for immediate review and/or development include: the Admissions Policy to incorporate the internationalisation aspect; the Marketing Policy for purposes of disseminating University programmes; Career Placement and Academic Advising Policy for strengthening student mentorship and academic advising; and the Intellectual Property Rights Policy for purposes of protecting innovations. The University will also review the Farm Business Plan to align it with the strategic goals of the University. It is envisioned that once these policy frameworks have been established, it will give this Strategic Plan the needed impetus and legal framework to achieve the intended outcomes within the plan period.

6.2.2 Staff Establishment, Skills Set and Competence Development

The staffing levels, skill sets and competencies required for the effective implementation of this Strategic Plan are presented in Tables 6.2 and Appendix VII.

Table 6. 1: Staff Skill Set and Competency Development

Cadre	Skills Set	Skills Gap	Competence Development
Top Management (VC, DVCs, FO and Registrars)	<ul style="list-style-type: none"> • Strategic Leadership • Transformative Leadership • Relevant Technical Knowhow • Corporate Planning • Human Relations • Corporate Governance • Communication • Interpersonal relations • Critical Thinking • Problem Solving • Lobbying and negotiation • Conflict Resolution • Resource Mobilization 	<ul style="list-style-type: none"> • Strategic Leadership • Lobbying and negotiation • Resource Mobilization • Conflict Resolution • Corporate Management 	<ul style="list-style-type: none"> • Strategic Leadership • Lobbying and negotiation • Resource Mobilization • Mediation • Corporate Governance



Cadre	Skills Set	Skills Gap	Competence Development
Middle Management (Deans, Directors, University Librarian, Chief Medical Officer, Chief Security Officer, Chief Internal Auditor and Chief Procurement Officer)	<ul style="list-style-type: none"> • Leadership • Decision Making • Coordination • Analytical skills • Report Writing • Active listening • Relevant Technical Knowhow • Human Relations • Supervisory Management • Managerial skills • Communication • Critical Thinking • Problem Solving • Teamwork/ Collaboration • ICT • Resource Mobilization 	<ul style="list-style-type: none"> • ICT • Resource Mobilization • Managerial / Leadership 	<ul style="list-style-type: none"> • ICT • Grant Writing • Fundraising and lobbying • Management
Supervisory Management (Coordinators, CoDs, HoDs, EOs and Section Heads)	<ul style="list-style-type: none"> • Supervisory • Leadership • Decision Making • Technical Report Writing • Analytical skills • Active listening • Relevant Technical Knowhow • Human Relations • Communication • Critical Thinking • Problem Solving • Teamwork/ Collaboration • ICT • Time Management 	<ul style="list-style-type: none"> • ICT • Leadership and Supervisory • Decision Making • Technical Report Writing • Time Management 	<ul style="list-style-type: none"> • ICT • Leadership and Supervisory • Technical Report Writing • Time Management
Teaching and Research (Professors, Associate Professors, Senior Lecturer Lecturers, Tutorial Fellows and Graduate Assistants)	<ul style="list-style-type: none"> • Technical knowhow in area of specialization • Research • Pedagogy • Grant Writing • Active listening • Human Relations • Supervisory /Managerial • Communication 	<ul style="list-style-type: none"> • Research • Pedagogy • Grant Writing • ICT • Mentorship • Academic advising 	<ul style="list-style-type: none"> • Research and Publication • Pedagogy • Grant Writing • ICT • Mentorship • Academic advising



Cadre	Skills Set	Skills Gap	Competence Development
	<ul style="list-style-type: none"> ● Critical Thinking ● Problem Solving ● Teamwork and Collaboration ● ICT ● Mentorship ● Academic advising 		
Technical Staff (Accountants, Procurement Officers, Librarians, Security Officers, Administrative Assistants, Technologists, Caterers, Animal Health Assistants, Games Officers, Internal Auditors, Clinicians, Nurses, Pharmacists, ICT Officers, Counsellors, Dentists, Office Administrators, Clerks, Foreman, Public Health Officers, Health Records & Information Officers and Maintenance Officers)	<ul style="list-style-type: none"> ● Coordination ● Report Writing ● Analytical skills ● Active listening ● Relevant Technical Knowhow ● Interpersonal Relations ● Basic Supervisory ● Communication ● Problem Solving ● Team-building ● ICT ● Customer Relations ● Time Management ● Adaptability 	<ul style="list-style-type: none"> ● Basic Supervisory ● Workflow Coordination ● Customer Relations ● Report Writing ● Time Management 	<ul style="list-style-type: none"> ● Supervision ● Office management ● Customer Relationship Management ● Report/Minute Writing
Support Staff (Office Assistants, Custodians, Drivers, Carpenters, Cashiers, Binders, Cooks, Herdsman, Laboratory Attendants, Locksmiths, Masons, Mechanics, Painters, Plumbers, Patient Attendants, Electricians, Sign writers, Welders, Sewerage Attendants, Tailors and Waiters)	<ul style="list-style-type: none"> ● Active listening ● Basic Technical Knowhow ● Interpersonal Relations ● Office Correspondence ● Adaptability ● Record Keeping ● Team-work ● Computer literacy ● Customer Service ● Time Management 	<ul style="list-style-type: none"> ● Computer literacy ● Record Keeping ● Customer Service ● Office Correspondence ● Time Management 	<ul style="list-style-type: none"> ● Basic Computer Applications ● Office Record Keeping and Maintenance ● Office Etiquette ● Customer Service

6.2.3 Leadership

The overall responsibility for the execution of this Strategic Plan rests with the Vice Chancellor who is the administrative and academic head of the University. Consequently, the leadership for the execution of this Strategic Plan shall be organised into two main strategic themes reflecting the two divisions in the University namely the academic, research and



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



student affairs and; administration, finance and planning. Two strategic theme teams shall be established for the implementation of Key Result Areas (KRAs) related to the respective themes. These are: academic research strategic theme team and administration, finance and planning strategic theme team. Each of the strategic theme teams will be responsible for a number of Key Result Areas thus: Academic and Research strategic theme team will be responsible for KRA 1-Employability; and KRA 2- International collaborations and grants. The Administration, Finance and Planning strategic theme team will be responsible for the implementation of KRA 3: Staff recruitment, selection and development; KRA 4: Infrastructural development and technology transfer; KRA 5: Revenue generation and cost optimization; and KRA 6: Customer satisfaction. These strategic theme teams shall meet quarterly and prepare implementation reports which will be forwarded to the Vice Chancellor through the Strategy Implementation and Evaluation Committee.

6.2.4 Systems and Procedures

For seamless execution of this Strategic Plan, there ought to be suitable systems and procedures in place. The issues contextualised in this Strategic Plan will be executed with minimal changes to the current internal environment within which the University operates. The University currently has a robust ERP system which has enhanced its operational efficiency. However, effective execution of the Strategic Plan will require migration of the ERP to the cloud and beefing up of the following modules to enhance efficiency including: student academic and examination; student management, medical, finance and procurement for internal controls and human resource modules. Currently, the University subscribes to the requirements of international standards including Quality Management System, and Information Security Management System based on ISO 9001:2015 and ISO/IEC 27001:2013, respectively. It is believed that the University will continue maintaining these standards during the plan period and continuously review its Standard Operating Procedures (SOPs) to conform to emerging needs and stakeholder requirements. In the current circumstances and based on the requirements of this Strategic Plan, there will be need to review the SOPs to conform to the relevant themes of the Strategic Plan.

6.3 Risk Management Framework

The Risk Management framework consists of the major risks of implementing the strategic plan, risk likelihood, risk severity and overall risk level as well as risk mitigation measures as presented in Table 6.3.



Table 6. 2: Risk Management Framework

S/N o.	Risks	Risks Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Low student enrolment	M	H	H	<ul style="list-style-type: none"> • Expand the catchment areas • Diversify academic programmes • Internationalize academic programmes • Marketing of university programmes
2.	Low demand and acceptance rates of some academic programmes by all stakeholders	L	M	M	<ul style="list-style-type: none"> • Stakeholder engagement throughout review and development of programmes
3.	Delay in review and development of academic programmes	H	H	H	<ul style="list-style-type: none"> • Adequate budgetary allocation for review and development of academic programmes
4.	Poor integration of ICT in teaching and learning	H	M	H	<ul style="list-style-type: none"> • Adequate budgetary allocation for enhancement of ICT infrastructure • Establish fully-fledged and functional ICT Directorate
5.	Student unrest	M	M	M	<ul style="list-style-type: none"> • Employ staff over the planned period to provide academic support • Dedicate resources to improve student academic support infrastructure • Capacity building of student leadership
6.	Negative reputation	H	H	H	<ul style="list-style-type: none"> • Operationalize Directorate of Corporate Communication
7.	Poor international exposure and global visibility	H	L	M	<ul style="list-style-type: none"> • Develop and implement internationalisation policy
8.	Low research and innovation output	H	H	H	<ul style="list-style-type: none"> • Purposeful search for talented researchers to enhance research capacity • Establish research thematic areas • Commercialise innovations • Operationalize Laikipia University Investment Service



S/N o.	Risks	Risks Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
					<ul style="list-style-type: none"> Establish Office of the Registrar in charge of Research and Consultancy. Motivate academic staff through calls for competitive research funding
9.	Low staff productivity, satisfaction levels and morale.	H	M	H	<ul style="list-style-type: none"> Provision of adequate resources to effectively implement the staff establishment and career progression plans Implement Workplace Productivity Improvement Strategy Implement the Rewards and Sanctions Policy
10.	Customer switching	H	M	H	<ul style="list-style-type: none"> Full compliance to Citizens' Service Delivery Charter Capacity building of front office staff on customer relations Establish customer care desk
11.	Poor aesthetics	H	M	H	<ul style="list-style-type: none"> Landscaping of the University Construction of pavements Signage
12.	Congestion in offices and learning spaces due to incomplete capital projects	H	M	H	<ul style="list-style-type: none"> Timely submission of completion certificates Use of internal sources to support project completion Develop a robust contract management framework Involve private developers through PPPs for new projects Attract development grants/funds for new or incomplete projects
13.	Poor service delivery	M	H	H	<ul style="list-style-type: none"> Purchase required equipment and implements Establish MOUs with suppliers to improve plant and equipment
14.	Inability to meet financial obligations	H	M	H	<ul style="list-style-type: none"> Full implementation of the University Resource Mobilisation and



S/N o.	Risks	Risks Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
					Investment policy, Endowment Fund policy and Farm Business Plan
15.	Financial pilferage and haemorrhages	H	H	H	<ul style="list-style-type: none"> Strengthen internal control systems through full automation of processes and enhance internal audits
16.	Revocation of University Charter	H	H	H	<ul style="list-style-type: none"> Strengthen quality assurance mechanisms

KEY:

L – Low

M – Middle

H – High



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Table 6. 1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5yrs	Target for 5 Years					Budget for 5 Years (Millions)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Academic Programmes																
Strategic Goal: Align teaching and learning to current global and local market needs																
KRA 1: Employability																
Outcomes: O1: Enhanced quality of teaching O2: Increased teaching and learning efficiency O3: Improved academic performance O4: Enhanced global visibility																
Strategic Objective: To improve academic services, teaching and learning experience																
Review and develop market driven programmes	Review existing programmes	Reviewed programmes	No. of programmes	27	0	27	0	0	0	0.0	6.0	0.0	0.0	0.0	DVC (ARSA)	Deans/ CoDs
	Develop market-driven programmes	Accredited programmes		10	3	2	2	2	1	1.2	0.8	0.8	0.8	0.4		Deans/ CoDs
Employ ICT in teaching and learning	Install ICT teaching facilities	Installed ICT teaching facilities	No. of facilities	50	10	10	10	10	10	1.0	1.0	1.0	1.0	1.0	DVC (AFP)	ICT Manager/ Estates Manager
	Install e-learning software	Installed e-learning software	No. of software	2	1	1	0	0	0	2.0	2.0	0.0	0.0	0.0		ICT Manager/ Coordinator ODeL
Revamp student academic and career advising	Conduct academic and career advising	Conducted academic and career advising sessions	No. of sessions	10	2	2	2	2	2	1.9	1.9	1.9	1.9	1.9	DVC (ARSA)	Deans, Director, TCAE, Director GS CoDs
Enhance student exchange programmes	Enrol students for exchange programme	Enrolled students on exchange programme	No. of students	10	1	1	2	3	3	0.2	0.25	0.3	0.5	0.5		
Strategic Issue: Research, Innovation and Consultancy																
Strategic Goal: Enhance research, innovation and consultancy																
KRA 2: International collaborations and grants																
Outcomes: O1: Increased research funding O2: Enhanced research networks O3: Increased community support																
Strategic Objective: To increase research, innovation and consultancy activities																
Boost community service	Conduct community services	Conducted community services	Number of services	20	4	4	4	4	4	2.0	2.0	2.0	2.0	2.0	DVC (ARSA)	Director, RHG, Director, TCAE, Deans/ CoDs
Enhance dissemination of research output	Hold school fora and conferences	Held school for a, workshops and conferences,	Number of sessions	25	5	5	5	5	5	2.0	4.0	2.0	4.0	2.0		Deans
Enhance grant proposal writing and consultancy services	Bid for 20 grants and consultancies	Bided grants and consultancies	No. of bids	20	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5		Director, RHG/ Director RMI

Strategy	Key Activities	Expected Output	Output Indicators	Target	Target for 5 Years					Budget for 5 Years (Millions)					Responsibility	
Secure intellectual property	Register intellectual property	Registered intellectual property	No. registered	2	0	1	0	0	1	0.2	0.2	0.2	0.2	0.2		Director, RHG/ Legal Officer
Commercialize innovations	Establish innovation and incubation centre	Established innovation and incubation centre	No. established	1	1	0	0	0	0	5.0	0.0	0.0	0.0	0.0		Director, RHG
Strategic Issue: Human Capital																
Strategic Goal: Attract and retain competent staff.																
KRA 3: Staff recruitment, selection and development																
Outcome: O1: Improved service delivery O2: Increased productivity O3: Improved labour efficiency																
Strategic Objective: To attract and retain competent staff																
Ensure adequate staffing	Recruit academic staff	Recruited academic staff	No. of staff	130	34	32	30	17	17	138.4	129.0	115.0	58.0	58.0	DVC (AFP)	R(AHC)
	Recruit non-teaching staff	Recruited non-teaching staff	No. of staff	76	23	20	15	9	9	28.0	23.5	21.0	12.6	12.6		
	Conduct staff training	Conducted staff training	No. of staff	382	50	65	85	89	93	5.0	6.5	8.5	8.9	9.3		
	Reward and sanction staff	Awarded and sanctioned staff	No. of staff	20	4	4	4	4	4	0.4	0.4	0.4	0.4	0.4		
Enhance staff productivity	Develop and implement workplace productivity improvement strategy	Developed and implemented workplace productivity improvement strategy	% of implementation	100%	20%	20%	20%	20%	20%	1.0	1.0	1.0	1.0	1.0		
	Sensitize staff on productivity mainstreaming	Sensitized staff	No. of staff	470	135	135	100	100	0	0.3	0.3	0.3	0.3	0.3		
Improve labour efficiency	Outsource non-core functions	Outsourced non-core functions	No. outsourced	3	0	0	0	1	2	0.0	0.0	0.0	4.0	6.0		
Strategic Issue: Physical Infrastructure																
Strategic Goal: Build state-of-the art infrastructure																
KRA 4: Infrastructural development and Technology transfer																
Outcome: Enhanced quality of teaching, learning and working conditions																
Strategic Objective: To improve built environment and utility services																
Refurbish, beautify and undertake maintenance works	Refurbish buildings	Refurbished buildings	No. of buildings	16	3	5	4	2	2	6.0	10.0	4.0	3.0	3.0	DVC (AFP)	Estates Manager
	Landscaping	Landscaped areas	No. of landscaped areas	3	2	1	0	0	0	3.0	2.0	0.0	0.0	0.0		FO/Estates Manager
	Conduct maintenance	Conducted maintenance works	No. of works	5	1	1	1	1	1	3.5	5.8	9.4	9.8	10.5		
Upgrade utility areas, and security system	Increase water storage capacity	Increased water storage	Vol. of storage	1.125 m³	0.0	0.125	0.5	0.5	0.0	5.0	0.0	5.0	5.0	0.0		
	Expand coverage of backup power	Expanded backup power coverage	% of coverage	80%	0	20	20	20	20	1.2	2.0	2.0	1.8	1.0		
	Connect phase 3 sewerage system	Connected sewerage system	% of system	100%	0	25	25	25	25	0.0	25.0	25.0	25.0	25.0		

Strategy	Key Activities	Expected Output	Output Indicators	Target	Target for 5 Years					Budget for 5 Years (Millions)					Responsibility	
	Construct ablution blocks	Constructed ablution blocks	No. of blocks	3	0	1	1	0	1	0.0	2.5	2.5	1.0	1.0		FO/Estates Manager/ ICT Manager/ Security Officer
	Mount lighting masts	Mounted lighting masts	No. of masts	2	0	1	0	1	0	0.0	4.0	0.0	4.0	0.0		
	Expand CCTV system	Expanded CCTV	No. of areas	4	0	4	0	0	0	0.0	2.5	0.0	0.0	0.0		
	Construct fence	Constructed Fence	No. of kms	15	3	3	3	3	3	5.0	5.0	5.0	5.0	5.0		
Modernize and undertake major construction projects	Construct running track and sports pavilion	Constructed running track and sports pavilion	% of completion	100%	30	30	10	10	20	5.0	5.0	2.0	2.0	4.0	DVC (AFP)	FO/Estates Manager
	Modernize farming structures	Modernized farming structures	No. of structures	3	2	0	1	0	0	8.4	0.0	2.0	0.0	0.0		
	Construct EduHD complex	Constructed EduHD complex	% of completion	100	0	25	25	25	25	0.0	200.0	200.0	200.0	100.0		
	Construct Admin block	Constructed Admin block	% of completion	100	0	0	40	30	30	0.0	0.0	200.0	150.0	150.0		
	Construct high altitude sports training complex	Constructed High altitude sports training complex	% rate of completion	100	0	30	30	30	10	0.0	150.0	150.0	150.0	100.0		
	Construct roads and walk ways	Constructed Roads and walk ways	No. of kms	7km	1	2	2	1	1	40.0	60.0	50.0	50.0	50.0		
	Construct Teaching medical centre	Constructed Teaching medical centre	% rate of completion	50	0	0	5	20	25	0.0	0.0	50.0	200.0	250.0		
	Install water hydrants	Installed water hydrants	No. of hydrants	3	0	2	1	0	0	0.0	2.0	1.0	0.0	0.0		
	Construct access ramps	Constructed access ramps	No. of ramps	3	1	1	1	0	0	3.0	3.0	3.0	0.0	0.0		
	Complete Science complex	Completed science complex	% rate of completion	33	9	12	12	0	0	50.0	100.0	135.0	0.0	0.0		
	Complete tuition block	Completed tuition block	% rate of completion	17	8	9	0	0	0	30.0	59.3	0.0	0.0	0.0		
	Construct Students hostel complex	Constructed students hostel complex	% rate of completion	100	0	25	25	25	25	0.0	200.0	200.0	200.0	200.0		
	Complete C2 lab	Completed C2 lab	% rate of completion	5	5	0	0	0	0	15.0	0.0	0.0	0.0	0.0		
Undertake physical planning	Revise Master Plan	Master plan report	Approved plan	1	1	0	0	0	0	5.0	0.0	0.0	0.0	0.0		Estates Manager
Enhance OHS standards	Remove asbestos roofing	Removed asbestos roofing	No. of buildings	15	1	4	4	3	3	5.0	10.0	10.0	10.0	10.0		FO/Estates Manager
Improve disaster management, and transport system	Acquire fire engine	Acquired fire engines	No. of engines	1	0	1	0	0	0	0.0	2.0	3.0	0.0	0.0		FO/TO/ Security Officer
	Purchase buses	Purchased buses	No. of buses	2	0	1	0	1	0	0.0	14.0	0.0	14.0	0.0	FO/TO	
	Purchase staff minibus	Purchased staff minibus	No. of minibus	1	0	1	0	0	0	0.0	7.0	0.0	0.0	0.0		
	Purchase SUV cars	Purchase SUV cars	No. of cars	2	0	0	1	0	1	0.0	0.0	11.0	0.0	11.0		

Strategy	Key Activities	Expected Output	Output Indicators	Target	Target for 5 Years					Budget for 5 Years (Millions)					Responsibility	
Facilities improvement and small works	Install Com-Tech equipment	Installed Com-Tech equipment	Kes value of equipment	5M	1.5	1.5	0.0	1.0	1.0	1.5	1.5	0.0	1.0	1.0		FO/Dean, SOE/Estates Manager/CoD C&EM
	Install Comp. laboratory equipment	Installed Comp. laboratory equipment	Kes value of equipment	3M	1.5	1.5	0.0	0.0	0.0	1.5	1.5	0.0	0.0	0.0		Dean SSAT/CoD Computing
	Install library computer & security system	Installed library computer & security system	Kes value of system	10 M	2.0	1.0	1.0	3.0	3.0	2.0	1.0	1.0	3.0	3.0		University Librarian/ICT Manager
	Install bakery equipment	Installed bakery equipment	No. of equipment	1	0.0	0.5	0.5	0.3	0.0	0.0	0.5	0.5	0.3	0.0		Catering Manager
	Install bindery and printing press	Installed bindery and printing press	No. of press	1	0.0	3.5	3.5	0.0	0.0	0.0	3.5	3.5	0.0	0.0		University Librarian
	Install conference facilities at Mandela Hall	Installed conference facilities at Mandela Hall	No. of facilities	1	0.0	3.0	2.0	0.0	0.0	0.0	3.0	2.0	0.0	0.0		Estates Manager/ICT Manager
	Install science laboratory equipment	Installed science laboratory equipment	No. of laboratories	3	1	0	1	1	0	5.0	5.0	5.0	5.0	0.0		FO/Dean SSAT
Enhance IT infrastructural capability	Install WAN	Installed WAN	% of WAN	100%	0	100	0	0	0	0.0	3.5	0.0	0.0	0.0		
	Expand LAN	Expanded LAN	No. of areas	2	1	1	0	0	0	5.0	5.0	0.0	0.0	0.0		
	Install cloud storage and backup	Installed cloud storage and backup	No. installed	1	2.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0		
	Install GIS software	Installed GIS software	No. installed	1	1	0	0	0	0	1.0	0.0	0.0	0.0	0.0		
	Install ODeL software	Installed ODeL software	No. installed	1	0.0	1	0.0	0.0	0.0	2.0	2.0	0.0	0.0	0.0		
Strategic Issue: Investment and Resource Mobilization																
Strategic Goal: Enhance investment and resource mobilization																
KRA 5: Revenue generation and cost optimization																
Outcomes: Improved financial sustainability																
Strategic Objective: To increase revenue generation and maximize returns																
Conduct robust marketing	Formulate and implement marketing plan	Collected fees from 12,450 students enrolled	Collected student fees	1,915	285	334	383	432	481	13.2	14.75	12.8	12.5	11.5	DVC (ARSA)	Director Corporate Affairs, FO, Deans, Director TVET, CoDs
Diversify sources of revenue	Lobbying, fundraising, grants and donors	Raised funds from fundraising, grants and donors	Kes raised	373.75	72.5	74.75	75.25	75.5	75.75	7.25	7.475	7.525	7.55	7.575	DVC (AFP)	FO, Director, RMI
	Generate income from IGUs	Generated income from IGUs	Kes generated from IGUs	55.05	79.2	101.1	122.75	143.1	55.05	37.92	42.01	48.71	52.13	58.85		Director RMI

Strategy	Key Activities	Expected Output	Output Indicators	Target	Target for 5 Years					Budget for 5 Years (Millions)					Responsibility	
Undertake cost saving measures	Savings from electricity bills	Saved electricity bills	Kes saved from electricity bills	7.5	1.5	1.5	1.5	1.5	1.5	1.0	0.8	0.6	0.4	0.2		Estates Manager
	Savings from use of ODeL	Saved from use of OdeL	Kes saved	9.0	1.8	1.8	1.8	1.8	1.8	0.2	0.2	0.2	0.2	0.2		Coordinator, ODeL
	Savings from re-designation of staff	Saved HR costs	Kes saved	28.8	0.0	7.2	7.2	7.2	7.2	0.0	0.0	0.0	0.0	0.0		R(AHC)
Maximize returns from investments	Commercialize conference facilities	Commercialized conference facilities	Kes earned	1.5	0.0	0.3	0.3	0.4	0.5	0.0	0.03	0.03	0.04	0.05		Director, RMI Director, RHG
	Commercialize travelling theatre	Commercialized travelling theatre	Kes earned	1.2	0.0	0.3	0.3	0.3	0.3	0.0	0.15	0.15	0.15	0.15		Director, RMI/CoD Litcoms
	Commercialize university journals	Commercialized University Journals	Kes earned	19.0	2.0	3.0	4.0	5.0	5.0	1.0	1.5	2.0	2.5	2.5		Director, RHG
	Generate revenue from driving school	Generated income from driving school	Kes generated	0.9	0.0	0.0	0.3	0.3	0.3	0.0	0.0	0.1	0.1	0.1		Director, RMI/TO
	Generate revenue from bindery and printing press	Generated income from bindery and printing press	Kes generated	11	1.0	1.5	2.0	3.0	3.5	0.4	0.6	0.8	1.2	1.4		Director, RMI/ University Librarian
	Generate revenue from endowment fund	Generated income from endowment fund	Kes generated	41.5	3.5	4.5	7.5	10.5	15.5	0.9	1.0	1.2	1.5	1.8		Director, RMI/Director, TCAE
Strategic Issue: Quality Assurance and Standards																
Strategic Goal: Ensure quality service delivery for customer satisfaction																
KRA 6: Customer Satisfaction																
Outcome: O1: Enhanced customer experience O2: Increased customer satisfaction																
Strategic Objective: To improve quality standards and service delivery																
Ensure quality and timeliness in operation	Compliance to quality audits on teaching reports	Compliance to quality teaching audit reports	% of compliance to audit reports	100	100	100	100	100	100	0.6	0.6	0.6	0.6	0.6	DVC (AFP)	Director, QAS
	Compliance to biennial tracer studies reports	Compliance to tracer studies reports	% of compliance to audit reports	100	0	100	0	0	100	0.0	0.7	0.0	0.0	0.7		
	Compliance to audits on support services	Compliance to support services audit reports	% of compliance to audit reports	100	100	100	100	100	100	0.6	0.6	0.6	0.6	0.6		
	Re-engineer Business Processes	Re-engineered business processes	% of business processes	100%	20%	20%	20%	20%	20%	0.3	0.3	0.3	0.3	0.3		
Digitalize University services	Formulate workplace digitalization and automation strategy	Formulated workplace digitalization and automation strategy	No. formulated	1	1	0	0	0	0	0.3	0.0	0.0	0.0	0.0		R(AHC), ICT Manager
	Document areas of digitalization	Documented digitalization areas	% of documentation	100%	100	0	0	0	0	0.1	0.0	0.0	0.0	0.0		
	On board mapped services to e-Citizen	Mapped services for on boarding to e-Citizen	% of mapping	100%	50	50	0	0	0	0.5	0.5	0.0	0.0	0.0		

Strategy	Key Activities	Expected Output	Output Indicators	Target	Target for 5 Years					Budget for 5 Years (Millions)					Responsibility	
	Develop cyber security strategy	Developed cyber security strategy	No. developed	1	1	0	0	0	0	0.3	0.0	0.0	0.0	0.0	DVC (AFP)	R(AHC)
	Capacity build on digital skills	Trained staff on digital skills	No. of staff trained	450	90	90	90	90	90	0.7	0.7	0.7	0.7	0.7		
	Develop Change management, strategy	Developed change management strategy	No. developed	1	1	0	0	0	0	0.3	0.0	0.0	0.0	0.0		
Conform to applicable standards	Conducted QMS and ISMS audits	QMS and ISMS audit reports	% of compliance to audit reports	100	100	100	100	100	100	2.5	2.8	3.3	3.5	3.6		Director, QAS

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter provides an overview of the financial requirements for implementing the Strategic Plan, the resource gaps, resource mobilization strategies to bridge the gaps and resource management mechanisms for efficient, effective and economic utilization of these resources.

7.1 Financial Requirements

Table 7. 1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Kes Mn)					Total
	2023/24	2024/25	2025/26	2026/27	2027/28	
KRA 1: Employability	6.30	11.95	4.00	4.20	3.80	30.25
KRA 2: International collaborations and grants	9.70	6.70	4.70	6.70	4.70	32.50
KRA 3: Staff recruitment, selection and development	173.10	160.70	146.20	85.20	87.60	652.80
KRA 4: Infrastructural development and Technology transfer	205.10	897.60	1,081.90	1,039.90	924.50	4,149.00
KRA 5: Revenue generation and cost optimization	61.87	68.52	74.12	78.27	84.33	367.10
KRA 6: Customer Satisfaction	6.20	6.20	5.50	5.70	6.50	30.10
Administrative Costs	1,322.00	1,516.00	1,820.00	2,032.00	2,164.00	8,854.00
Total	1,784.27	2,667.67	3,136.42	3,251.97	3,275.43	14,115.75



Table 7. 2: Resource Gaps

Financial Year	Requirement (Kes. Mn)	Estimated Resource Allocations (Kes. Mn)	Variance (Kes. Mn)
2023/24	1,784.27	1,366.00	418.27
2024/25	2,667.67	2,339.55	328.12
2025/26	3136.42	2,680.05	456.37
2026/27	3251.97	2,937.05	314.92
2027/28	3,275.43	3,056.45	218.98
TOTAL	14,115.75	12,379.10	1,736.65

The total cost of financing the Strategic Plan will be Kes 14,115.75 million, of which Kes 12,379.10 million will be expected to be financed through the MTEF budget and Kes 1,736.65 million will be raised through resource mobilization activities of the University during the plan period.

7.2 Resource Mobilization Strategies

The resource mobilization strategies have been incorporated into the strategic plan implementation matrix and budgeted adequately. They include government funding, PPP, research grants, farming activities, student accommodation, endowment fund, commercialization of conference facilities, travelling theatre and University journals; revenue generation from driving school, car wash; bindery and printing press; water bottling and catering. These resource mobilization activities shall be implemented in line with the University Resource Mobilization and Investment Policy.

7.3 Resource Management

In line with Public Finance Management Act, the University will ensure that it maximizes productivity by efficiently managing the available resources to achieve the desired goals. This will involve planning, scheduling, and allocating all resources in such a way that maximizes efficiency. The Strategic Plan has proposed cost saving measures such as



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



reduction in electricity bills through use of solar energy, photo cell and sensor lights; printing and photocopying costs by use of central printing and use of softcopies; use and value addition of internal material resource such as timber, quarry; conversion of qualified non-teaching staff from administration to teaching in the academic division among others. Further, prudent financial management systems, controls and structures have been mapped in the plan for monitoring and implementation. These include automation of services through ERP, internal audits, surveys and related interventions which are described in further detail in Chapter Eight.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified





Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Successful implementation of this Strategic Plan will depend on how effectively the planned activities and outputs will be monitored and evaluated. To achieve this, the University will mainstream activities in the plan through the budget and performance contracting and as well as appoint a Strategic Plan Implementation and Evaluation Committee.

8.1 Monitoring Framework

The progress of implementation of the Strategic Plan will be monitored through collection of data on key performance indicators of each KRA towards achievement of Strategic Objectives. The means of verification, frequency of the monitoring process and persons responsible are presented in Table 8.1.

Table 8. 1: Monitoring Mechanism

Key Results Area	Strategic Objectives	Key Performance Indicator	Means of Verification	Frequency	Responsibility
KRA 1: Employability	To improve academic services, teaching and learning experience	Number of programmes reviewed and developed	Copies of approved curricula	Annually	DVC(ARSA)
		Number of lecture halls installed with ICT learning equipment	ICT installation reports	Quarterly	DVC (AFP)
		Number of eLearning software installed	Software installation reports	Annually	
		Number of academic and career advising sessions	Academic and career advising reports	Annually	DVC(ARSA)
		Number of students and staff in international exchange programmes	Report on international students and staff	Annually	



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



KRA 2: International collaborations and grants	To increase research work, innovation and consultancy services	Number of community outreach and extension services undertaken	Reports on community outreach and extension services	Quarterly	DVC (ARSA)
		Number of conferences, seminars, workshops and exhibitions undertaken	Conference, seminar, workshop and exhibition reports	Quarterly	
		Number of consultancy bids	Reports on consultancy bids	Quarterly	
		Number of intellectual property rights registered	Report on intellectual property rights registered	Annually	
		Number of innovation and incubation centres established	Report on innovation and incubation centre	Annually	
KRA 3: Staff recruitment, selection and development	To attract competent staff	Number of staff recruited	Report on staff recruitment	Annually	DVC (AFP)
	To develop and retain staff	Number of staff rewarded and trained	Report on staff training and awards	Annually	
		University Productivity Index	Report on University Productivity Index	Annually	
	To outsource non- core functions	Number of core functions outsourced	Report on outsourced services	Annually	
KRA 4: Infrastructural development and Technology	To improve University built environment and utility services	Number of refurbished buildings and sports facilities	Report on refurbished buildings and sports facilities	Annually	DVC (AFP)



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



transfer		Number of teaching, learning and support facilities completed	Status reports	Annually	
		Number of new construction projects	Progress reports	Quarterly	
		Number of property, plant and equipment	Report on property, plant and equipment	Annually	
		Number of ICT infrastructure installed	Report on ICT infrastructure	Annually	
		Number of services digitalized	Reports on digitalization of services	Annually	
KRA 5: Revenue generation and cost optimization	To improve revenue generation and financial status of the University	Revenue generated from diversified sources	Financial statements	Quarterly	DVC (AFP)
KRA 7: Customer Satisfaction	To improve quality standards and service delivery	Number of interventions undertaken on quality audits	Reports on interventions undertaken	Annually	DVC (AFP)
		Number of compliance audits undertaken	Audit reports	Annually	

8.2 Performance Standards

The Key Performance Indicators will be identified at each outcome level. The Strategic Theme Teams shall be responsible for data collection from persons responsible for the execution of activities with respect to each KRA. This will be done under the coordination of the Directorate of Planning and Performance Management

8.3 Evaluation Framework

The Outcome Performance Matrix drawn from the Action Plan Implementation matrix is presented in Table 8.2. The Table captures the Outcomes, Outcome Indicators, Baselines, Mid-Term Period and End-Term Period targets alongside each KRA. This will form the



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



basis for assessing the level and extent of achievement of the Strategic Objectives towards attainment of the Strategic Goals in each respective KRA.

Table 8. 2: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
KRA1: Employability	Enhanced quality of teaching	Number of programmes reviewed	0	2023	27	27
		Number of market-driven programmes developed	0	2023	5	10
	Increased teaching and learning efficiency	Number of teaching ICT facilities installed	0	2023	25	50
		Number e-learning software installed	0	2023	2	2
	Improved academic performance	Number of academic and career advising reports	4	2023	40	80
	Enhanced global visibility	Number of students on exchange programmes	2	2023	6	14
KRA 2: International Collaborations and Grants	Enhanced community support	Number of community outreach services	0	2023	10	20
	Increased uptake of research output	Number of school fora, workshops and conferences	2	2023	13	25
	Increased uptake of consultancy services	Number of bids	0	2023	3	5
	Increased revenue	Number of registered intellectual property rights	0	2023	1	2
		Innovation and Incubation Centre established	0	2023	1	1



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
KRA 3: Staff Recruitment, Selection and Development	Improved service delivery	Number of academic staff recruited	5	2023	80	130
		Number of non-teaching staff recruited	0	2023	50	76
	Increased productivity	Number of staff trained and awarded scholarships	0	2023	200	382
		Number of staff rewarded	0	2023	10	20
		% of Workplace productivity improvement strategy implemented	0	2023	50	100
		Number of staff sensitized on productivity	0	2023	250	450
	Improved labour efficiency	Number of non-core function outsourced	0	2023	0	3
KRA 4: Infrastructural Development and Technology Transfer	Enhanced quality of work life	Number of refurbished units	0	2023	10	16
	Enhanced beauty	Number of landscaped areas	0	2023	3	3
	Increased security	Number of Kms fenced	0	2023	7	15
	Enhanced occupational safety	Number of buildings with removed asbestos roofing	0	2023	8	15
	Optimal land use	Master plan	0	2023	1	1
	Modernized farming	Number of improved farm structures	0	2023	2	3
	Increased security	Number of lighting masts mounted	0	2023	1	2



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
	Increased sanitation	Number of ablution blocks constructed	3	2023	1	3
	Increased security	Number of areas covered by CCTV	20	2023	4	4
	Increased safety standards	Number of fire engines acquired	0	2023	1	1
		Number of hydrants installed	0	2023	2	2
	Increased accessibility	Number of access ramps constructed	0	2023	2	3
	Improved health	% of medical centre completed	0	2023	2.5	50
	Improved network access	% of Wide Area Network installed	0	2023	100	100
		Number of areas covered by Local Area Network	0	2023	2	2
	Enhanced storage	Kes worth of cloud storage and backup	0	2023	2	2
	Improved service access	% of mapped services on boarded to e-citizen	0	2023	100	100
	Improved productivity	Number of staff trained on digital Skills	0	2023	225	450
	Improved learning, sports and admin. facilities	% of completion of C2 laboratories	0	2023	5	5
		% of completion of running track and sports pavilion	0	2023	65	100
		% of completion students hostel complex	0	2023	50	100



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
		% of completion tuition block	0	2023	17	17
		% of completion of EduHD complex	0	2023	50	100
		% of completion of high altitude sports training complex	0	2023	50	100
		% of Admin block completed	0	2023	20	100
	Improved access	Number of kms of roads paved	0	2023	4	7
	Improved teaching facilities	Number of science labs completed	3	2023	2	3
	Increased transportation services	Number of buses purchased	3	2023	1	2
		Number of staff minibus purchased	1	2023	1	1
		Number of SUV cars purchased	1	2023	2	2
	Improved learning facilities	Kes worth of ComTech equipment installed	0	2023	3	5
		Kes worth of computer equipment and accessories installed	0	2023	3	3
		Kes worth of library computers and accessories installed	0	2023	4	10
	Increased revenue	Kes worth of Bakery equipment installed	0	2023	1	1.3
		Kes worth of Bindery and printing press installed	0	2023	6	7



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
	Improved teaching facilities	Kes worth of conference facilities installed	0	2023	4	5
		Number of GIS software installed	0	2023	1	1
		Number of ODeL software installed	0	2023	1	1
KRA 5: Revenue Generation and Cost Optimization	Improved financial sustainability	Kes raised through fee collection	285	2023	810.5	1915.0
		Kes raised from lobbying, grants, fundraising and donors	0	2023	186.5	373.75
		Kes raised from IGUs	8.01	2023	184.8	501.2
		Kes generated from endowment fund	0	2023	11.25	41.5
		Kes saved from electricity bills	0	2023	3.75	7.5
		Kes saved from use of ODeL	0	2023	4.5	9.0
		Kes saved from re-designation of staff	0	2023	10.8	28.8
KRA 6: Customer Satisfaction	Enhanced customer experience	% of compliance to quality audits on teaching and learning reports	0	2023	100	100
		% of compliance to tracer studies reports	0	2023	50	100
		% of re-engineered business Processes	0	2023	50	100



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
	Enhanced access to services	Formulated Workplace digitalization and automation strategy	0	2023	1	1
		% of areas of digitalization documented	0	2023	100	100
		% of mapped services on boarded to e-Citizen	0	2023	100	100
	Increased cyber security	Developed Cyber Security Strategy	0	2023	1	1
	Increased productivity	Number of staff trained on digital skills	0	2023	225	450
		Change management strategy developed	0	2023	1	1
	Increased customer satisfaction	% of compliance support services reports	0	2023	100	100
		% of compliance to QMS and ISMS audit reports	0	2023	100	100

8.3.1 Mid-Term Evaluation

The mid-term evaluation of the Strategic Plan will be undertaken in the period January - March 2026. The process will involve the collection of data by the strategic theme teams to establish whether the stipulated mid-term period targets have been achieved. The teams will then generate the respective mid-term evaluation reports along the assigned KRAs and submit to the Strategic Plan Implementation Committee. The Committee shall generate a Mid-term Evaluation Report consisting of mid-term results for each KRA, targets and deviations to inform corrective action and/or review of the Strategic Plan. The Report will then be submitted to the Vice Chancellor through the Directorate of Planning and Performance Management for necessary action. It should be noted that Ad hoc reviews may also be carried out depending on the prevailing PESTEL circumstances.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



8.3.2 End-Term Evaluation

At the end of the Plan period in June 2027, a Strategic Plan Implementation Status Report will be generated. The report will compare the end-term results against the targets along the respective KRAs. The report will also contain the successes, challenges and lessons learnt during the Strategic Plan implementation process. The strategic theme teams will generate end-term evaluation reports along the assigned KRAs. The Strategic Plan Implementation Committee shall compile the reports and then submit them to the Vice Chancellor through the Directorate of Planning and Performance Management.

8.4 Reporting Framework and Feedback Mechanism

Persons responsible for the implementation of each strategic initiative shall report on a regular basis to the Strategic Theme Teams who will then prepare quarterly reports, using the prescribed templates, which will be presented to the Strategic Plan Implementation and Evaluation Committee for onward transmission to the Vice Chancellor through the Directorate of Planning and Performance Management. It is believed that this reporting framework shall provide a feedback mechanism through which variances beyond the tolerance range can be addressed with the appropriate corrective action.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



APPENDICES

APPENDIX I: ANNUAL COSTED WORKPLAN FOR YEAR 1

Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
Review and develop market driven programmes	Review existing programmes	Reviewed programmes	No. of programmes	0	0	DVC (ARSA)	Deans/CoDs
	Develop market-driven programmes	Accredited programmes		3	1.2		Deans/CoDs
Employ ICT in teaching and learning	Install ICT teaching facilities	Installed ICT teaching facilities	No. of facilities	10	1	DVC (AFP)	ICT Manager/ Estates Manager
	Install e-learning software	Installed e-learning software	No. of software	1	2		ICT Manager/ Coordinator ODEL
Revamp student academic and career advising	Conduct academic and career advising	Conducted academic and career advising sessions	No. of sessions	2	1.9		Deans, Director GS, CoDs
Enhance student exchange programmes	Enrol students for exchange programme	Enrolled students on exchange programme	No. of students	1	0.2	DVC (ARSA))	Deans, Director, TCAE, Director GS, CoDs
Boost community service	Conduct community services	Conducted community services	No. of services	4	2		Director, RHG, Director, TCAE, Deans/CoDs
Enhance dissemination of research output	Hold school fora, workshops and conferences	Held school fora, workshops, and conferences	No. of sessions	5	2		Deans
Enhance grant proposal writing and consultancy services	Bid for 20 grants and consultancies	Bided grants and consultancies	No. of bids	4	0.5		Director, RHG/ Director RMI
Secure intellectual property	Register intellectual property	Registered intellectual property	No. registered	0	0.2		Director, RHG/ Legal Officer



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
Commercialize innovations	Establish innovation and incubation Centre	Established innovation and incubation centre	No. established	1	5	DVC (AFP)	Director, RHG/ FO
Ensure adequate staffing	Recruit academic staff	Recruited academic staff	No. of staff	34	138.4		R(AHC)
	Recruit non-teaching staff	Recruited non-teaching staff	No. of staff	23	28		
	Conduct staff training	Conducted staff training	No. of staff	50	5		
	Reward and sanction staff	Awarded and sanctioned staff	No. of staff	4	0.4		
Enhance staff productivity	Develop and implement workplace productivity improvement strategy	Developed and implemented workplace productivity improvement strategy	% of implementation	20%	1	DVC(AFP)	R(AHC)
	Sensitize staff on productivity mainstreaming	Sensitized staff	No. of staff	135	0.3		
Improve labour efficiency	Outsource non-core functions	Outsourced non-core functions	No. of outsourced functions	0	0		FO/Estates Manager
Refurbish, beautify and undertake maintenance works	Refurbish buildings	Refurbished buildings	No. of buildings	3	6		
	Landscaping	Landscaped areas	No. of areas	2	3		
	Conduct maintenance	Conducted maintenance works	No. of works	1	3.5		
Upgrade utility areas, and security system	Increase water storage capacity	Increased water storage	Vol. of storage	0	5		



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
	Expand coverage of backup power	Expanded backup power coverage	% of coverage	0	1.2	DVC(AFP)	
	Connect phase 3 sewerage system	Connected sewerage system	% of system	0	0		
	Construct ablution blocks	Constructed ablution blocks	No. of blocks	0	0		
	Mount lighting masts	Mounted lighting masts	No. of masts	0	0		
	Expand CCTV system	Expanded CCTV	No. of areas	0	0		FO/Estates Manager/ICT Manager/ Security Officer
	Construct fence	Constructed Fence	No. of kms	3	5		FO/Estates Manager
Modernize and undertake major construction projects	Construct running track and sports pavilion	Constructed running track and sports pavilion	% of completion	30	5		
	Modernize farming structures	Modernized farming structures	No. of structures	2	8.4		
	Construct EduHD complex	Constructed EduHD complex	% of completion	0	0		
	Construct Admin block	Constructed Admin block	% of completion	0	0		
	Construct high altitude sports training complex	Constructed High altitude sports training complex	% rate of completion	0	0		
	Construct roads and walk ways	Constructed Roads and walk ways	No. of kms	1	40		
	Construct Teaching medical centre	Constructed Teaching medical centre	% rate of completion	0	0		FO / Estates Manager / UMO



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
	Install water hydrants	Installed water hydrants	No. of hydrants	0	0	DVC(AFP)	FO/Estates Manager
	Construct access ramps	Constructed access ramps	No. of ramps	1	3		
	Complete Science complex	Completed science complex	% rate of completion	9	50		
	Complete tuition block	Completed tuition block	% rate of completion	8	30		
	Complete C2 lab	Completed C2 lab	% rate of completion	5	15		
Undertake physical planning	Revise Master Plan	Master plan report	Approved plan	1	5		Estates Manager / Director (PPM)
Enhance OHS standards	Remove asbestos roofing	Removed asbestos roofing	No. of buildings	1	5		FO/Estates Manager
Improve disaster management and transport system	Acquire fire engine	Acquired fire engines	No. of engines	0	0		FO/TO/ Security Officer
	Purchase buses	Purchased buses	No. of buses	0	0		FO/TO
	Purchase staff minibus	Purchased staff minibus	No. of minibus	0	0		
	Purchase SUV cars	Purchase SUV cars	No. of cars	0	0		
Facilities improvement and small works	Install Com-Tech equipment	Installed Com-Tech equipment	Kes value of equipment	1.5	1.5		FO/Dean, SOE/Estates Manager /CoD C&EM
	Install Comp. lab equipment	Installed Comp. lab equipment	Kes value of equipment	1.5	1.5		Dean SSAT/CoD Computing
	Install library computer & security system	Installed library computer & security system	Kes value of system	2	2		University Librarian/ICT Manager
	Install bakery equipment	Installed bakery equipment	No. of equipment	0	0		Catering Manager



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
	Install bindery and printing press	Installed bindery and printing press	No. of press	0	0		University Librarian
	Install conference facilities at Mandela Hall	Installed conference facilities at Mandela Hall	No. of facilities	0	0		Estates Manager/ICT Manager
	Install science laboratory equipment	Installed science laboratory equipment	No. of labs	1	5		FO/Dean SSAT
Enhance IT infrastructural capability	Install WAN	Installed WAN	% of WAN	0	0		ICT Manager
	Expand LAN	Expanded LAN	No. of areas	1	5		ICT Manager
	Install cloud storage and backup	Installed cloud storage and backup	No. installed	2	2		ICT Manager
	Install GIS software	Installed GIS software	No. installed	1	1		ICT Manager / CoD Earth Sciences
	Install ODeL software	Installed ODeL software	No. installed	0	2		ICT Manager / Coordinator ODeL
Conduct robust marketing	Collected fees from 12,450 students enrolled	Collected student fees	Kes collected	285	13.2	DVC (ARSA)	FO. Director, Corporate Affairs, Deans, CoDs
Diversify sources of revenue	Lobbying and fundraising	Raised funds from fundraising and lobbying	Kes raised	72.5	7.25	DVC (AFP)	FO, Director, RMI
	Generate income from IGUs	Generated income from IGUs	Kes generated from IGUs	79.2	37.92		Director RMI
Undertake cost saving measures	Savings from electricity bills	Saved electricity bills	Kes saved from electricity bills	1.5	1		Estates Manager



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
	Savings from use of ODeL	Saved from use of ODeL	Kes saved	1.8	0.2		Coordinator, ODeL
	Savings from re-designation of staff	Saved HR costs	Kes saved	0	0		R(AHC)
Maximize returns from investments	Commercialize conference facilities	Commercialized conference facilities	Kes earned	0	0	DVC (AFP)	Director, RMI Director, RHG
	Commercialize travelling theatre	Commercialized travelling theatre	Kes earned	0	0		Director, RMI/CoD Litcoms
	Commercialize university journals	Commercialized University Journals	Kes earned	2	1		Director, RHG
	Generate revenue from driving school	Generated income from driving school	Kes generated	0	0		Director, RMI/TO
	Generate revenue from bindery and printing press	Generated income from bindery and printing press	Kes generated	1	0.4		Director, RMI/ University Librarian
	Generate revenue from endowment fund	Generated income from endowment fund	Kes generated	3.5	0.9		Director, RMI/Director, TCAE
Ensure quality and timeliness in operations	Compliance to quality audits on teaching reports	Compliance to teaching quality audit reports	% of compliance to audit reports	100	0.6		Director, QAS
	Compliance to biennial tracer studies reports	Compliance to tracer studies reports	% of compliance to audit reports	0	0		



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



Strategy	Key Activities	Expected Output	Output Indicators	Target for Year 1	Budget for Year 1 (Millions)	Responsibility	
						Lead	Support
	Compliance to audits on support services	Compliance to support services audit reports	% of compliance to audit reports	100	0.6		
	Re-engineer Business Processes	Re-engineered business processes	% of business processes	20%	0.3		
Digitalize University services	Formulate workplace digitalization and automation strategy	Formulated workplace digitalization and automation strategy	No. formulated	1	0.3		R(AHC)/ICT Manager
	Document areas of Digitalization board mapped services to e-Citizen	Documented digitalization areas	% of documentation	100	0.1		ICT Manager
		Mapped services for on boarding to e-Citizen	% of mapping	50	0.5		R(AHC)/ICT Manager
	Develop cyber security strategy	Developed cyber security strategy	No. developed	1	0.3		ICT Manager
	Capacity build on digital skills	Trained staff on digital skills	No. of staff trained	90	0.7		ICT Manager
	Develop Change management strategy	Developed change management strategy	No. developed	1	0.3	DVC (AFP)	R(AHC)
Conform to applicable standards	Conducted QMS and ISMS audits	QMS and ISMS audit reports	% of compliance to audit reports	100	2.5		Director, QAS
TOTAL COST					462.27		



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



APPENDIX II: STRATEGIC THEME TEAMS

Academic and Research Strategic Theme Team

There shall be an academic research strategic team consisting of the following members

1. DVC ARSA - Chairperson
2. Deputy Registrar AA - Secretary
3. Director, Research, Gender and Human Rights
4. Director, Graduate School
5. Director, TCAE
6. One Dean of School
7. University Librarian
8. Dean of Students

Terms of Reference

1. To oversee implementation of the Strategic Plan 2023-2027 on the following Key Result Areas: KRA 1 Employability; KRA 2 International Collaborations and Grants
2. Prepare and submit quarterly reports to the VC through the Strategy Implementation and Evaluation Committee, and through the Directorate of Planning and Performance Management.

Administration, Finance and Planning Strategic Theme Team

There shall be an Administration, finance and planning strategic theme team consisting of the following members:

1. DVC AFP - Chairperson
2. Deputy Registrar AHC- Secretary
3. Deputy Finance Officer
4. Director, Planning and Performance Management
5. Director, Resource Mobilization and Investments
6. Director, Quality Assurance and Standards
7. Estates Manager

Terms of Reference

1. To oversee implementation of the Strategic Plan 2023-2027 on the following Key Result Areas: KRA 3 Staff Recruitment, Selection and Development; KRA 4 Infrastructural Development and Technology Transfer; KRA 5 Revenue Generation and Cost Optimization; and KRA 6 Customer Satisfaction



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



2. Prepare and submit quarterly reports to the VC through the strategy implementation and evaluation committee, and through the Directorate of Planning and Performance Management.



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified



APPENDIX III: QUARTERLY PROGRESS REPORTING TEMPLATE

LAIKIPIA UNIVERSITY										
QUARTERLY PROGRESS REPORT										
QUARTER ENDING:										
Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (D)	Actual (E)	Variance (E-D)		

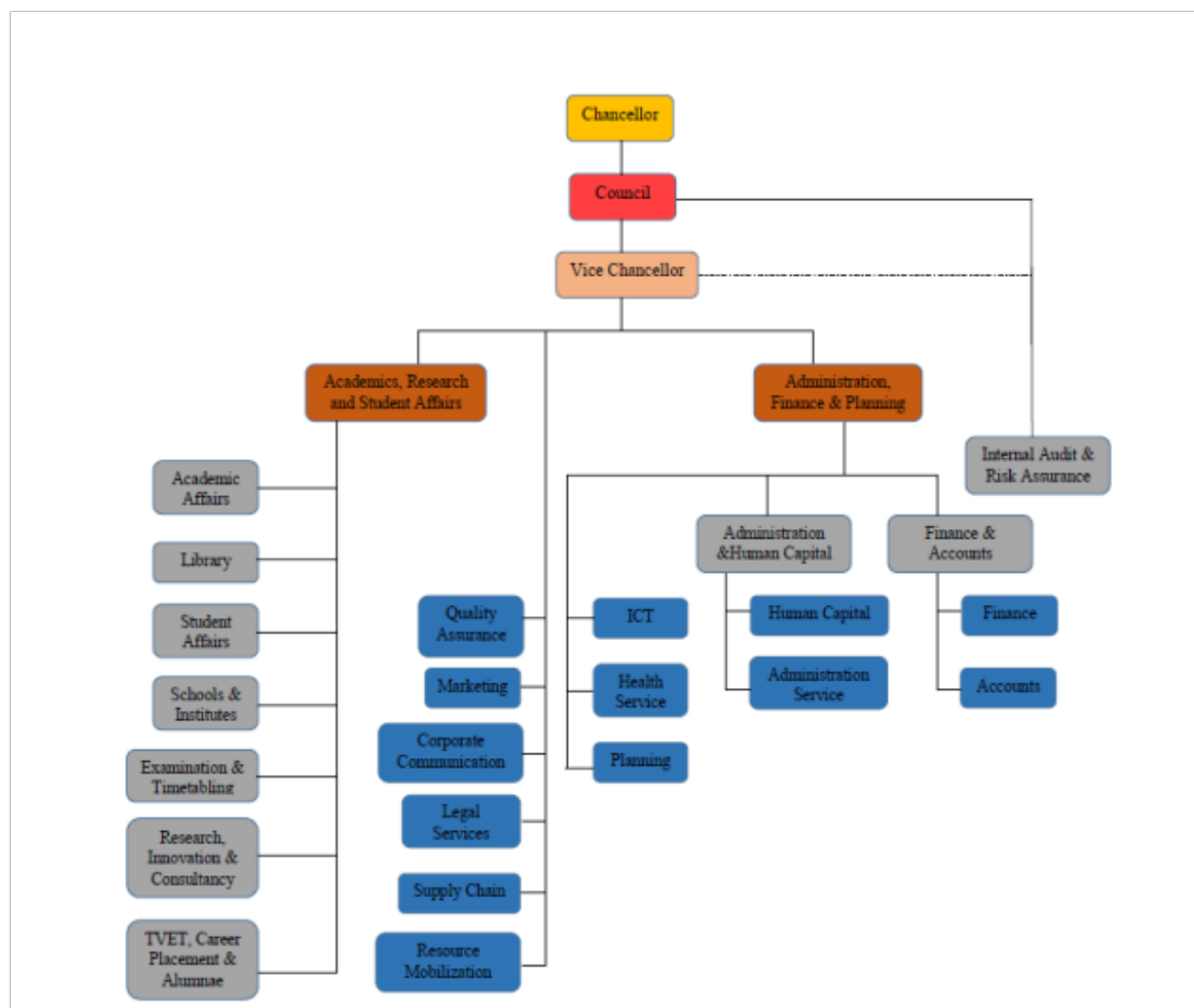
APPENDIX IV: ANNUAL PROGRESS REPORTING TEMPLATE

LAIKIPIA UNIVERSITY										
ANNUAL PROGRESS REPORT										
YEAR ENDING:										
Expected Output	Output Indicator	Annual Target (A)	Achievement for Year			Cumulative to Date (Years)			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (D)	Actual (E)	Variance (E-D)		

APPENDIX V: EVALUATION REPORTING TEMPLATE

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										
KRA 4										
KRA 5										
KRA 6										
KRA 7										

APPENDIX VI: THE UNIVERSITY ORGANOGRAM



APPENDIX VII: STAFF ESTABLISHMENT

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B –C)
Vice-Chancellor	1	1	1	0
Deputy Vice Chancellors	2	2	0	2
Finance Officer	1	1	1	0
Registrars	2	2	2	0
Professors	29	29	2	27
Associate Professor	34	34	11	23
Senior Lecturer	41	41	18	23
Lecturer	52	52	42	10
Tutorial Fellow	60	60	27	33
Graduate Assistant	12	12	2	10
Accountant I	4	4	1	3
Accountant II	4	4	2	2
Accounts Assistant I	14	14	6	8
Accounts Assistant II	0	0	1	-1
Administrative Assistant I	10	10	14	-4
Administrative Assistant II	10	10	13	-3
Animal Health Assistant	2	2	1	1
Assistant Accountant I	7	7	0	7
Assistant Accountant II	5	5	6	-1
Assistant Catering Officer I	1	1	1	0
Assistant Catering Officer II	2	2	1	1
Assistant Catering Officer III	2	2	1	1
Assistant Dean of Students	1	1	0	1
Assistant Farm Manager	2	2	0	2
Assistant Games Officer	1	1	0	1
Assistant Halls Officer I	1	1	2	-1
Assistant Halls Officer II	2	2	1	1
Assistant Halls Officer III	2	2	2	0
Assistant Librarian I	2	2	0	2
Assistant Librarian II	2	2	1	1
Assistant Office Administrator	5	5	0	5
Assistant Procurement III	0	0	2	-2
Assistant Procurement Officer I	0	0	1	-1
Assistant Procurement Officer II	0	0	2	-2
Assistant Procurement Officer III	0	0	2	-2
Assistant Registrar	9	9	2	7
Supplies Chain Management Officer	2	2	0	2
Assistant Supplies Chain Management Officer I	3	3	0	3
Assistant Supplies Chain Management	1	1	1	0

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B –C)
Officer III				
Assistant Supply Chain Management Officer II	3	3	0	3
Assistant Transport Officer	1	1	0	1
Audit Assistants	2	2	0	2
Bindery Assistant	1	1	0	1
Carpenter I	0	0	2	-2
Carpenter II	0	0	1	-1
Cashier I	0	0	2	-2
Cashier II	0	0	2	-2
Cashier III	0	0	1	-1
Chief Catering Officer	0	0	1	-1
Chief Clinical Officer	1	1	0	1
Chief Hospitality Manager	1	1	0	1
Chief Internal Auditor	1	1	0	1
Chief Medical Laboratory Technologist	1	1	0	1
Chief Nursing Officer	1	1	0	1
Chief Pharmaceutical Officer	1	1	0	1
Chief Security Officer	1	1	0	1
Chief Supplies Chain Manager	1	1	0	1
Cleaner / Messenger I	0	0	10	-10
Cleaner / Messenger II	0	0	12	-12
Clerk I	29	29	20	9
Clerk II	4	4	11	-7
Clerk III	0	0	3	-3
Clinical Officer I	2	2	1	1
Clinical Officer II	2	2	2	0
Computer Operator II	0	0	1	-1
Cook I	9	9	6	3
Copy Typist I	0	0	2	-2
Copy Typist II	0	0	1	-1
Corporate Communication Officer I	2	2	1	1
Corporate Communication Officer II	1	1	0	1
Corporate Communication Officer III	2	2	0	2
Corporate Communication Secretary	1	1	0	1
Corporate Secretary & Head Of Legal Affairs	1	1	0	1
Counsellor I	1	1	0	1
Counsellor II	2	2	0	2
Counsellor III	2	2	0	2
Custodian I	3	3	3	0

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B – C)
Custodian II	0	0	1	-1
Dean Of Students	1	1	0	1
Dentist	1	1	0	1
Deputy Chief Clinical Officer	1	1	0	1
Deputy Chief Games & Sports Officer	1	1	0	1
Deputy Chief Medical Laboratory Technologist	1	1	0	1
Deputy Chief Nursing Officer	1	1	0	1
Deputy Chief Pharmaceutical Officer	1	1	0	1
Deputy Chief Supplies Chain Manager	1	1	0	1
Deputy Dean Of Students	1	1	1	0
Deputy Estates Officer	1	1	0	1
Deputy Finance Officer	2	2	1	1
Deputy Hospitality Manager	1	1	0	1
Deputy ICT Manager	0	0	0	0
Deputy Internal Auditor	1	1	0	1
Deputy Registrars	2	2	2	0
Deputy University Librarian	1	1	0	1
Director Research And Mobilization	1	1	1	0
Driver I	7	7	2	5
Driver III	0	0	2	-2
Enrolled Community Nurse I	0	0	1	-1
Estates Manager	1	1	0	1
Executive Driver	2	2	0	2
Executive Office Administrator	2	2	0	2
Farm Manager	2	2	1	1
Food & Beverages Supervisor	1	1	0	1
Foreman	0	0	1	-1
Games Coaches	3	3	0	3
Halls Officer II	3	3	0	3
Head Cook	2	2	0	2
Health Records & Information Officer I	2	2	1	1
Health Records & Information Officer II	2	2	0	2
Herdsmen III	2	2	1	1
ICT Manager	2	2	0	2
ICT Officer I	4	4	5	-1
ICT Officer II	2	2	0	2
ICT Officer III	2	2	0	2
ICT Technician	2	2	0	2
Internal Auditor I	2	2	2	0

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B – C)
Internal Auditor II	2	2	1	1
Laboratory Attendant	4	4	2	2
Laboratory Attendant	0	0	1	-1
Legal Officer	0	0	1	-1
Library Assistant I	4	4	8	-4
Library Assistant II	2	2	3	-1
Library Assistant III	0	0	2	-2
Locksmith / Key-Cutter I	0	0	1	-1
Mason I	0	0	1	-1
Mechanic I	0	0	1	-1
Medical Officer	1	1	1	0
Milker II	1	1	3	-2
Milker III	0	0	1	-1
Nursing Officer I	3	3	3	0
Nursing Officer II	4	4	0	4
Office Administrator I	11	11	0	11
Office Administrator II	6	6	0	6
Office Administrators III	11	11	0	11
Office Assistant I	2	2	0	2
Office Assistant II	4	4	0	4
Painter / Sign-writer III	0	0	2	-2
Painter II / Sign-writer II	0	0	1	-1
Patient Attendant I	3	3	1	2
Pharmaceutical Technologist I	0	0	1	-1
Pharmaceutical Technologist II	0	0	1	-1
Plumber I	2	2	2	0
Procurement Officer II	0	0	1	-1
Public Health Officer	2	2	1	1
Records Officer	3	3	0	3
Secretary I	0	0	7	-7
Secretary II	0	0	2	-2
Secretary III	0	0	3	-3
Security Guard I	15	15	12	3
Security Guard II	0	0	33	-33
Security Officer I	2	2	1	1
Security Officer III	0	0	1	-1
Security Supervisor I	2	2	1	1
Senior Library Assistant III	7	7	0	7
Senior Accountant	3	3	2	1
Senior Administrative Assistant I	8	8	1	7
Senior Administrative Assistant II	9	9	6	3
Senior Accounts Assistant I	3	3	11	-8

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B –C)
Senior Accounts Assistant II	3	3	0	3
Senior Assistant Dean of Students	1	1	0	1
Senior Assistant Librarian	1	1	1	0
Senior Assistant Registrar	7	7	1	6
Senior Catering Officer I	1	1	0	1
Senior Catering Officer II	1	1	0	1
Senior Catering Officer III	1	1	0	1
Senior Cleaner / Messenger /Office Assistants	20	20	22	-2
Senior Clerk II	0	0	6	-6
Senior Clinical Officer	1	1	1	0
Senior Cook	1	1	0	1
Senior Corporate Communication Officer I	1	1	0	1
Senior Corporate Communication Officer II	1	1	0	1
Senior Counsellor I	1	1	0	1
Senior Counsellor II	2	2	0	2
Senior Dental Technologist	1	1	0	1
Senior Driver I	5	5	0	5
Senior Driver II	3	3	5	-2
Senior Electrician II	2	2	2	0
Senior Halls Officer I	2	2	1	1
Senior Halls Officer II	2	2	1	1
Senior Health Records & Information Officer	2	2	0	2
Senior Hospitality Officer	2	2	0	2
Senior ICT Officer I	2	2	1	1
Senior Internal Auditor	2	2	1	1
Senior Legal Officer	1	1	0	1
Senior Library Assistant I	8	8	3	5
Senior Library Assistant II	5	5	2	3
Senior Maintenance Officer I	0	0	1	-1
Senior Maintenance Officer II	1	1	1	0
Senior Mechanic I	1	1	1	0
Senior Mechanic II	1	1	0	1
Senior Medical Laboratory Technologist	1	1	0	1
Senior Medical Officer	1	1	0	1
Senior Nursing Officer	1	1	2	-1
Senior Pharmaceutical Technologist	1	1	0	1

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D = (B –C)
Senior Public Health Officer I	1	1	0	1
Senior Secretary I	0	0	1	-1
Senior Secretary II	0	0	5	-5
Senior Secretary III	0	0	2	-2
Senior Security Officer	1	1	0	1
Senior Sign writer	0	0	1	-1
Senior Supplies Chain Management Officer	1	1	0	1
Senior Technical Assistant	0	0	2	-2
Senior Technologist I	3	3	1	2
Senior Technologist I	3	3	2	1
Senior Technologist II	2	2	1	1
Senior Technologist III	0	0	4	-4
Senior Welder II	0	0	1	-1
Sewerage Attendant	1	1	0	1
Students Counsellor I	0	0	1	-1
Students Counsellor II	0	0	1	-1
Student Counsellor III	0	0	2	-2
Supply Chain Management Officer I	2	2	1	1
Supply Chain Management Officer II	2	2	1	1
Supply Chain Management Officer III	1	1	0	1
Tailor I	2	2	1	1
Tailor II	0	0	1	-1
Technical Assistant I	0	0	1	-1
Technical Assistant II	0	0	2	-2
Technologist I	0	0	1	-1
Technologist II	5	5	1	4
Transport Officer	1	1	0	1
University Chaplain	1	1	0	1
University Librarian	1	1	0	1
Waiter/Waitress I	6	6	4	2
Waiter II	0	0	2	-2
Security Guard III	0	0	4	-4
Senior Library Assistant III	0	0	10	-10
	698	698	497	201



Members of the Strategic Plan Development Committee

LAIKIPIA



UNIVERSITY

VISION

Nurture and Transform for the World

MISSION

To contribute to the world through Education,
Research, Training, Consultancy, Innovation,
Outreach and Collaboration

CORE VALUES

Quality
Integrity
Innovativeness
Inclusivity
Sustainability