



MACHAKOS UNIVERSITY

VISION STATEMENT

A Preferred University of Excellence in Scholarship and Service Delivery

MISSION STATEMENT

Provide Scholarly Education Through Training, Research and Innovation for Industrial and Socio-economic Transformation of our Communities



MACHAKOS UNIVERSITY

**STRATEGIC PLAN
(2017-2022)**

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Machakos University

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FOREWORD

It is my pleasure to write this foreword of the Machakos University Strategic Plan for 2017-2022. A major aspiration of the key stakeholders - current and future students, is that Machakos University (MksU) shall continue to offer them relevant, excellent, competence-based, quality and affordable training and academic programs in line with the dynamic demands of the changing world. This Strategic Plan will ensure the production of market- driven holistic professionals in the area of Engineering, Business, Information Technology, Hospitality Management, Agriculture, Education, Health Sciences and other fields. Indeed, MksU aspires to be a centre of excellence in Engineering, Technology and Entrepreneurship. Such professionals will be active participants and leading contributors to the national and regional industrial and economy development.

This Strategic Plan has been developed in line with the three pillars of Kenya Vision 2030. The University intends to offer modern programs and services and will work conscientiously towards the attainment of the goals we have set for ourselves in this Strategic Plan. Towards this end, we will put in place the necessary infrastructural mechanisms and mobilize the necessary resources, to build capacity and capability.

While we shall enlist the assistance of the Ministry of Education and other strategic partners in mobilizing the necessary resources, we realize that the cornerstone of our success will be our ability to generate resources internally using the available resources and utilize them prudently. The Council intends to put strategies to brand the University for enhanced visibility within Machakos County, nationally, regionally and internationally.

The proximity of the Konza Techno City and being within the Nairobi Metropolitan present opportunities to be harnessed by producing high quality graduates who will in turn be absorbed in the diverse professional fields.

DR. CHARLES MARANGA
CHAIRMAN OF COUNCIL

PREFACE

Over the years, Machakos University College (MUC), the predecessor of Machakos University (MksU), has been delivering quality education, training and service to its students and other stakeholders within the context of the changing demands of the national and international work place and business environment. This Strategic Plan is the first step towards addressing the challenges of the higher education sector in the 21st century.

While the University has registered steady growth in enrolment and diversification of curricula, the physical facilities and technical capabilities have lagged behind, creating a mismatch within the teaching, learning and training environment and the work place. Thus, the central theme of this Strategic Plan will be knowledge generation, competence-based training, dissemination, research, innovation, technology transfer, infrastructure, modernization, rehabilitation and expansion of the capabilities of the University. We realize that in order to attain these goals within the context of continuous improvement and provision of quality and affordable education, we have to expand our resource base. This Strategic Plan seeks to forge new alliances with strategic partners in industry, community and among development partners, while at the same time encouraging greater participation and support from the Ministry of Education (MoE), other government ministries, departments and agencies.

The University recognizes that the targets set are enormous. However, with commitment and dedication of staff, students and stakeholders support, these goals will be attained within the Strategic Plan period.

I, therefore, take this opportunity to thank all those who were involved in the development of this Strategic Plan.

PROF. FRANCIS M. MATHOOKO, Ph.D., MBA
Ag. VICE CHANCELLOR

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ABBREVIATIONS AND ACCRONYMS

ATC	Accountants Technician Certificate	NEMA	National Environmental Management Authority
BCE	Building and Civil Engineering	NITA	National Industrial Training Authority
CAT	Continuous Assessment Test	NGO	Non-Governmental Organization
CBD	Central Business District	PC	Performance Contracting
CDF	Constituency Development Fund	PESTEL	Political, Economic, Social, Technological, Environmental & Legal
CEO	Chief Executive Officer	QMS	Quality Management System
CEP	Continuing Education Programme	RIT	Research Innovation and Technology
COD	Chairman of Department	SAGA	Semi-Autonomous Government Agency
CUE	Commission for University Education	SBC	Small Business Centre
CPA	Certified Public Accountant	SDGs	Sustainable Development Goals
DED	District Education Board	SMEs	Small & Medium Enterprises
DRA	Deputy Registrar Admissions	STREEP	Social, Technological Regulatory Economic Ecology and Political
DRE	Deputy Registrar Examinations	SWOT	Strengths, Weaknesses, Opportunities and Threats
DVC (APF)	Deputy Vice Chancellor (Administration, Planning and Finance)	STI	Science, Technology and Innovation
DVC (ASA)	Deputy Vice Chancellor (Academic and Student Affairs)	TVETA	Technical, Vocational and Education Training Authority
DVC (RIL)	Deputy Vice Chancellor (Research Innovation and Linkages)	TIVET	Technical, Industrial Vocational & Education Training
EACE	East African Certificate of Education	TVET	Technical, Vocational & Education Training
EFA	Education for All	ToT	Training of Trainers
ERB	Engineers Registration Board	TSC	Teachers Service Commission
ERS	Economic Recovery Strategy	TTI	Technical Training Institute
EFL	Education for Life	TQM	Total Quality Management
ETS	Environment and Transport Services	UPE	Universal Primary Education
FAED-ASO	Belgium based NGO		
FPE	Free Primary Education		
HD	Higher Diploma		
HELB	Higher Education Loans Board		
HOD	Head of Department		
HRA	Human Resource Assistant		
ICT	Information and Communication Technology		
IGAs	Income Generating Activities		
IGUs	Income Generating Units		
IMIS	Institute of Management and Information Studies		
ISO	International Organization for Standardization		
KCE	Kenya Certificate of Education		
KESSP	Kenya Education Sector Support Programme		
KJSE	Kenya Junior Secondary Education		
KMTC	Kenya Medical Training College		
LLE	Long Life Education		
LPO	Local Purchase Order		
M & E	Monitoring and Evaluation		
MDAs	Ministries, Departments and Agencies		
MDGs	Millennium Development Goals		
MOE	Ministry of Education		
MOU	Memorandum of Understanding		
MPU	Maintenance and Production Unit		
MUC	Machakos University College		
MksU	Machakos University		

EXECUTIVE SUMMARY

The Machakos University Strategic Plan 2017–2022, is the first Strategic Plan for the University since being Chartered on the 7th of October 2016. This is therefore a time for fresh planning, new thinking, and great ideas to move the University well beyond what it has experienced in the past. The future of the University is bright as the set Vision and Mission provides the guidance towards achieving the outlined strategic goals and objectives.

The strategic goals and objectives of the University are outlined in the implementation matrix of the Strategic Plan which is organized in five chapters namely: Historical, Legal and Institutional Framework; Fundamental Statements; Situational Analysis; Strategic Focus and Implementation, Monitoring and Evaluation. The implementation plan matrix, complete with strategic goals and objectives with action plans and specific activities/initiatives, performance indicators, time frame, estimated costs and responsible offices is given in Appendix 1.

Chapter One gives the introduction, pedagogical premise, and the rationale for the Strategic Plan. Chapter Two highlights the mandate of the University, its philosophy, identity statement, Vision, Mission, and Core Values. Chapter Three gives the situational analysis undertaken on current status of the University; mainly focusing on student enrolment and staff establishments. PESTEL and SWOT analysis approach are used. Chapter Four outlines the Strategic Focus of the University in terms of the Strategic Themes and Goals, the academic excellence, human resource management, customer service, marketing and corporate image, research, science technology and innovation, the infrastructure, Information and Communication Technology (ICT), governance, collaboration and linkages and financial growth and sustainability.

The Strategic Plan emphasizes on the need for the University to rely on ICT to achieve its mission of providing quality training in Engineering, Information Technology (IT), Business, Education, Agriculture, Hospitality and Tourism, Social and Applied Sciences. The University will use ICT to provide timely and useful management of information to support its operations especially automation of teaching and administrative functions. Thus ICT equipment and capacity to provide internal and external Broadband internet connectivity will be given priority.

Chapter Five highlights the Strategic Plan implementation, monitoring, and evaluation mechanisms. The work plans and budgets shall form the basis of the University's annual performance contracts. Every department shall prepare annual work plans and budgets to guide the operations. Quality management systems shall be put in place to bench mark the process undertaken. A brief is, therefore, given on the implementation approaches used, the implementation structure, monitoring and evaluation process, the performance reviews, audits and reports, indicators, targets and evaluation procedures, risk profiling and quick wins.



CHAPTER ONE

1.0 HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK

1.1 INTRODUCTION

Machakos University (MksU) was Chartered on 7th October, 2016. This Strategic Plan is a statement of intent by the Council of Machakos University (MksU) for quality teaching and training delivery in the accomplishment of its mandate of ensuring accessible, affordable, flexible and relevant academic programmes for the changing socio-economic, political and other societal needs. This Strategic Plan will, therefore, build on the foundation laid by the Strategic Plan of Machakos University College which ceased to operate after the award of Charter.

1.2 PEDAGOGICAL PREMISE

This Strategic Plan is premised on Sessional Paper No.1 of 2005: “A policy framework for education, training and research”; Vision 2030 blue print which vouches for Research, Innovation and Technology (RIT) and United Nations Sustainable Development Goals (SDGs), 2015. This apparent shift to knowledge driven economy, widening Political, Economic, Social, Technological, Environmental and Legal (PESTEL) gaps, thus there is need to develop capacity for research and innovation. The demand for information for growth means that MksU has to align its Strategic Plan to reflect these new developments. Machakos University will contribute to the Vision through training, research and innovation for industrial and socio-economic transformation of our communities

Kenya’s Vision 2030 has spelt out strategies that are in line with the Sustainable Development Goals (SDGs) which are meant to spur development by improving social and economic conditions of her people. Among the goals are provision of quality education, industry innovation and infrastructure, poverty eradication, environmental conservation, human rights and protection of the vulnerable. This Strategic Plan is geared towards realising these goals in line with the Commission for University Education (CUE) requirements.

The University has embraced Quality Management Systems (QMS) approach in its governance and is per ISO 9001: 2015. In addition, the ideals of performance contracting are strictly observed. Given the speed of regional integration, which has been embraced in the African Continent, the University shall position itself as a preferred institution of choice in areas of Teaching, Training, Research, Innovation, Community outreach and Technology Transfer.

1.3 RATIONALE FOR THE STRATEGIC PLAN

The policy guidelines as provided by the Sessional Paper No. 1 of 2005, the launch of the TVET reforms, SDGs, sector plan for Science Technology and Innovation (STI) of 2008 to 2012 and Vision 2030 have been a wakeup call. This Strategic Plan will assist the University to:

- Direct efforts and resources towards the mandate, core functions and policy priorities;
- Enhance partnership with stakeholders and development partners

- Adopt to the changing environment;
- Mobilise resources effectively, and;
- Monitor and evaluate programmes

This Strategic Plan is a deliberate effort to determine the vision for the University and design strategies to enable achievements of the desired goals. This shall be in line with Kenya Vision 2030, SDGs, reforms in higher education sector and other emerging issues. The demand for higher education in Kenya arises from the introduction of free primary and subsidised secondary education. Therefore, the Strategic Plan is driven by a firm belief by the University Council that MksU will continue to serve its current mandate of offering access to relevant and competitive programmes.



Architect's impression of the upcoming Tuition and Administration block

CHAPTER TWO

2.0 FUNDAMENTAL STATEMENTS

2.1 MANDATE

The core mandate of Machakos University is to Teach, Train, conduct Research, Innovate, and Collaborate, generate new knowledge and provide Community Service.

2.2 PHILOSOPHY STATEMENT

The Philosophy of Machakos University is: "Education for Industrial and Economic Transformation."

2.3 IDENTITY STATEMENT

Machakos University is an academic institution committed in generating and transmitting knowledge, skills and attitude through Science, Technology and Innovation for the benefit of humanity.

2.4 VISION STATEMENT

A Preferred University of Excellence in Scholarship and Service Delivery

2.5 MISSION STATEMENT

To Provide Scholarly Education through Training, Research and Innovation for Industrial and Socio-economic Transformation of our Communities

2.6 CORE VALUES

- **Integrity** - To honestly deliver on our promises to our stakeholders
- **Accountability** - To always be accountable in the assigned duties
- **Professionalism** - To be committed to high standards of training and service delivery
- **Inclusivity** - Respect for diversity
- **Creativity** - Determination to continually improve
- **Teamwork** - To actively work together to achieve common goals
- **Equity** - To strive to be an equal university where meritocracy is practiced in all areas

CHAPTER THREE

3.0 SITUATIONAL ANALYSIS

3.1 INTRODUCTION

This Chapter focuses on environmental factors that impact on MksU and upon which the strategic issues are based.

3.2 PESTEL ANALYSIS

3.2.1 Political

The Kenyan constitutional dispensation embraces more democratic space for Kenyans where freedom of speech and association are given prominence. MksU adheres to this dispensation when dealing with student and staff affairs.

3.2.2 Economic

Kenya Vision 2030 already spells out some actions that will be taken to achieve the Sustainable Development Goals (SDGs). This Strategic Plan shall guide the University to contribute towards enabling the Country attain such goals. Due to high poverty levels, bursary from the University Council, MOE, HELB and others will support the payment of fees for deserving students. MksU strives to produce market oriented graduates who will contribute to developments.

3.3.3 Socio-Cultural

Kenya like the world over is undergoing rapid socio-cultural changes such as changes in life style, family roles, gender roles and working environment. Gender issues have been rife in Kenya and other countries. At MksU, the ratio of male to female students is almost equal but some schools such as Engineering have significantly less female students. Attempts will be made to rationalize this anomaly by sensitizing and motivating female students, awarding bursaries / scholarships as necessary without compromising merit and quality.

Pressure groups have an impact on any society. The concerns of Trade unions and student leadership will be addressed by the Management of MksU. Staff may demand for better working conditions and remuneration. This Strategic Plan will prepare the MksU community for these challenges.

Kenya has many ethnic groups with diverse cultural practices. Machakos University admits students nationally and internationally. The Strategic Plan will prepare MksU fraternity to accommodate this diversity. The University will facilitate cultural interaction of all communities in the Country. Kenya is facing many socio-cultural challenges such as HIV/AIDS, drugs and substance abuse, crime and ethnic conflicts. The University recognizes that these socio-cultural challenges may have negative effects in achieving its mandate.

3.2.3 Technological

Machakos University has embraced the current trends in technology such as e-administration, e-procurement, e-learning, which have enhanced efficiency in service delivery. However, there are

various challenges associated with technology which need to be addressed as the University progresses.

3.2.4 Environmental

Kenya has established the National Environmental Management Authority (NEMA) that regulates the proper use and protection of the environment. MksU will adhere to NEMA regulations strives to mitigate against climate changes by planting trees, use of solar and biogas energy, proper waste management and rain water harvesting.

3.2.5 Legal factors

Machakos University will adhere to statutory requirements as per the Constitution of Kenya. This Strategic Plan is in line with for example, the Basic Education Act (2013), the Employment Act (2007), The Procurement Act (2015), The Universities Act (2012), CUE guidelines and standards, and guidelines from the Ministry of Public Works.

3.3 SWOT ANALYSIS

The University carried out a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis as outlined below:

3.3.1 The strengths

1. Visionary and committed leadership.
2. State of art catering, conference and training facility (Le Technische)
3. Location within Nairobi metropolis.
4. Excellent performance in co-curricular activities.
5. Good public image.
6. Central location within Machakos City.
7. Variety of market driven courses offered.
8. Strong production unit.
9. Committed staff who work as a team
10. Good ranking in performance contract rating
11. The only Public University in Machakos County
12. The only public University in South Eastern region offering engineering programmes.
13. ISO 9001:2008 certified and is transforming to ISO 9001: 2015 certification
14. Modern and state of the art engineering equipment.
15. Machakos University has become a brand.

3.3.2 Weaknesses

1. Inadequate specialised human resource.
2. Under development, utilization and configuration of ICT.
3. Unreliable water supply.

Table 3.1: MksU and Stakeholders Expectations

Stakeholder	Stakeholder Expectation	MksU Expectation
Students	<ul style="list-style-type: none"> Quality and affordable programmes Conformance of programmes to relevant professional regulatory bodies Variety of academic programmes Health and recreation facilities Safe accommodation Affordable and good quality catering services Healthy, safe and secure environment Defined programmes Schedules 	<ul style="list-style-type: none"> Discipline Compliance with the University rules and regulations Academic excellence Sanity and order Carry out research and innovation Co-curricular excellence
Staff	<ul style="list-style-type: none"> Sustainability of the University Defined career progression Healthy, safe and secure Environment. Security of tenure Training and development opportunities Welfare services Equity Adequate remuneration. Post-retirement (Pension) benefits 	<ul style="list-style-type: none"> Quality service Meritocracy Loyalty and sustainable Service Commitment Professionalism Team spirit
Government	<ul style="list-style-type: none"> Quality human resource capacity for national development. Programmes based on national development needs Innovations for Industrialization Needs-based community extension services and technology transfer. Proper utilization and accounting of resources 	<ul style="list-style-type: none"> Regular and adequate funding. Development of policies that govern university education
Community	<ul style="list-style-type: none"> Corporate social responsibility programmes Clean environment Disciplined students Needs-based extension services Creation of jobs Appropriate technologies and innovation 	<ul style="list-style-type: none"> Cooperation Responsibility Information Support

Development partners	<ul style="list-style-type: none"> Efficient use of donations and grants Funded project outputs 	<ul style="list-style-type: none"> Donor support Stewardship Mutual benefits
Industry	<ul style="list-style-type: none"> Research outputs and innovations of commercial value Quality graduates Joint research and development projects Solutions to industrial and operational challenges 	<ul style="list-style-type: none"> Sustainable partnership Utilization of products, services and opportunity Collaboration Industrial attachment New programmes development and reviews
Research institutions and institutions of higher learning	<ul style="list-style-type: none"> Joint projects Exchange programmes Sharing the use of critical equipment and other resources 	<ul style="list-style-type: none"> Knowledge exchange Mutual projects support Peer guidance Attachment/ internship
Parents/Guardians /Sponsors	<ul style="list-style-type: none"> Provide guidance and counselling Mentorship Ambassadorial role Quality programmes, safety, health and security of the students 	<ul style="list-style-type: none"> Provide guidance and Counseling Fee payment Monitor students' academic performance and conduct
Alumni	<ul style="list-style-type: none"> Involvement in university activities and programmes Participate in programmes development and review Linkages Ambassadorial roles 	<ul style="list-style-type: none"> Mentorship Fund raising Capacity building Scholarship

3.3.4 Threats

1. Competition for staff and students from public and private learning institutions.
2. Increased inflation.
3. Competition for resources from the national government.
4. Alcohol, Drug and Substance abuse, HIV/AIDS.
5. High Poverty levels in the country.
6. Political interference.
7. Climate change.
8. Terrorism and youth radicalisation.
9. Socio-cultural issues.

3.4 STAKEHOLDER ANALYSIS

Machakos University recognises the need for mutual co-existence among stakeholders. Table 3.1 below identifies the various stakeholders and their expectations.



Part of the Machakos University land use Master Plan.

CHAPTER FOUR**4.0 STRATEGIC FOCUS****4.1 INTRODUCTION**

In order to realize the University's strategic intent and fulfil our mandate, the following strategies will guide the implementation process.

4.1.1 Strategic themes

1. Academic excellence and Production of holistic and globally competitive graduates
2. Development of human resources and protect intellectual property rights
3. Customer service, Marketing and Corporate Image
4. Research, Science, Technology and Innovation
5. Infrastructural facilities development
6. Information and Communication Technologies (ICTs)
7. Governance
8. Collaboration and Linkages
9. Financial Stability and Resource mobilization

4.1.2 Strategic goals

1. Increase access to higher education and produce holistic graduates through quality training and research.
2. Improve productivity by attracting, developing and retaining competent and efficient work-force.
3. Develop infrastructural facilities that meet the needs of the University.
4. Promote Research, Science, Technology and Innovation for economic prosperity.
5. Integrate ICTs in all areas of management, research, consultancy and teaching and learning.
6. Offer efficient service to all and create a strong brand name.
7. Institutionalize good governance.
8. Meet the financial needs of the University.
9. Establish mutually beneficial partnerships, linkages and collaborations

4.2 ACADEMIC EXCELLENCE**4.2.1 Strategic goal**

To increase access to higher education and produce holistic graduates through quality teaching, training and research.

4.2.2 Strategic objectives

1. To develop and offer market driven programmes

Strategies:

- a. Conduct market survey to establish stakeholder needs
- b. Review and/or revise existing programmes
- c. Consult with renowned scholars/experts

- d. Consult with relevant regulatory bodies and/or oversight bodies
 - e. Benchmark with international institutions
 - f. Collaborations and partnerships.
 - g. Training and exposure of staff.
 - h. Develop and mount market driven programmes
 - i. Attract and retain competent /qualified staff
 - j. Improve and enhance staff welfare
 - k. Promote staff development and retool staff on pedagogy
- (2) **Establish effective academic quality assurance.**
Strategies:
- a. Operationalize academic quality assurance Directorate
 - b. Modernize Library Services and enhance the learning environment.
 - c. Establish a programme for training and sensitization on academic ethics, and integrity
- (3) **To promote and facilitate distance and e-learning programmes/strategies.**
strategies:
- a. Establish infrastructure for e-learning
 - b. Training of students and staff on e-learning
 - c. Develop e-learning modules
 - d. Develop distance learning modules
- (4) **To improve students' overall quality of life**
Strategies:
- a. Improve recreational facilities
 - b. Establish a modern student center
 - c. Improve health care services
 - d. Improve student counseling
 - e. Train students on management of resources
 - f. Equip students with life skills
 - g. Improve and ensure student security
 - h. Promote effective student governance
 - i. Instill student discipline
 - j. Facilitate student accommodation
 - k. Initiate students' scholarships, awards and bursaries
- (5) **Generate new knowledge through research**
Strategies:
- a. Link RIL and ASA
 - b. Set up University research fund
 - c. Reward innovators
 - d. Establish scientific Journals
 - e. Support participation in conferences and workshops
 - f. Promote registration and patenting of innovations
 - g. Establish Intellectual Property Rights office

4.3 HUMAN RESOURCE MANAGEMENT

Human resources are the most crucial factors for realization of an organizations' competitive advantage. Without them an organization cannot exist. MksU endeavors to attract qualified and motivated staff for the right jobs, maintain, develop and retain them. These efforts will enable the realization of the University's Vision. Currently MksU has 246 non-academic and 202 academic staff.

Among the challenges facing the University is inadequate staff and remuneration of the current staff due to the transition from a T.T.I/University College to University. Some of the human resource development and management concerns that shall be addressed in this Strategic Plan include: Staff development, recruitment, promotion and retention of staff, remuneration policies labor relations and employee welfare. The number and quality of the staff at the university currently does not match the recently mounted University programmes. These human resource challenges need to be addressed carefully to take care of employee work load and enhance staff morale. The University therefore shall develop a comprehensive staff development policy to address staff training needs. Besides, an adequate appraisal and promotion system shall be put in place in order to avoid staff de-motivation.

4.3.1 Strategic goal

To improve productivity by attracting, developing and retaining competent, committed and efficient workforce.

4.3.2 Strategic objectives

(1) To develop staff competences.

Strategies:

- a. Source and award scholarships
- b. Collaborate with other universities and institutions for capacity building
- c. Develop fee policy for staff studying in MksU.

(2) Maintain optimum staff complement

Strategies:

- a. Mobilize additional funding for staff recruitment
- b. Enhance work environment to attract and retain relevant talent
- c. Improve hiring practices ensuring inclusivity
- d. Provide competitive remuneration packages

4.4 CUSTOMER SERVICE, MARKETING AND CORPORATE IMAGE

Machakos University is committed to the provision of quality service to all its customers. This commitment is in recognition of the fact that customers are the lifeline of any business. Customers need to be handled with care through efficient and effective service delivery.

4.4.1 Strategic Goal

To offer efficient and effective service to all stakeholders/customers and create a strong brand name.

4.4.2 Strategic objectives**(1) To enhance service delivery to all customers/ stakeholders***Strategies:*

- a. Review and Implement the University's Service Delivery Charter
- b. Improve the students' overall quality of life
- c. Expand health care services and equip the Health Centre
- d. Expand guidance and counselling centre
- e. Strengthen students' governance.

(2) To market the University and enhance its corporate image*Strategies:*

- a. Establish and operationalize a Corporate Communications and Marketing office
- b. Establish and operationalize Alumni office
- c. Maximize management of mainstream and social Media
- d. Promote participation in shows/exhibitions, conferences and workshops.

(3) Incorporate Corporate Social Responsibility in all functional areas.*Strategies:*

- a. Build capacity in Corporate Social Responsibility
- b. Establish and effectively manage MksU Bursary Fund
- c. Promote outreach and extension services.

4.5 RESEARCH, SCIENCE, TECHNOLOGY AND INNOVATION

Research, Science, Technology and Innovation (RSTI) are the key drivers of the economic pillar of Kenya's Vision 2030 and SDGs. The University will embark on the development of intellectual property rights policy and a science park policy and come up with innovations that will have a significant impact locally and internationally.

4.5.1 Strategic Goal

To promote Research, Science, Technology and Innovation for economic, social and environmental prosperity.

4.5.2 Strategic Objectives

1. Promote Research, Innovation and Technology.

Strategies

- a. Develop human capacities
- b. Provide appropriate infrastructure

(2) To enhance mechanisms for collaboration and linkages in research.*Strategies*

- a. Recruit appropriate staff for the RIL Division
- b. Allocate resources to the research, innovations and linkages division
- c. Develop and implement supportive research policies
- d. Increase research funding
- e. Establish partnerships with Ministries, Departments and Agencies (MDAs), industries and community

- f. Establish innovations hub.

(3) To Safeguard the Intellectual Property Rights of the University and its members
Strategies

- a. Develop and implement Intellectual Property Rights Policy
- b. Patent all intellectual properties in line with the relevant laws
- c. Develop mechanisms and policies for networking and linkages
- d. Recruit appropriate staff in IPR office
- e. Establish research centers/hubs.

(4) Research utilization for societal impact.*Strategies:*

- a. Create a platform for disseminating of research findings
- b. Disseminate research findings through University journals, conferences, workshops, media and other forums.
- c. Promote research through collaboration across disciplines, and with National and International partners, MDAs, Industries and communities.
- d. Establish modern research facilities.
- e. Focus research in areas of institutional strength, opportunities and societal needs.
- f. Establish business and innovation incubation centres leading to industrial and technological parks.
- g. Support staff attending conferences and workshops.

4.6 INFRASTRUCTURE

The University is expanding and will therefore need more teaching and learning materials, equipment, lecture rooms, water, sanitation facilities, energy, student accommodation, recreational facilities, transport, staff and student amenities and conference facilities among others. To attract the best students for graduate and undergraduate programmes, there is need to increase and upgrade lecture theatres, laboratories, workshops, library and staff offices within the Strategic Plan period.

4.6.1 Strategic goal

To develop infrastructure that meets the needs of the University.

4.6.2 Strategic Objectives**(1) To provide appropriate facilities for teaching, research, consultancy and community service***Strategies:*

- a. Review and implement the existing master plan
- b. Acquire additional land for expansion
- c. Seek funding from development partners in the provision of infrastructure and facilities.
- d. Integrate technological requirements.
- e. Mainstream disability in the architectural designs
- f. Incorporate environmental concerns in all the architectural designs
- g. Optimise infrastructural resources

4.9.1 Strategic Goal

To establish mutually beneficial partnerships, linkages and collaborations.

4.9.2 Strategic Objectives**(1) To develop resources and technologies unavailable at MksU***Strategies:*

- a. Identify potential collaborators and the relevant fields of collaboration
- b. Co-offer relevant programmes
- c. Subscribe to membership in renowned professional organizations
- d. Use alumni to promote linkages
- e. Support students and staff participating in technology competitions

(2) To adopt a holistic approach to collaboration and linkages.*Strategies:*

- a. Encourage staff pursuing further studies abroad to establish linkages and collaboration
- b. Initiate exchange programmes for both students and staff
- c. Invite renowned scholars and personalities to give public lectures
- d. Promote internship and industrial attachment
- e. Engage adjunct and visiting Professors.

4.10 FINANCIAL GROWTH AND SUSTAINABILITY

The University shall look for alternative sources of income to augment the current ones.

4.10.1 Strategic Goal

To grow the revenue base of the University.

4.10.2 Strategic Objectives**(1) To enhance existing funding sources***Strategies:*

- a. Lobby for increased Government funding
- b. Engage development partners for funding assistance in research, development etc.
- c. Initiate and strengthen Income Generating activities and Units.

(2) To diversify sources of funding.*Strategies:*

- a. Establish endowment and trust funds
- b. Initiate alumni contributions
- c. Source for scholarships
- d. Develop a Policy on Consultancy activity under income generating unit
- e. Partner with organizations in businesses
- f. Develop new business opportunities.

(3) To improve efficiency in financial management*Strategies:*

- a. Improve efficiency in collection of funds
- b. Improve efficiency and effectiveness in expenditure control.



Lecture theatre, workshops and laboratory block

CHAPTER FIVE

5.0 STRATEGIC PLAN IMPLEMENTATION, MONITORING AND EVALUATION

5.1 IMPLEMENTATION APPROACHES

The University Council will provide the overall policy directions and guidelines, sanctioning, authorization as well as resource allocation for the attainment of strategic objectives. The Vice Chancellor will on the other hand, guide the implementation and adoption of the main Strategic Plan and performance measurement tool thereof. The Vice Chancellor will also carry out periodic strategy and performance audits and reviews to be undertaken in order to keep the Plan synchronized with emerging needs.

A select committee will be established, to oversee the creation of awareness and implementation process of the Strategic Plan. This committee will work with the Deans, Directors and Chairmen of Departments in the implementation of this Strategic Plan.

5.2 IMPLEMENTATION STRUCTURE

Figure 1 shows the structure that will be used in the Strategic Plan implementation.

5.3 MONITORING AND EVALUATION

The Monitoring and Evaluation (M&E) will be the responsibility of all Deans, Directors and Chairs of Departments in collaboration with the Strategic Plan implementation committee. Each School, Directorate and Department will be expected to collect, analyze data, and generate a report which will be forwarded to the university management through the committee.

5.4 STRATEGIC PLAN PERFORMANCE REVIEWS, AUDITS AND REPORTS

All levels, Directorates and Departments will hold departmental performance review meetings as appropriate. The reports from such meetings will be tabled for review during the Strategic Plan implementation review meetings on quarterly and annual basis.

5.5 INDICATORS, TARGETS AND EVALUATION PROCEDURE

Indicators and Targets for this Strategic Plan are shown in Implementation Matrix. The Strategic Plan will be evaluated appropriately using the following criteria

1. **Relevance** will focus on the allocation and optimal use of resources.
2. **Efficiency** will assess the extent to which expected outputs are realized.
3. **Effectiveness** will address the strategic capacity and capability to continue Strategic Plan implementation.
4. **Sustainability** will gauge whether the planned outcomes have been fully realized.
5. **Impact** will evaluate the results.

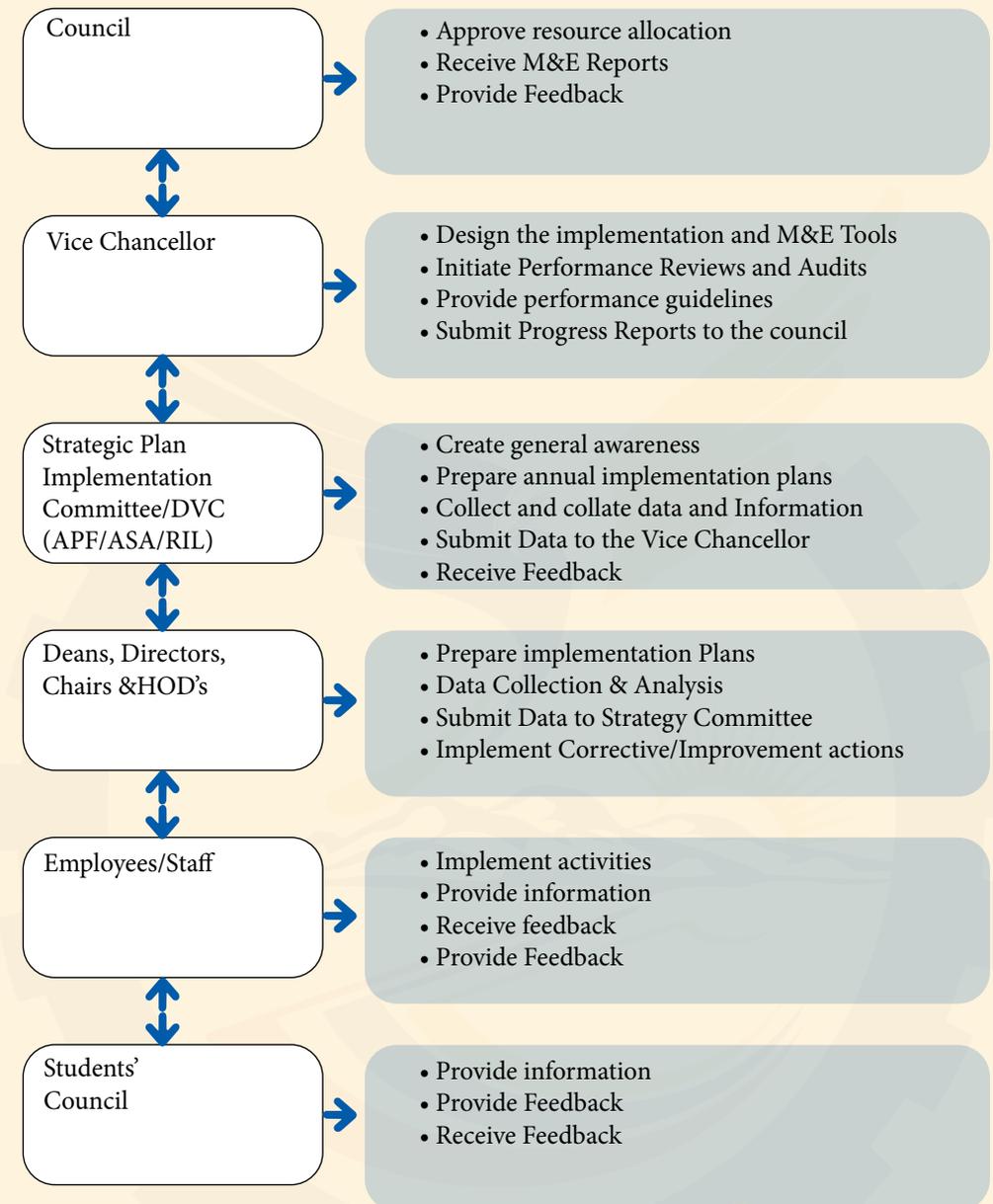


Figure 1: Strategic Implementation Structure

5.6 CASCADING THE STRATEGIC PLAN

The Strategic Plan will be cascaded to all levels of the university to help the University College achieves its corporate results. Every department shall prepare its annual work plan and budget. The work plan and budget shall form the basis of university Annual Performance Contracts.

5.7 PERFORMANCE CONTRACTING

Implementation of the Strategic Plan shall be undertaken on yearly basis through identified targets and performance indicators from the Strategic Plan to develop the university performance contract shall then be cascaded down up from the top to individual staff for implementation. This shall ensure that the identified targets are achieved.

5.8 INSTITUTIONALIZING STRATEGIC PLAN

Mainstreaming of the proposed Strategic Plan shall ensure that implementation of Strategic Plan is successful. Key among these is the structures and process that need to be congruent with other internal features of the university and the strategies being implemented at all times.

5.9 EVALUATION

This will form a critical component for successful implementation of this Strategic Plan in providing necessary feedback that will inform management in making decisions based on evidence. This shall also ensure that the degree of implementation progress is known and measurable. Monitoring of all operations at the University will also ensure that areas that need to be strengthened are supported in timely manner to ensure achievement of the desired result.

5.10 MONITORING RESPONSIBILITIES

Overall performance monitoring and evaluation shall be coordinated by the office of Performance Contracting Appraisal and Quality Management Systems (PCA&QMS) the top management Deans/ Directors and heads of the departments shall undertake the responsibility of actual implementation of the Strategic Plan in their respective areas of Jurisdictions.

5.11 QUALITY MANAGEMENT SYSTEMS (QMS)

As part of assessing the university process, establishment of quality management systems (ISO 9001-2015) shall be undertaken. This shall entail documentation of quality management systems reflecting to the procedures and work instructions in all university activities scheduled internal and external audit shall always be undertaken to ascertain compliance to the requirement of ISO 9001:2015 International Standard and for continuing improvement.

The responsibility of establishing implementing and maintaining of quality management system shall be undertaken by the Directorate of Performance Contracting, and Quality Management systems (PC & QMS).

5.12 REPORTING MECHANISM

Divisions, schools, directorates, departments and units will be required to submit on monthly, quarterly and annual basis reports, to the Directorate of Performance Contracting, Appraisal and Quality Management Systems (PCA & QMS)

5.13. PERFORMANCE FRAMEWORK LAYOUT

The performance framework to be used is illustrated in Table 5.1.

Table 5.1: Performance Framework layout

Expected results	Performance indicators	Source of verification	Data collection methods	Data collection frequency	Responsibility	Assumptions

The process of monitoring and evaluation will be conducted through the internal and external evaluation mechanisms. It will be done through the following processes:

1. Quarterly milestone reports on the implementation of the Strategic Plan by each section and department, submitted to the management board.
2. Quarterly audits to assess compliance with the financial plans, budgets and fiscal discipline
3. Annual review of the Strategic Plan progress.
4. Tracer studies among stakeholders to assess response to the strategic objectives and to the implementation of the plan.
5. Auditing of every officer for accountability on use of resources for attaining Strategic Plan set objectives
6. Incorporate peer review mechanism.
7. Linking monitoring and Evaluation to staff appraisal and reward and sanction.
8. A mid-term review of the plan for amendments as necessary

5.14 RISK PROFILING

The risk profiling of this Strategic Plan is as outlined in Table 5.2.

Table 5.2: Risk Profiling

S.No	Type Of Risk	Weight 1. Low 2. Medium 3. High	Strategies to Mitigate
1.	Political uncertainty	2	<ul style="list-style-type: none"> To plan academic calendar accordingly
2.	Terrorism and fundamentalism	2	<ul style="list-style-type: none"> Invest in good security machinery Sensitise on anti-terrorism activities
3.	Pandemics and natural disasters	1	<ul style="list-style-type: none"> Create awareness Improve health facility Disaster preparedness training
4.	Drought	1	<ul style="list-style-type: none"> Sinking boreholes Rain water harvesting Recycling water Diversify the sources of food
5.	Financial	3	<ul style="list-style-type: none"> Diversify Sources of Income Exercise prudent Financial Management (FM) Acquire a robust FM system
6.	Safety and security	2	<ul style="list-style-type: none"> Hire a reputable security firm Install security infrastructure
7.	Legal	2	<ul style="list-style-type: none"> Hire a Legal Officer Negotiations Arbitrations Conduct a Legal audit
8.	Environmental	2	<ul style="list-style-type: none"> Establish safe disposal of waste Hire/engage experts in waste management Sensitise the community Remove the pollutant
9.	Reputation/Integrity	3	<ul style="list-style-type: none"> Ensure compliance with the law Regular audits Public Relations Training staff on ethics and professionalism
10.	Compliance	2	<ul style="list-style-type: none"> Continuous engagement with regulatory and oversight bodies
11.	Socio-Cultural issues	2	<ul style="list-style-type: none"> Creating awareness Training peer Counsellors Use religious groups

12.	Competition	3	<ul style="list-style-type: none"> Marketing Improve infrastructure Offer Market driven programmes Attract and retain qualified academic staff
13.	Technology	2	<ul style="list-style-type: none"> Upgrade and acquire modern technology Train staff
14.	Industrial Unrest	3	<ul style="list-style-type: none"> Engage continuously and proactively
15.	Student unrest	3	<ul style="list-style-type: none"> Engage continuously and proactively
16.	Poor Governance	2	<ul style="list-style-type: none"> Training Council and Management members
17.	Legislation	1	<ul style="list-style-type: none"> Monitor compliance
18.	Staff turn-over	2	<ul style="list-style-type: none"> Retain staff

5.15 QUICK WINS

The quick win approach is prudent as it produces rapid results which motivate people and keeps them enthusiastic to support the rest of the activities. To ensure that momentum is maintained, the Plan will focus on:

1. Programmes/activities with quick wins /returns
2. Hosting and facilitating residential conferences and seminars.
3. Use of e-services (payment of fees, registration, procurement of goods and services).



Section of graduands during the 1st graduation ceremony held on 2nd December, 2016

APPENDIX 1: IMPLEMENTATION PLAN

TABLE A1: Example of Implementation Plan for Academic Excellence

Strategic Objective	Strategy	Activities/Initiatives	Performance Indicators	Time Frame (Years)					Estimated Cost (KSh)	Responsibility	
				17/18	18/19	19/20	20/21	21/22			
Develop market driven programmes	a. Conduct market survey b. Consulting with renowned scholars/experts c. Consult with relevant regulatory bodies and/or oversight bodies d. Benchmark with international institutions	Carry out research to determine market needs.	Research reports	√			√				DVC (ASA)
		Develop and implement market driven programmes	Programmes No. of market driven programmes implemented.	√	√	√	√	√	100 m	DVC (ASA)	
		Accreditation of Engineering programmes by EBK	Accreditation certificate	√	√	√	√	√		DVC (ASA)	
		Recruit internationally renowned scholars	Recruitment of staff No. of scholars recruited	√	√	√	√	√		DVC (ASA)	

TABLE A2: Example of Implementation Plan for Human Resource Management

Strategic Objective	Strategy	Activities/Initiatives	Performance Indicators	Time Frame (Years)					Estimated Cost (KSh)	Responsibility	
				17/18	18/19	19/20	20/21	21/22			
Improve staff productivity	Enhance staff competencies	Carry out a skills audit and revise Job descriptions (JDs) Develop a training & development policy	Number of policy Implemented Revised JDs	√	√	√	√	√			DVC (APF)
		Carry out annual training needs assessment Source and award scholarship	Training needs assessment report No. of scholarships awarded	3	3	3	2	1			
Improve appraisal system	Improve appraisal system	Train staff and implement the appraisal system	Competent staff %age staff under the appraisal system	√	√	√	√	√			DVC (APF)
				5	10	15	20	25	200 m		DVC (APF)

TABLE A3: Customer Service, Marketing and Corporate Image

Strategic Objective	Strategy	Activities	Performance Indicators	Time Frame					Estimated Cost (KSh)	Responsibility
				17/18	18/19	19/20	20/21	21/22		
To enhance service delivery to all customers	Review & implement the service charter	Collect and collate data for review	Reviewed service charter	√	√	√	√	√	400M	DVC (APF)
		Identify Customer service champions	% growth in Customer satisfaction index	2%	2%	3%	3%	3%		DVC (APF)
		Printing and framing of Service Charter	Service Charter displayed at all service points	√	√	√	√	√		DVC (APF)
To improve students' overall quality of life	Train staff in Customer service Conduct annual customer service Clinics Improve and build recreational facilities Construct a modern student Centre	%age reduction in customer complaints	Base-line	5%	10%	15%	20%	20%	400M	DVC (APF)
		No. of Clinics	1	1	1	1	1	1		DVC (APF)
		New and improved recreational facilities Percentage increase in student numbers. Percentage increase in students' satisfaction level	√	√	√	√	√	√		√

Improve and expand healthcare services and equip the health centre	Prepare a proposal for extension of the health centre	Approved Proposal for extension of health centre	√	√	√	√	√	√	VC DVC (APF)				
			Implement the proposal for extension of the health centre	Improved and expanded health centre services	Expand the guidance and counseling centre	Employ professional counselors	Train peer counselors	Implement reviewed students' constitution	√	√	VC DVC (APF)		
									Improve and expand counseling services	Review and implement the students' constitution	√	√	√
√	√	√									√	√	VC DVC (APF)
√	√	√	√	√	VC DVC (APF)								
To strengthen the student governance structure.	Review and implement the students' constitution	Reviewed students' constitution	√	√	√	√	√	√	DVC (ASA)				
			Implement reviewed students' constitution	Number of Trained peer counselors	Train peer counselors	Implement reviewed students' constitution	√	√	√	√	√	DVC (ASA)	
							√	√	√	√	√	DVC (ASA)	
√	√	√					√	√	DVC (ASA)				

TABLE A4: Research, Science, Technology and Innovation

Strategic Objective	Strategy	Activities	Performance Indicators	Time Frame (Years)					Estimated Cost (KSh)	Responsibility						
				17/18	18/19	19/20	20/21	21/22								
1. To Promote Research and Innovations in the University.	Develop staff and students capacities in research, science technology and innovations.	Draw & implement Training and development programs.	Number of trained students in research methodologies	√	√	√	√	√	√	10	20	20	50	100	DVC (RIL) DVC (ASA)	
		Develop and implement supportive policy framework	Number of policies in place	√	√	√	√	√	√	2	2	2	2	1	DVC (RIL) DVC (ASA)	
		Develop, evaluate and/or adapt research methods and curriculum	Number of developed, evaluated and/or adapted curriculum with the Centre for Research	√	√	√	√	√	√	√	1	1	1	1	1	DVC (ASA) DVC (RIL)
															800M	

TABLE A5: Infrastructure

Strategic Objective	Strategy	Activities/Initiatives	Performance Indicators	Time Frame (Years)					Estimated Cost (KSh)	Responsibility						
				17/18	18/19	19/20	20/21	21/22								
To provide enough space and appropriate facilities for construction, recreation, teaching, research, office, consultancy and community service	Review and implement the existing Master plan. Acquire additional land for expansion.	Source for funds to build and equip teaching facilities	Number of complete lecture halls, class rooms, laboratories, offices and	√	√	√	√	√	√	2	2	3	3	3	VC DVC (APF) DVC (ASA) DVC (RIL)	
		Seek relevant approvals and permits Seek architectural design works Commence construction in order of priority	Timeliness (pending on funds availability)	2	2	3	3	3	3	3						
	Establish resource mobilization unit	Seeking funds from development partners	Amount of funds raised	√	√	√	√	√	√					√	2.5B	VC DVC (APF) DVC (ASA) DVC (RIL)

TABLE A6: Information Communication Technology

Strategic Objective	Strategy	Activities	Performance Indicators	Time Frame					Estimated Cost (KSh)	Responsibility
				17/18	18/19	19/20	20/21	21/22		
Integrate ICT in management	Increase staff capacity in ICT	Training staff in ICT	Number of staff trained in ICT	√ 5	√ 3	√ 3	√ 3	√ 3	100M	DVC (APF)
			Number of ICT staff recruited	√ 2	√ 1	√ 1	√ 1	√ 1	30M	DVC (APF)
	Provide relevant ICT infrastructure	Procure state of the art ICT equipment	Procured ICT equipment	√	√	√	√	√	25M	VC DVC (APF) DVC (ASA) DVC (RIL)
			Lay fiber optic connection between all administration offices	√ 5	√ 2	√ 2	√ 2	√ 2	50M	VC DVC (APF)
	Use of ICT systems in management	Use of biometric logging systems	Biometric system used	√	√	√	√	√		VC DVC (APF)
			Procure /enhance MIS	√	√	√	√	√	30M	VC DVC (APF)
		Enhanced management information system in place								

TABLE A7: Governance

Strategic Objective	Strategy	Activities	Performance Indicators	Time Frame					Estimated Cost (KSh)	Responsibility
				17/18	18/19	19/20	20/21	21/22		
Develop and sustain a culture of good governance	Training in governance, leadership and management	Design training programmes	Trained Management	√	√					VC DVC (APF) DVC (ASA) DVC (RIL)
		Design a code of conduct	A code of ethics	√	√					VC DVC (APF) DVC (ASA) DVC (RIL)
	Customize all legal documents on corruption	Establish corruption prevention committee	Functional Committee Reduced poor Governance concerns	√	√				50M	VC
		Review Governance policies Benchmarking for best practice	Improved Institutional rating	√	√					VC DVC (APF) DVC (ASA) DVC (RIL)
	Implement programs for the deployment of core values	Establish a Core Values Committee to aid in culture transformation	No. of Core values-based activities Improved brand perception	2	2	2	2	2		VC DVC (APF) DVC (ASA) DVC (RIL)

APPENDIX 2: LIST OF PROGRAMMES OFFERED BY THE UNIVERSITY

TABLE A9: Example of Implementation Plan for Financial Stability and Resource Mobilization

Strategic Objective	Strategy	Activities	Performance Indicators	Time Frame					Estimated Cost (KSh)	Responsibility			
				17/18	18/19	19/20	20/21	21/22					
Enhance existing funding	Lobby for increased Government funding	Develop & deliver proposals and presentations to relevant MDAs. Sensitization meetings with relevant offices.	Good rapport with political leaders Percentage Increase in funding No. of meetings held	✓	✓	✓	✓	✓	10%	10%	10%	30M	VC DVC (APF) DVC (ASA) DVC (RIL)
	Engage development partners	Write funding proposals	Number of funded proposals	✓	✓	✓	✓	✓	5	8	1	50M	VC DVC (APF) DVC (ASA) DVC (RIL)
	Establish and strengthen IGUs and IGAs	Start with different units	Number of IGUs and IGAs	✓	✓	✓	✓	✓				50M	DVC (APF)

1. School of Business and Economics

- PhD in Business Administration
- Master of Business Administration
- Master of Science (Human Resource Management)
- Bachelor of Commerce
- Bachelor of Economics and Finance
- Bachelor of Econometrics and Statistics
- Bachelor of Economics
- Diploma in Human Resource Management
- Diploma in Procurement and Supply Chain Management
- Diploma in Business Management
- Diploma in Accountancy

2. School of Humanities and Social Science

- Bachelor of Science in Fashion Design and Marketing
- Bachelor of Arts (All)
- Diploma in Fashion Design and Marketing
- Bachelor of Science in Community Resource Management
- Certificate in Fashion, Design and Marketing

3. School of Pure and Applied Sciences

- Bachelor of Science (Math and Computer Science)
- Bachelor of Science (Mathematics)
- Bachelor of Science in Statistics
- Bachelor of Science in Biology

4. School of Education

- PhD in Educational Psychology
- PhD in Education in Educational Planning
- PhD in Education in Administration,
- PhD in Economics of Education
- PhD in Education in Curriculum Development
- Master of Education in Curriculum Development
- Master of Education in Communication Technology
- Master of Educational Psychology
- Bachelor of Education (Arts)
- Bachelor of Education (Science)
- Bachelor of Education in Early Childhood Education
- Bachelor of Education in Special Needs
- Diploma in Educational Leadership and Management
- Diploma in Early Childhood Education
- Diploma in Education (Science)

p. Diploma in Education (Arts)

5. *School of Engineering and Technology*

- a. Bachelor of Science in Electrical and Electronics Engineering
- b. Bachelor of Science in Civil Engineering
- c. Bachelor of Science in Mechanical Engineering
- d. Bachelor of Science (Computer Science)
- e. Bachelor of Information Technology
- f. Bachelor of Telecommunication and Information Technology
- g. Diploma in Electrical and Electronics Engineering (Power)
- h. Diploma in Electrical and Electronics Engineering (Telecommunications)
- i. Diploma in Motor Vehicle Engineering
- j. Diploma in Computer Science
- k. Diploma in Mechanical Engineering (Production Option)
- l. Diploma in Building and Construction Technology
- m. Diploma in Civil Engineering
- n. Diploma in Information Communication Technology

6. *School of Hospitality and Tourism Management*

- a. Bachelor of Science (Hospitality and Tourism Management)
- b. Diploma in Hospitality Management
- c. Diploma in Food and Beverage Management

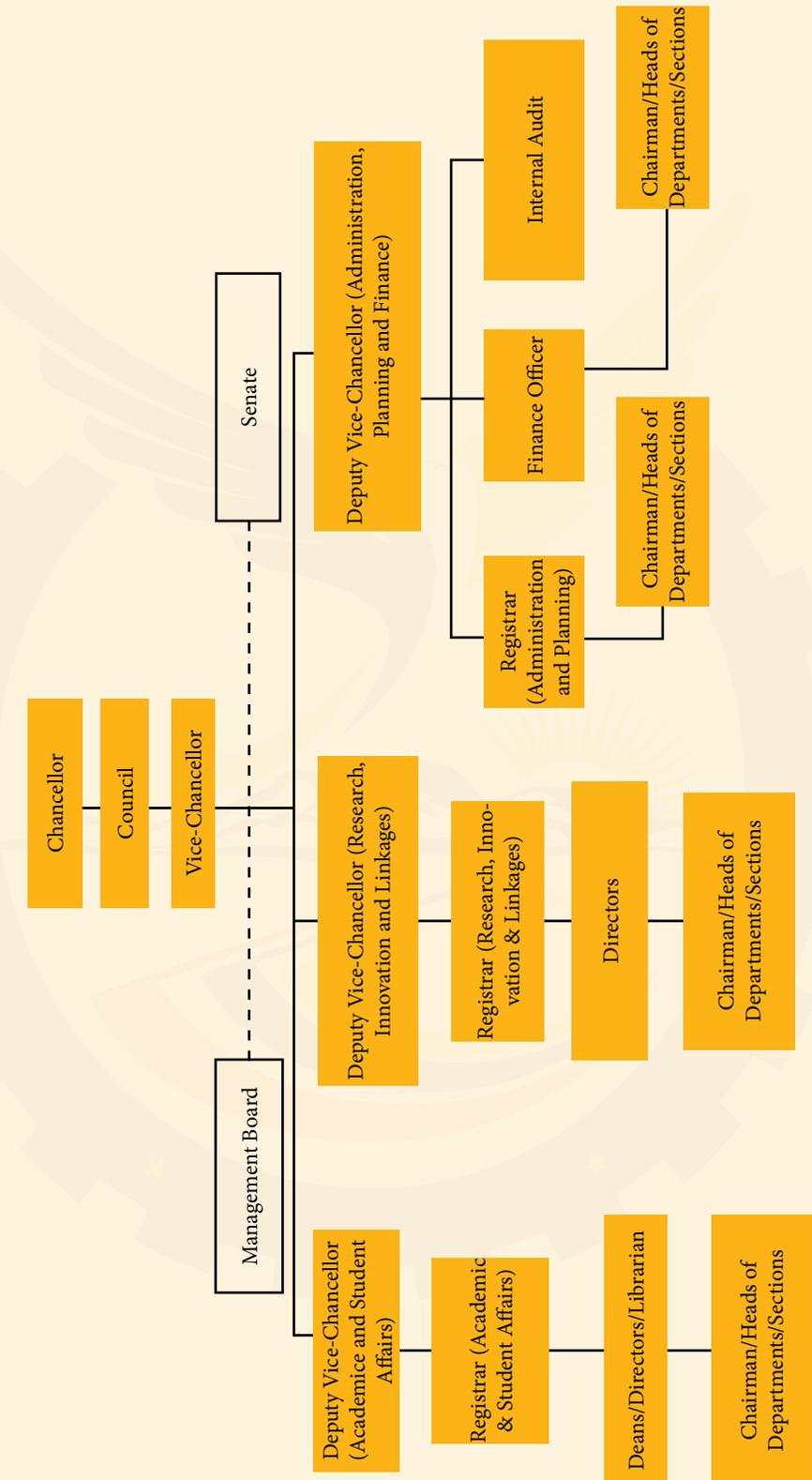
7. *School of Agriculture and Natural Resources*

- a. Bachelor of Science in Agribusiness Management and Trade
- b. Bachelor of Science in Agricultural Education and Extension
- c. Bachelor of Environmental Studies (Community Development)
- d. Bachelor of Environmental Studies (Environmental Resource Conservation)
- e. Diploma in Agricultural Education and Extension
- f. Bachelor of Environmental Science
- g. Diploma in Agricultural Education and Extension

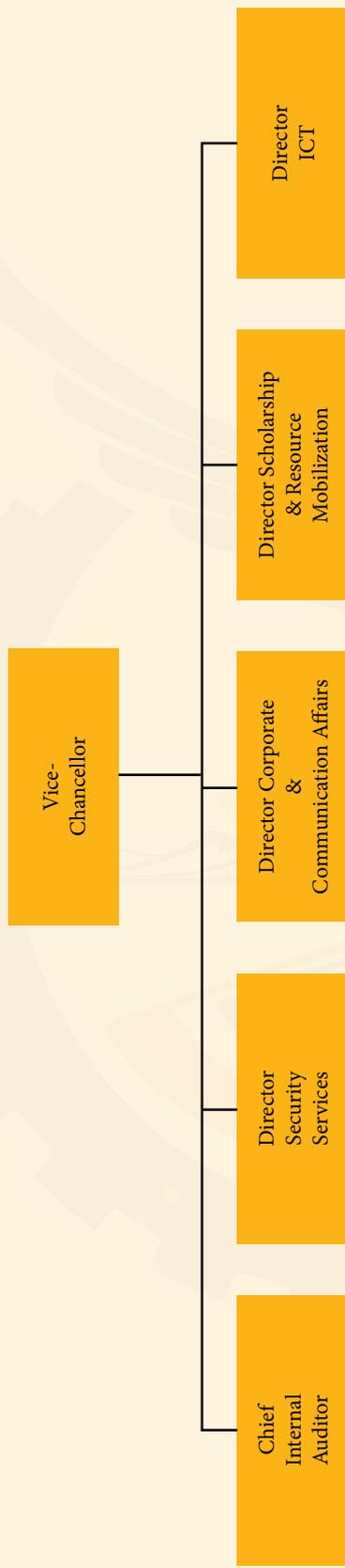
8. *School of Health Sciences*

- a. Bachelor of Science in Population Health

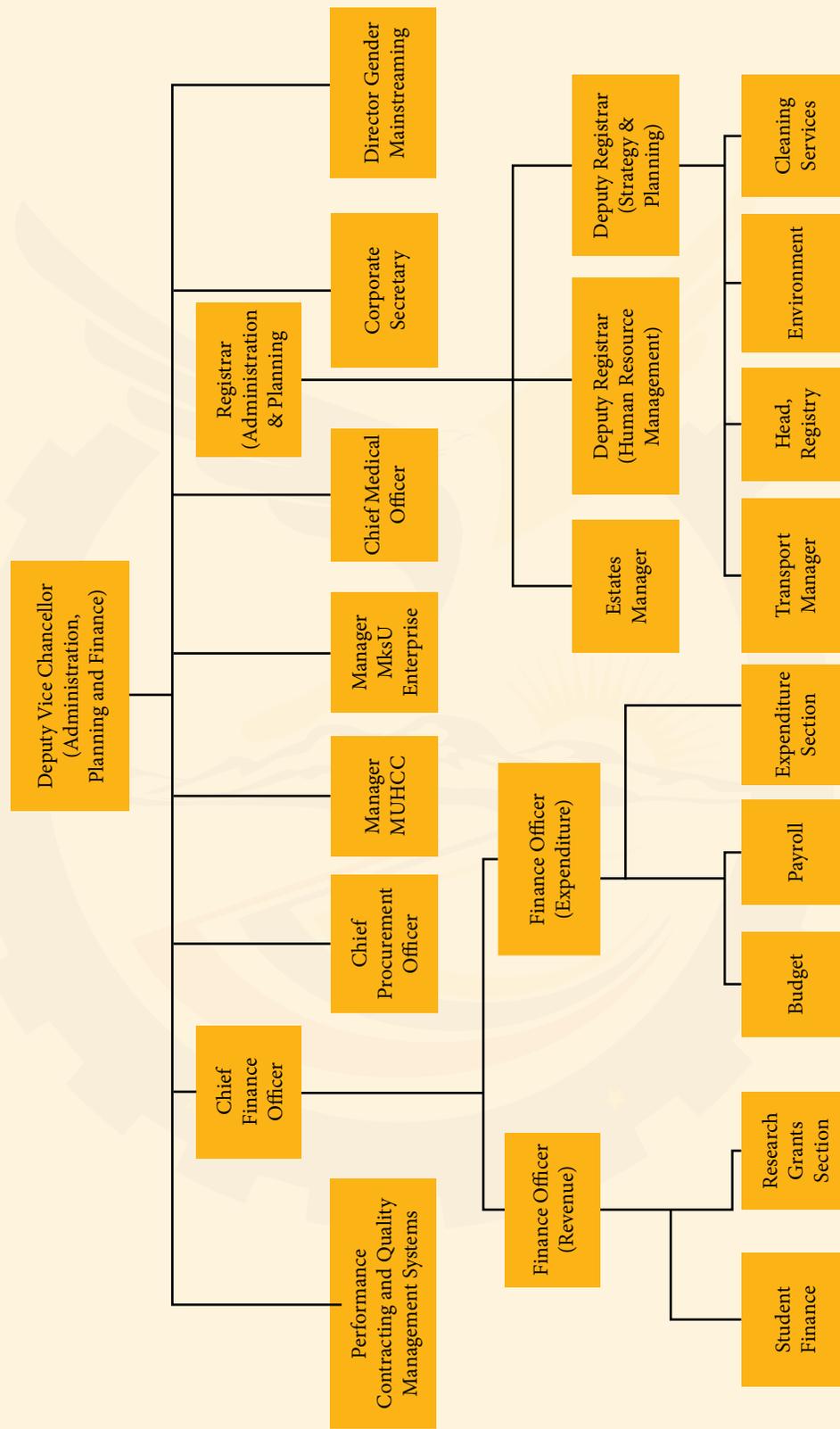
APPENDIX 3: MACHAKOS UNIVERSITY ORGANOGRAM



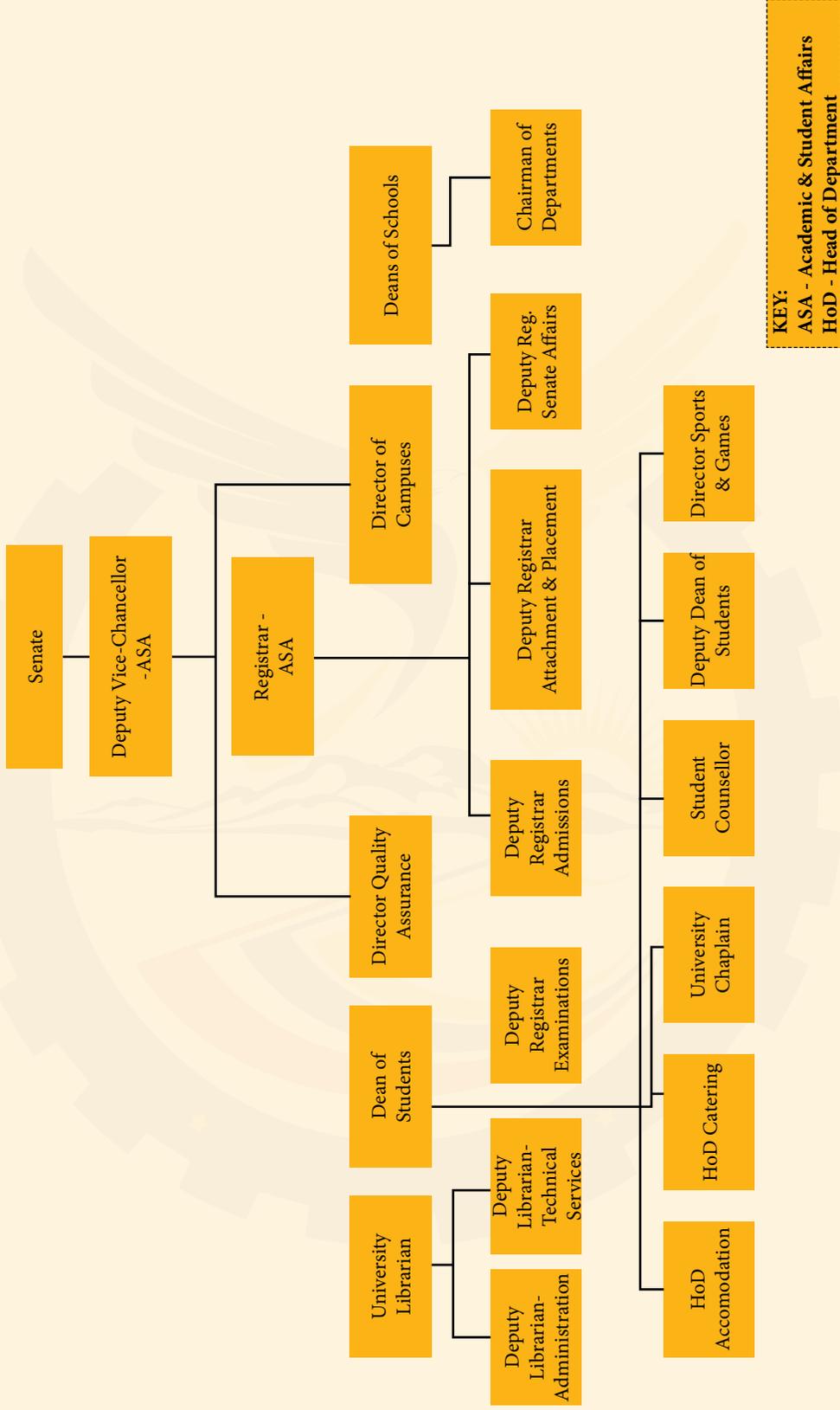
CORPORATE ORGANOGRAM



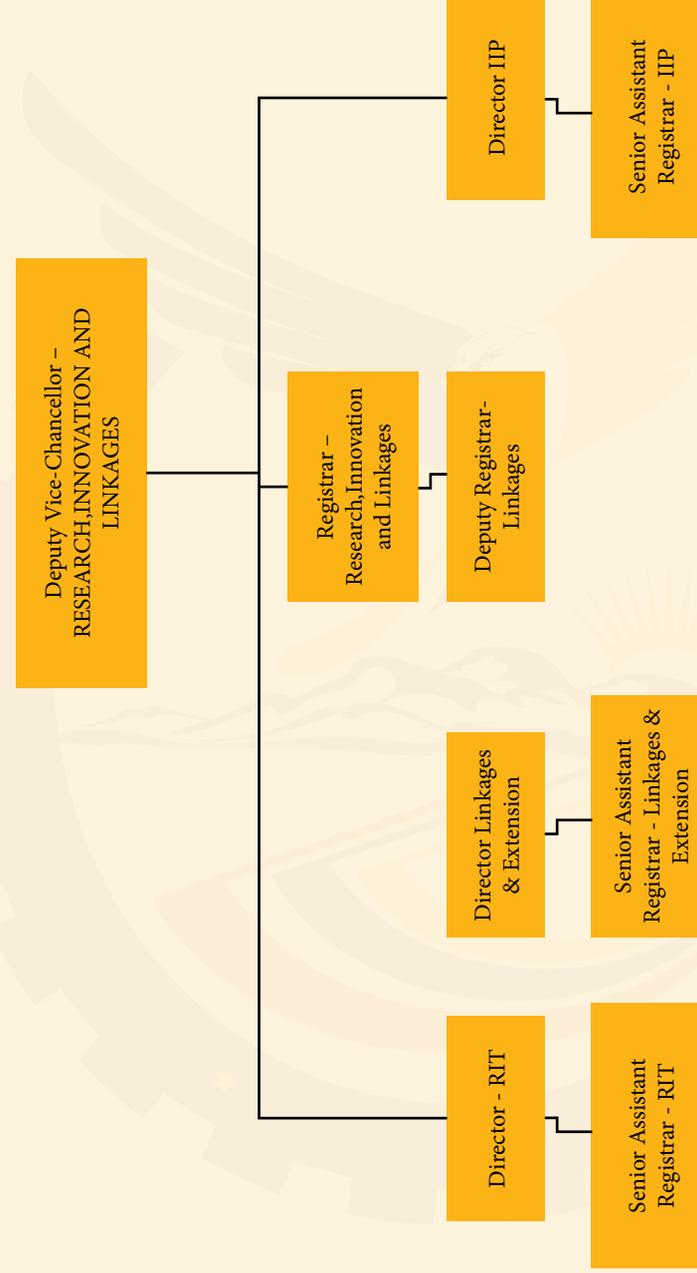
ADMINISTRATION, PLANNING & FINANCE DIVISION ORGANOGRAM



ACADEMIC & STUDENT AFFAIRS DIVISION ORGANOGRAM



RESEARCH INNOVATION & LINKAGES DIVISION ORGANOGRAM





Machakos University Hotel and Conference Centre
(Le Technisch Restaurant)