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 (2020-2024)

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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 2019-2024. 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 and the BIG 4 Agenda. 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.

PROF. GIDEONHANJARI, Ph.D.
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 21 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. LUCY W. IRUNGU, Ph.D.
VICE CHANCELLOR &
PROFESSOR OF ENTOMOLOGY

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ABBREVIATIONS AND ACCRONYMS

	ATC Building and Civil Engineering
ATC	Building and Civil Engineering
BCE	Continuous Assessment Test
CAT	Central Business District
CBD	Constituency Development Fund
CDF	Chief Executive Officer
CEO	Continuing Education Programme
CEP	Chairman of Department
COD	Commission for University Education
CUE	Certified Public Accountant
CPA	District Education Board
DED	Deputy Registrar Admissions
DRA	Deputy Registrar Examinations
DRE	
DVC (APF)	Deputy Vice Chancellor (Administration, Planning and Finance)
DVC (ASA)	Deputy Vice Chancellor (Academic and Student Affairs)
DVC (RIL)	Deputy Vice Chancellor (Research Innovation and Linkages)
EACE	East African Certificate of Education
EFA	Education for All
ERB	Engineers Registration Board
ERS	Economic Recovery Strategy
EFL	Education for Life
ETS	Environment and Transport Services
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
NEMA	National Environmental Management Authority
NITA	National Industrial Training Authority
NGO	Non-Governmental Organization
PC	Performance Contracting
PESTEL	Political, Economic, Social, Technological, Environmental & Legal
QMS	Quality Management System
RIT	Research Innovation and Technology
SAGA	Semi-Autonomous Government Agency
SBC	Small Business Centre
SDGs	Sustainable Development Goals
SMEs	Small & Medium Enterprises
STREEP	Social, Technological Regulatory Economic Ecology and Political
SWOT	Strengths, Weaknesses, Opportunities and Threats
STI	Science, Technology and Innovation
TVETA	Technical, Vocational and Education Training Authority
TIVET	Technical, Industrial Vocational & Education Training
TVET	Technical, Vocational & Education Training
ToT	Training of Trainers
TSC	Teachers Service Commission
TTI	Technical Training Institute
TQM	Total Quality Management
UPE	Universal Primary Education
VC	Vice Chancellor

EXECUTIVE SUMMARY

The Machakos University Strategic Plan 2020–2024, 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 is premier University with the mandate of promoting advancement in knowledge, training, technology development and dissemination for the betterment of life in the society. Being the only public University in Machakos County, the University is expected to play a leading role in higher education, economically, socially, environmentally, and politically. The University therefore supports academic, research, Linkages and community based programmes with the aim of relieving suffering and improving the quality of life to all mankind. Machakos University has a rich technical background having been founded in 1957 as a Technical Rural Training School by the then colonial government. It was converted into Machakos Technical and Trade School in 1958, Machakos Technical School in 1967, Machakos Technical Training Institute in 1987, Machakos University College in 2012 before receiving its Charter in 2016.

The University has therefore been able to develop and retain highly trained, motivated and experienced academic and administrative staff who continue to support the wide range of courses offered in its schools.

For sustainability, the University requires to continue maintaining a well-trained, developed andmanaged human resource so as to achieve its vision and mission and fulfil fully its mandate.This Strategic Plan will, therefore, build on the foundation laid by the Strategic Plan of MachakosUniversity 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. There is a shift to competence based training, driven by the need to support industrial development and have a strong technical base that will support the growing economy, Political, 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 the new developments in technology, infrastructure, human resource management, teaching and research methods among others. Machakos University will contribute to its 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 realizing 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 ISO 9001: 2015 certified. 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.of Teaching, Training, Research, Innovation, Community outreach and Technology Transfer.

1.3 RATIONALE FOR THE STRATEGIC PLAN

There is increased need for service delivery in training, education, technology, research and innovation. As a result, this strategic plan helps to defines who we are, where are we going as a university and how do we go there.

The development of this Strategic Plan is guided by 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, Vision 2030 and the BIG 4 Agenda. The Strategic Plan will assist the University to:

- Establish its niche;
- Meet the requirements of the Charter and sustain the same;
- Direct efforts and resources towards its mandate, core functions and policy direction;
- Enhance partnership with stakeholders and development partners;
- Adopt to the changing environment;
- Mobilize resources effectively, and;
- Monitor and evaluate programmes

This Strategic Plan is a deliberate effort to support the vision of the University and design strategies to enable achievements of the strategic goals. This shall be in line with Kenya Vision 2030, SDGs, reforms in higher education sector and other emerging issues. Machakos University having had a strong background in technology as a Technical Training Institute, stands out as one of the institutions the government identified to support STI programmes. The university is therefore building on its niche in Engineering and Technology to support the BIG4 Agenda, Vision 2030 and the SDGs through research, training of manpower, and collaborations. The university is developing rapidly to meet the demand for higher education in Kenya arising from the introduction of compulsory basic education. Therefore, the Strategic Plan is driven by a firm belief by the University Council that MksU will continue to serve its core mandate of offering access to relevant and market driven programmes, training, research and innovation.

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 Research, 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

Machakos University is premier University with the mandate of promoting advancement in knowledge, training, technology development and dissemination for the betterment of life in the society. The University is located 68.3km South East of the capital city Nairobi and near the main highway linking Nairobi and Mombasa, which is the second largest city in Kenya. Being the only public University in Machakos County, the University is expected to play a leading role in higher education, economically, socially, environmentally, and politically. The University therefore supports academic, research, Linkages and community based programmes with the aim of relieving suffering and improving the quality of life to all mankind. The University is making deliberate effort towards developing and retaining highly trained, motivated and experienced academic and administrative staff who will continue to support the wide range of courses offered in its schools. For sustainability, the University requires to continue maintaining a well-trained, developed and managed human resource so as to achieve its vision and mission and fulfil fully its mandate. The proximity of the University to the main Mombasa – Nairobi highway, Jomo Kenyatta International Airport and the Konza Technopolis has placed the University amongst the most favored learning centres within the environs of Nairobi.

This Chapter focuses on environmental factors that impact on MksU and upon which the strategic issues are based. The internal analysis dealing with strength, weaknesses, opportunity and threats (SWOT) analysis while the external analysis is concerned with political, environmental, social, technological and legal analysis (PESTEL). The situational analysis therefore, is based the SWOT and PESTEL analysis.

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 students and staff affairs. The political environment impact on our mandate both positively and negatively. Politics play a significant role through the Constitution, peaceful collaborations, and elections, devolution, establishment and development of institutions and infrastructure among others. Our mandate is however guided by Government policies, government funding and control. Introduction of County Governments has also helped to ensure political stability of the Country. However, the plan to introduce Universities in each County will minimize resources received from Government and increase competition for diminishing number of new students.

3.2.2 Economic

Kenya public spending on education as a share of GDP is one of the highest in Africa averaging about 5.5%. With the economy growing at about 6%, fees remaining constant, number of students reducing, cost of living going high and government funding going down, stringent measures will be required to ensure sustainability in the use of the already constrained resources. Kenya Vision 2030 already spells out some actions that will be taken to achieve the Sustainable Development Goals (SDGs). The SDGs replaced the Millennium Development Goals. Key

among them is education. Education is vital to spar human development. The SDGs can be achieved through advances in education. Education enables sustainable development human development. Vision 2030 is a long term development blueprint with MTP II. The government of Kenya formulated Medium Term Plan I and III. MTP I prioritized economic transformation through infrastructure development and MTP II transforming Kenya and placed emphasis on all three pillars of Vision 2030 to improve all aspects of livelihood for Kenyans. MTP III 2018-2022 and the BIG 4 Agenda, MTO III takes into account the recent technological, industry trends and market realities whereas the BIG 4 Agenda deals with affordable housing, universal health care, manufacturing and food security.

The development of the University is constrained within the economic challenges facing the country especially the dwindling capitation and budgetary support, agitation for increased wages by workers, high number of other Universities Campuses nearby. The restructuring in the education sector, especially the development of the new Primary and Secondary curricular will require the University to put measures in place to receive those finishing Form 4 under the structure. The scarce resources the University are therefore expected to be constrained further as new programmes are developed, old ones revised and facilities and equipment upgraded.

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.

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. However, the community around Machakos University has been welcoming and peaceful. They have embraced the University and are currently collaborating with the University through provision of land, hostels for students and other support businesses.

3.2.3 Technological

Machakos University has embraced the current trends in technology advancement such as e-administration, e-procurement, e-learning, e-banking e-communication and e-waste management, which have enhanced efficiency in service delivery and are expected to reduce operational cost. To achieve this, the University has invested heavily in an Enterprise Resource Planning (ERP) system which is facilitating automation. However, there are other emerging technological challenges which include cybercrime/cyber security, disruptive technology, data cleaning, rapid change in technology, lack of competent staff, fluctuating power supply, unstable and low internet capacity which the university must handle to enable it achieving its mandate. The use of advanced technology requires more resources, facilities and well trained staff thus constraining the scarce resources.

3.2.4 Environmental

The university is located within a densely populated estate which ensures housing facilities for students and boosts the small scale businesses. The community also works with the university to ensure security to the university students and property. The community around the University is social, receptive to change and has taken up the challenge of being part of the agenda to steer the University to greater heights. However, due to the high population density, there are also challenges of insecurity, theft, drugs and substance abuse which affect the student and contribute to instability and loss of property in the University. The location also hinders expansion of the university since most of the land is privately owned and the available space is build up. The closeness of Wote road contributes significantly to noise levels thus disrupting classes and meetings. There have been also several cases of accidents occurring when students and staff cross the road. Since 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 and strives to mitigate against climate changes by planting trees, use of solar and biogas energy, proper waste management and rain water harvesting. The University still has asbestos roofs which require special disposal and have to be replaced thus making the exercise expensive. Considering that the University is located within the semi-arid region and very hilly environment, mitigation measures will have to be taken to ensure soil and water conservation and at the same time enhanced agricultural production and solar energy harnessing. The university will therefore work towards solving the existing environmental challenges to enable it achieve its mandate.

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 No 42 of 2012, CUE guidelines and standards, and guidelines from the Ministry of Public Works. The university will support staff through the signed Collective Bargain Agreements and adhere to the current labour laws. The main challenges arise when staff take legal measures against the University mainly due to unfulfilled CBAs, disciplinary issues and none compliance to statutory requirements. The same applies to students whose leadership is governed by the Students Association of Machakos University (SAMU) Constitution in addition to other University regulations and policies. Most student related litigations arise out of disciplinary measures which see students repeat academic years, discontinued, suspended or expelled from the University. Litigation issues are also expected from external stake holders especially the accreditation bodies, suppliers, contractors, statutory bodies, collaborators and neighbours among others. The University will therefore strive to minimize litigation raised against it due to the exorbitant cost of the same.

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. Catering, conference and training facility (LeTechnische)
3. Location within Nairobi metropolis (Most students prefer to be near Nairobi).
4. Excellent performance in academic and co-curricular activities.

5. Directorate of TVET offering technical courses.
6. Central location within Machakos town.
7. Variety of market driven courses.
8. Strong production units. (Textiles, chemicals)
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: 2015 certified.
14. Modern engineering equipment.
15. Virtual learning and market driven programmes.

3.3.2 Weaknesses

1. Inadequate space for expansion.
2. Inadequate specialized human resource.
3. Inadequate ICT infrastructure.
4. Unreliable water supply.
5. Inadequate administration and tuition Infrastructure.
6. Inadequate student accommodation.

3.3.3 Opportunities

1. Location at the County headquarters.
2. Only public university in the County.
3. Favorable Government policy on higher Education.
4. Support by Machakos County government.
5. Enabling legislation.
6. Collaboration with counties and the national government.
7. Emergence of new corporate organizations.
8. Advancing new technologies.
9. Demand for TVET programmes.
10. Strengthening the technological structures.
11. Proximity to Konza Technopolis.
12. Location within mineral rich zone.

3.3.4 Threats

1. Competition for staff and students from public and private learning institutions.
2. Competition for resources from the national government.
3. Alcohol, Drug and Substance abuse, HIV/AIDS.
4. High Poverty levels in the country.
5. Climate change affecting water supply, air temperature, pollution etc.
6. Terrorism and youth radicalization.
7. Insecurity.
8. Litigations.

3.4 STAKEHOLDER ANALYSIS

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

Stakeholder	Stakeholder Expectation	MksU Expectation
Students	- 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	- Discipline - Compliance with the University rules and regulations - Academic excellence - Sanity and order - Carry out research and innovation - Co-curricular excellence
Staff	- 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	- Quality service - Meritocracy - Loyalty - Commitment - Professionalism - Team spirit
Government	- 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. - Support for BIG 4 Agenda	- Regular and adequate funding. - Development of policies that govern university education
Community	- Corporate social responsibility programmes - Clean environment - Disciplined students - Needs-based extension services - Creation of Jobs	- Cooperation - Responsibility - Information - Support
Development partners	- Appropriate technologies and Innovation - Efficient use of donations and grants - Funded project outputs	- Donor support - Stewardship - Mutual benefits

Industry	- Research outputs and innovations of commercial value - Quality graduates - Joint research and development projects - Solutions to industrial and operational challenges	- Sustainable partnership - Utilization of Products services & opportunities - Collaboration - Industrial Attachment - New programmes development and reviews
Research institution and institutions of higher learning	- Joint projects - Exchange programmes - Sharing the use of critical equipment and other resources	- Knowledge excchange - Mutual projects support - Peer guidance - Attachment/internship
Parents/Guardians /Sponsors	- Provide guidance and counselling - Mentorship - Ambassadorial role - Quality programmes, safety, health and security of the students	- Provide guidance and Counseling - Fee payment - Monitor students' academic performance and conduct
Alumni	- Involvement in university activities and programmes - Participate in programmes development and review - Linkages - Ambassadorial roles	- Mentorship - Fund raising - Capacity building - Scholarship

Part of the Machakos University land use Master Plan

CHAPTER FOUR

4.0 STRATEGIC FOCUS

4.1 INTRODUCTION

The core mandate of Machakos University is Teaching, Training, Research, Innovation, Community Outreach and Technological Transfer.

4.1.1 Strategic themes

1. Academic excellence and Production of holistic and globally competitive graduates
2. Development of human resources
3. Research, Science, Technology and Innovation
4. Information and Communication Technologies (ICTs) development
5. Community service

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. Promote Research, Science, Technology and Innovation for economic prosperity.
4. Integrate ICTs in all areas of management, research, consultancy and teaching and learning.
5. 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

Key activities:

a. Establish collaborations and partnerships.
b. Training and exposure of staff in relevant fields.
c. Attract and retain competent /qualified staff
d. Review and rationalize existing programmes
e. Conduct market survey to establish stakeholder needs

(2) Establish effective academic quality assurance.

Key activities:

a. Operationalize academic quality assurance Directorate
b. Modernize Library Services and enhance the learning environment.
c. Establish Centre for Pedagogy and Andragogy

(3) To promote and facilitate distance and e-learning programmes

Key activities:

a. Establish infrastructure for e-learning
b. Training of students and staff on e-learning
c. Develop self-learning instructional materials.

(4) To create a conducive teaching and learning environment

Key activities:

a. Improve infrastructure for learning
b. Enhance library services.
c. Facilitate investment in student accommodation
d. Improve health care and student counseling services
e. Equip students with life skills
f. Improve and ensure student security
g. Promote effective student governance
h. Initiate students' scholarships, awards and bursaries

(5) Generation, dissemination and utilization of new knowledge

Key activities:

Main University Gate

a. Set up University research fund
b. Reward innovators
c. Establish scientific Journals
d. Support participation in conferences and workshops
e. Promote registration and patenting of innovations
f. 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 attract, develop and retain competent, committed staff.

4.3.2 Strategic objectives

(1) To develop staff competences.

Key Activities:

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

Key Activities:

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 PERFORMANCE

Machakos University is committed to the provision of quality service to all its customers and stakeholders efficiently and effectively. This commitment is in recognition of the fact that customers and stakeholders are the lifeline of any business their coming acceptance to collaborate depends on the service deliver, the image of the University and how well the information about the University is disseminated. Thus performance of the three factors is paramount.

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 our stakeholders

Key Activities:

a. Review and Implement the University's Service Delivery Charter
b. Enhance student welfare services
c. Integrate utilization of ICT in service delivery

(2) To Improve Corporate Image

Key Activities:

a. Establish and operationalize a Corporate Communications and Marketing office
b. Operationalize Alumni office
c. Conformity to ISO Standards and adherence to Total Quality Management System.
d. Establish a niche
e. Promote outreach programmes

(3) To market the University

Key Activities:

a. Maximize management of mainstream and social Media
b. Promote participation in shows/exhibitions, conferences and workshops.

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. 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 social Research, Science, Technology and Innovation for social economic development.

4.5.2 Strategic Objectives

(1) Promote Research, Innovation and Technology.

Key Activities:

a. Organize innovation workshops and symposiums
b. Linking research to industry
c. Establish Innovation/technological awards
d. Increase research and innovation funding.
e. Start short courses in extension, technology and emerging areas.
f. Establish innovations hub.
g. Protection intellectual property rights.

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

Key Activities

a. Initiate and operationalize MoUs with strategic partners.
b. Enhance human resource and capacity building
c. Develop and implement supportive research policies

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

Key Activities:

a. Review and implement the existing master plan
b. Acquire additional land for expansion
c. Use of architectural designs that mainstream disability and environmental needs
d. Optimize infrastructural resources.

(2) To enhance green environment

Key Activities:

a. Harness rain water from building roofs
b. Construct high capacity underground concrete water tanks
c. Install solar power supply systems
d. Install e-waste collection containers

4.7 FINANCIAL GROWTH AND SUSTAINABILITY

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

4.7.1 Strategic Goal

To grow the revenue base of the University.

4.7.2 Strategic Objectives

(1) To diversify sources of funding.

Key Activities:

a. Establish endowment and trust funds
b. Initiate alumni contributions

c. Source for scholarships
d. Enhance TVET programmes
e. Engage development partners for funding assistance in research, development etc.
f. Initiate and strengthen Income Generating activities and Units.

(2) To improve efficiency in Financial Management

Key Activities:

a. Improve efficiency in collection and recovery of outstanding debts
b. Improve efficiency and effectiveness in expenditure control.
c.

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 Chancellorwillontheotherhand, guidetheimplementationandadoptionofthemain Strategic Plan and performance measurement tool thereof. The Directors of Performance Contracting and Quality Assurancewillalsocarryoutperiodicstrategyandperformanceauditsandreviews in order to keep the plan synchronized with emerging needs and report to the Vice Chancellor. 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, Directorateand Departmentwillbeexpectedtocollect, analyzedata, andgenerate 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 from government and donors.
2. **Efficiency** will assess the extent to which expected outputs are realized within the available resources and timelines
3. **Effectiveness** will address the strategic capacity and capability to continue Strategic Plan implementation and the achievement of results within the available resources
4. **Sustainability** will gauge whether the planned outcomes have been fully realized with minimal resources allocation.
5. **Impact** will evaluate the results and how it has affected service delivery and the mandate of the University.

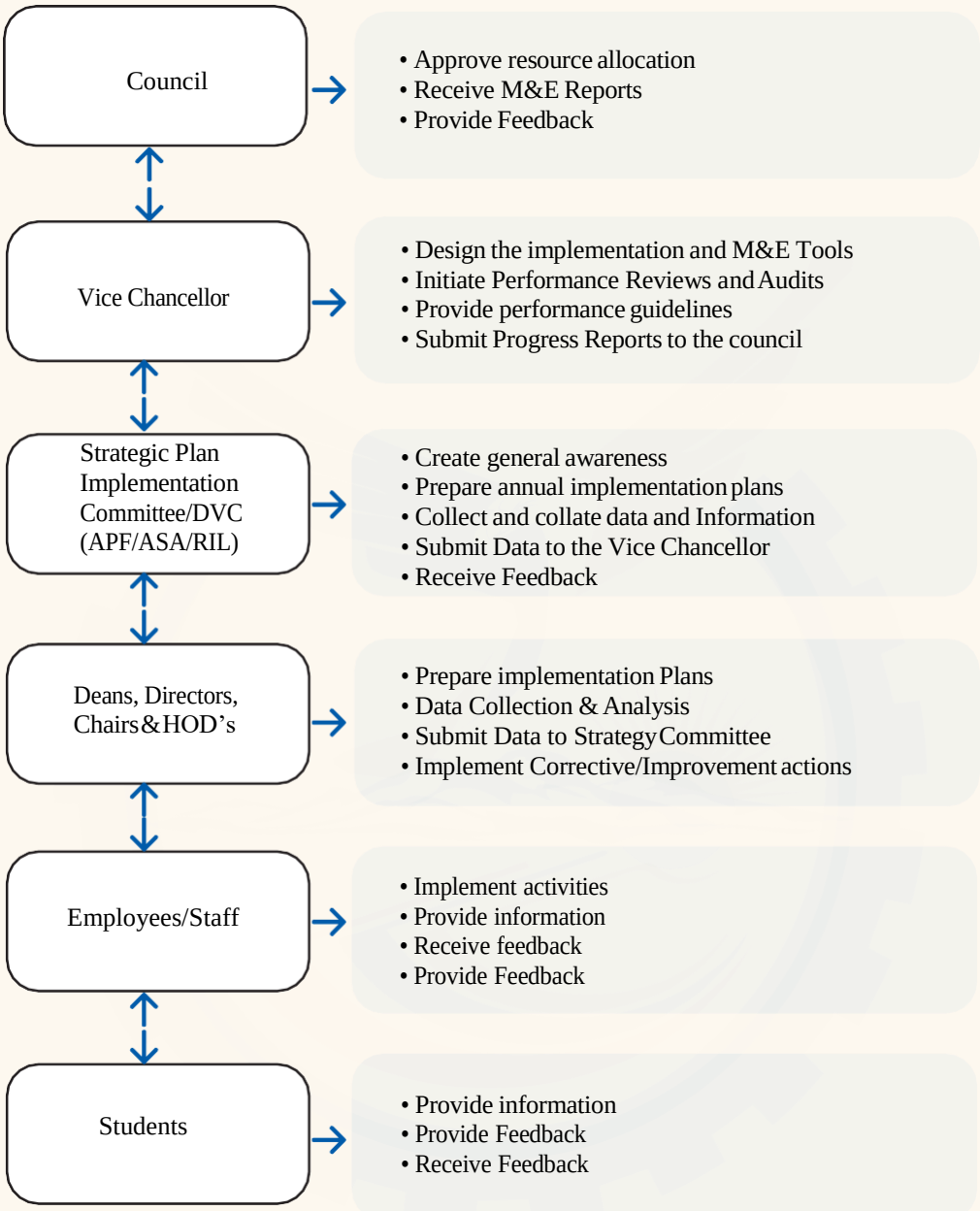


Figure 1: Strategic Implementation Structure

5.6 CASCADING THE STRATEGIC PLAN

The Strategic Plan will be cascaded to all levels of the university to help the University 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 and Quality Management Systems (PCA & QMS) and Directorate of Quality Assurance.

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. Audit 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	- To plan academic calendar accordingly
2.	Terrorism and fundamentalism	2	- Invest in goods security machinery - Sensitize on anti-terrorism activities
3.	Pandemics and natural distasters	1	- Create awareness - Improve health facility - Disaster preparenedness training
4.	Drought	1	- Sinking boreholes - Rain water harvesting - Recycling water - Diversify the sources of foo
		3	- Diversify Sources of Income - Excercise prudent Financial Management(FM) - Acquire a robust FM system

6.	Safety and security	2	- Hire a reputable security firm - Install security infrastructure
7.	Legal	2	- Hire Legal Officer - Negotiations - Arbitrations Conduct a Legal audit
8.	Environmental	2	- Establish safe disposal of waste - Hire/engage experts in waste management - Sensitize the community - Remove the pollutant
9.	Reputation/Integrity	3	- Ensure complience with the law - Regular audits - Public Relations - Training staff ethics and professionalism
10.	Compliance	2	- Continuous engagement with regulatory and oversight bodies
11.	Socio-Cultural issues	2	- Creating awareness - Training peer Counsellors - Use religious groups
12.	Competition	3	- Marketing - Improve infrastructure - Offer Market driven programmes - Attract and retain qualified academic staff
13.	Technology	2	- Upgrade and acquire modern technology - Train staff
14.	Industrial Unrest	3	- Engage continuosly and proactively
15.	Student Unrest	3	- Engage continuosly and proactively
16.	Poor Governance	2	- Training Council and Management members
17.	Legislation	1	- Monitor complicance
18.	Staff turn -over	2	- 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. Training of staff
2. Development of student Centre
3. Development of affordable construction materials
4. Recruitment of thematic leaders
5. Establishment of innovation Centre
6. Mobile banking
7. Use of smart cards
8. Establishment of School of mining
9. Renovations and improvement of roads
10. Development of Programmes/activities with quick wins /returns
11. Hosting and facilitating residential conferences and seminars
12. Use of e-services (payment of fees, registration, procurement of goods and services).

Section of graduands during the 3rd graduation ceremony

APPENDIX 1: IMPLEMENTATION PLAN

TABLE A1: Implementation Plan for Academic Excellence

Strategic Objective	Key Activities	Initatives	Performance Indicators	Times Frame (Years) 19/20	20/21	21/222	2/23	23/24	Estimated	Responsibility
To develop staff competences	a. Establish collaborations and partnerships	Sign MOUs	No. of MOUs	3	3	3	2	1	5B	DVC (APF)
	b. Train and expose staff in relevant fields	Develop training policy Develop training programmes	Approved policy No of approved programmes	√ 1	1	1	1	1		
	c. Attract and retain competent/Qualified staff	Recruit new staff Develop staff welfare policy Enhance staff welfare	No. of staff recruited Approved policy No. and types of welfare benefits	30	30	30	30	30		

	d. Review and rationalize existing programmes	Review of programmes	No. of programmes reviewed No. of programmes rationalized	1 1	1 1	1 1	1 1	1 1 1		VC DVC (APF) DVC (ASA) DVC (RIL)
	e. Contact market surveys to establish stakeholder's needs	Develop and administer questionnaires Visit and contact stakeholders	No. of questionnaires No. of stakeholders	100 100	100 100	100 100	100 100	100 100		
To establish effective academic quality assuarance	a. Operationalize academic Quality Assurance Directorate	Appoint Director Provide office Provide facilities	Appointment letter Office space No. of staff No. and type of facilities	√ 2 2	1	1	1	1	150M	VC DVC (APF) DVC (ASA) DVC (RIL)
	b. Modernize library services and enhance learning environment	Install library security system Install computers for e-library Provide boo shelves Provide new books Subscription for anti-plagiarism software	Type of security system No. of computers No. of books shelves No. of books Payment receipt	√ 20 10 500 √	10 10 500 √	√ 10 10 500 √	10 10 500 √	5 10 500 √		

	d. Improve health care and student counseling services	Procure clinic equipment Train student counsellor	No. of equipment No. of trained staff	2 1	2 1	2 1	2 1	2 1		VC DVC (APF) DVC (ASA
	e. Equip students with life skills	Develop life skills manuals Organize life skills workshops	No. of manuals No of students trained	1 20	1 20	1 20	1 20	1 20		
	f. Improve and ensure student security	Install gate security systems Install solar security lighting	No. of gate security systems No of solar security lights manuals	1 10	1 10	10	5	5		
	g.Promote effective student governance	Develop student constitution Automate voting	Approved constitution E-voting system	√ √			√			
	h. Initiate student's scholarships, awards and bursaries	Develop award policies Give awards	Approved policies No. of students	√ 5	5	5	5	5		
Generate, disseminate and utilize new knowledge	a. Set-up University research fund	Develop research fund policy	Approved policies Funds allocated (M)	5	5	5	5	5		
	Develop research fund policy	Develop innovation policy Allocate award funds	Approved policies Funds allocated (M)	1	1	1	1	1		

	c.Establish scientific Journals	Establish Journal Committee	Appointment of committe							
		Publish journal	No. of journal	1	1	1	2	2		
	d. Support participation in conferences and workshops	Budget for workshops	Approved budget (M)	5	5	5	5	5		
	e. Promote registration and patenting of innovations	Develop innovation policy Budget for registration and patenting	Developed policy Approved budget (M)	1 √	√	√	√	√	80M	VC DVC (APF) DVC (ASA) DVC (RIL)
	f. Establish Intellectual Property Rights office	Develop Intellectual Property Right (IPR) policy	Developed policy Approved budget (M)	√ √						

TABLE A2: Implementation Plan for Human Resource Management

Strategic Objective	Key Activities	Initatives	Performance Indicators	Times Frame (Years)					Estimated cost (Kshs)	Responsibility
				19/20	20/21	21/22	22/23	23/24		
To develop staff competences	a.support career growth and development	Carry out a skills gap audit	Skills gap report Revised JDs Approved policy	√ √ √			√ √		100M	VC DVC (APF) DVC (ASA) DVC (RIL)
	b. Source and award scholarships	Develop scholarship award policy Appoint scholarship award committee	Approved policy Appointment letter No. of scholarships awarded	√ 5	 5	 5	 5	 5		
	c. Collaborate with other universities and institutions for capacity building	Sign MOUs Develop capacity building manuals	No. of MOUs No. of manuals	2 1	5	5 1	5	5		

	d. Implement staff training and development policy	Budget for training funds Advertise for staff training funding	Allocated budget (M) No. of Staff funded	10 10	10 10	10 10	10 10	10 10		
Maintain optimum staff competency	a. Mobilize additional funding for staff recruitment	Increase staff emolument budget Develop fundable proposals	No. of proposals Fund raised (M)	0.9 1 5	11 2 10	1.2 2 20	1.4 3 30	1.6 3 40	250M	VC DVC (APF) DVC (ASA) DVC (RIL)
	b. Enhance work environment to attract and retain relevant talent	Renovate offices Equip offices Provide water dispensers	No. of Office Rennovated No. of office equipment procured No. of water dispensers	4	3	3	4	5		
	c.Provide competitive remuneration packages.	Sign internal Collective Bargain Agreements (CBAs) Increase personnel remuneration budget	No of signed CBAs Approved budget	3				3		

TABLE A3: Performance

Strategic Objective	Key Activities	Initatives	Performance Indicators	Times Frame(Years) 19/20	20/21	21/22	22/23	23/24	Estimated cost (Kshs)	Responsibility
To enhance service delivery to all stakeholders	a. Review and Implement the University's Service Delivery Charter	Review of Charter	Skills gap report				√		400M	DVC (APF)
		Identify Customer service champions	Revised JDs				√			
		Carry out customer satisfaction surveys	Approved policy % growth in Customer satisfaction index	2	2	2	2	2		
	b. Enhance student welfare services	Appoint Dean of Students	Letter of appointment	√ √						DVC (APF)
		Develop student's centre	Developed centre							
		Equip two halls with TVs	No of TVs	2		3				
	c. Integrate utilization of ICT in service delivery	Automate leave application	Paperless leave application	√ √	√ √	√ √	√ √	√ √		DVC (APF)
		Implement e-banking	Online funds transfer	5000	2000	2000	2000	2000		
		Initiate use of smart cards by staff and students	No. of smart cards							

To Improve Corporate Image	a. Establish and operationalize a Corporate Communications and Marketing (CCM) office	Appoint CCM Officer Equip CCM Office Develop corporate communication policy	Appointment letter No. of equipment Approved policy	√ 2 √	1	1	1	1	100M	VC DVC (APF) DVC (ASA) DVC (RIL)
	b. Operationalize Alumni office	Appoint alumni coordinator Allocate alumni office Develop alumni constitution	Letter of appointment Allocated office Approved constitution	√ √ √						VC DVC (APF) DVC (ASA) DVC (RIL)
	c. Conformity to ISO Standards and adherence to Total Quality Management System	ISO 9001:2015 certification Establish Performance Contracting (PC) and Quality Management System (QMS) office Develop QMS manual	ISO Certificate PC/QMS office QMS MAnual	√ √ √						VC DVC (APF) DVC (ASA) DVC (RIL)
		Select niche area(s)	No. of selected area(s) Approved niche area(s)	2 √						

	e. Promote outreach programmes	Develop outreach policy Allocate outreach budget Initiate outreach programmes	Approved policy No. of Equipment Approved policy	√ 2 √		1	1	1	VC DVC (APF) DVC (ASA) DVC (RIL)
To market the University	a. Maximize management of mainstream and social Media	Recruit Corporate Communication Officer Enhance website Enhance use of social media	Appointment letter Website enhanced features No. of active social media	√ √ √	√	√	√	√	75M VC DVC (APF) DVC (ASA) DVC (RIL)
	b. Promote participation in shows/exhibitions, conferences and workshops	Allocate budget Advertise for conferences, shows, workshops and exhibitions Develop fundable proposals	Approved budget No. of adverts No. of proposals	√ 2 1	√ 2 1	√ 2 1	√ 2 1	√ 2 1	

TABLE A4: Research, Science, Technology and Innovation

Strategic Objective	Key Activities	Initiatives	Performance Indicators	Times Frame (Years) 19/20	20/21	21/22	22/23	23/24	Estimated cost (Kshs)	Responsibility
Promote Research, Innovation and Technology.	a. Organize innovation workshops and symposiums	Allocate budget	Skills gap report						800M	DVC (RIL))
		Advertise for workshops and symposiums	Revised JDs							
			No. of adverts	2	2	2	2	2		
		Develop training manuals	No. of manuals	2	2	2	2	2		
	b. Linking research to industry	Establish linkage office	Linkage office	√						
		Develop linkage policy	Approved policy	√	√	√	√	√		
		Sign MOUs	No. of MOUs	5	3	3	3	3		
	c. Establish Innovation /technological awards	Develop award policy	Approved policy							
		Open award account	Bank account							
		Mobilize funds	Funds mobilized (M)		2	5	10	15		

	d. Increase research and innovation funding	Allocated budget Mobilize funds Open account	Approved budget Funds mobilized (M) Bank account	√ 2 √	3	4	5	5	100M	DVC (RIL)
	e. Start short courses in extension, technology and emerging areas.	Develop short courses Advertise for short courses Train entrepreneurs	No. of courses No. of adverts No. trainees	2 2 10	2 2 20	2 2 20	2 2 30	2 2 30		
	f. Establish innovations hub.	Appoint establishment committee Allocate land Sign MOUs	Appointment letter Area (Acres) No. of MOUs	√ 2	0.5					
	g. Protection of intellectual property rights (IPR)	Develop IPR policy mplement IPR policy Develop IPRpolicy	Approved policy No. of protected innovations No. of staff and students	√ 10	 20	 20	 20	 20		

To enhance mechanisms for collaboration and linkages in research.		Identify Strategic partners Sign MoUs Undertake MoU activities	No. Strategic partners No. of MoUs No. activities	2 2 2	2 2 3	2 2 3	2 2 3	2 2 4	30M	DVC (RIL)
	b. Enhance human resource and capacity building	Training staff on proposal writing and funds mobilization Promote staff and student exchange with strategic partners Hold conferences and workshops	No. of Staff trained No. of students and staff exchanged No. of conferences and workshops held	10 2 2	10 2 2	15 2 2	1 2 2	20 2 2		VC DVC (APF) DVC (ASA)
	c. Develop and implement supportive research policies	Develop research policy Develop IPR policy Implement developed policies	Approved policy Approved policy No.of activities implemented policies	2	2	2	2	2		DVC (RIL)

TABLE A5: Infrastructure

Strategic Objective	Key Activities	Initatives	Performance Indicators	Times Frame(Years) 19/202	0/21	21/222	2/23	23/24	Estimated cost (Kshs)	Responsibility
To provide appropriate facilities for teaching, research, consultancy and community service	a.Review and implement the existing master plan	Review Master Plan	Approved Master Plan		√				1 .5B	VC DVC (APF) DVC (ASA)
		Seek architectural design works	No. of design	1 1	1		1	2		
		Develop facilities in the allocated areas	No of developed facilities	√			1			
	b. Linking research to industry	Establish linkage office	Linkage office	√	√	√	√	√		
		Develop linkage policy	No. of MOUs							
	c. Use of architectural designs that mainstream disability and environmental needs	Sign MOUs	No. of MOUs	5	3	3	3	3		
		Develop disability mainstreaming policy	Approved policy							
		Develop disability mainstreaming policy	No. of Constructed structures	2	2	2	2	2		
		Remove asbestos roofs	No. of asbestos panels removed	50	50	50	50	50		

	d. Optimize infrastructural resources	Construct Tuition and office block	Certificate of								
		Develop low cost paving materials	Paved roads								
		Renovate Nduilu block	Certificate of	√							
To enhance green environment	a. Harness rain water from building roofs	Develop roof cutters	No. of buildings	2	2	2	2	2	30M	VC DVC (APF) DVC (ASA) DVC (RIL)	
	b. Construct high capacity undergeound concrete water tanks	Identify underground water	No. of water sites	1	1	1					
			Certificate of completion								
	c. Install Solar power supply systems	Identify security risk areas	Identified areas								
		Install solar lightings	No. of solar lights	5	5	5	5	5			
	d. Install e-waste collection containers	Identify areas suitable for e-waste collection	Identified areas								
		Fabricate e-waste containers	No. of containers	2	2	2	2	2			

TABLE A9: Financial Growth and Stability

Strategic Objective	Key Activities	Initiatives	Performance Indicators	Times Frame (Years) 19/20	20/21	21/22	22/23	23/24	Estimated cost (Kshs)	Responsibility
To diversify sources of funding.	a. Establish endowment and trust funds	Develop endowment and trust fund policy	Approved policies						100M	VC DVC (APF) DVC (ASA)
		Identify stakeholders to support the fund	No. of stakeholders	10	10	10	10	10		
		Mobilize resources	Funds raised (M)	12		35		8		
	b. Initiate alumni contributions	Mobilize resources	Approved constitution	√						
		Develop and activate alumni register	No. alumni register	1000	1000	1000	1000	2000		
		Mobilize alumni contribution	Funds raised (M)	1	1	11		1		
	c. Source for scholarships	Identify stakeholders Write funding proposals	Number of funded proposals							
			Number of funded proposals	1	11		1			
		Organize fund raising	Funds raised (M)			15	2			

	d. Enhance TVET programmes	Establish TVET Directorate Appoint TVET Director Allocate TVET Lecturers	Establish TVET Directorate Appoint TVET Director Allocate TVET Lecturers	√ √ 5	 √	 √ 10	√ √ 15	 √ 15	30M	VC DVC (APF) DVC (ASA) DVC (RIL)
	e. Engage development partners for funding assistance in research, development	Develop linkage policy Develop linkage policy Raised Funds	Develop linkage policy Identify stake holders Raise funds	√ 2 10	 2 10	 22 10	 10	 2 10		
	f. Initiate and strengthen Income Generating Activities and Units.	Develop IGU policy Allocate IGU budget Appoint a debt collector	Develop IGU policy Develop IGU business plans Allocate IGU budget Establish IGUs	√ √ √ 2	 √ √ 3	 √ √ 2	 √ √ 1	 √ √ 1		
To improve efficiency in Financial Management	a. Improve efficiency in collection and recovery of outstanding debts	Appoint a debt collector Develop debt management policy	Appointment letter Approved policy	√ √					20M	

To improve efficiency in Financial Management	a. Improve efficiency in collection and recovery of outstanding debts	Automate financial systems	Performance reports	√	√	√	√	√	20M	VC DVC (APF)
	b. Improve efficiency and effectiveness in expenditure control.	Automate expenditure controls Train staff Evaluate performance of expenditure controls	Operation of ERP No. of staff Evaluation report	√ 20 √	√ 10 √	√ 10 √	√ 10 √	√ 10 √		
	c. Initiate e-management of financial resources	Initiate e-banking Automate preparation of financial statements Minimize use of cash money	E-banking approval Performance reports % of cash reduction	√ √ 20	√ 40	√ 60	√ 80	√ 90		

APPENDIX 2: LIST OF PROGRAMMES OFFERED BY THE UNIVERSITY

1. *School of Business and Economics*

a. PhD in Business Administration
b. Master of Business Administration
c. Master of Science (Human Resource Management)
d. Bachelor of Commerce
e. Bachelor of Economics and Finance
f. Bachelor of Econometrics and Statistics
g. Bachelor of Economics
h. Diploma in Human Resource Management
i. Diploma in Procurement and Supply Chain Management
j. Diploma in Business Management
k. Diploma in Accountancy
l. Bachelor of Commerce
m. Bachelor of Economics and Finance
n. Bachelor of Economics
o. Bachelor of Economics and Statistics
p. Diploma in Human Resource Management
q. Diploma in Procurement and Supply Chain Management
r. Diploma in Business Management
s. Diploma in Accountancy
t. Certificate in Procurement and Supply Management
u. Certificate in Business Management.
v. Certificate in Sales and Services.

2. *School of Humanities and Social Science*

a. Ph.D. in Applied Linguistics
b. Master of Arts in Religious Studies
c. Masters of Arts in Philosophy
d. Masters of Arts in Applied Linguistics
e. Master of Arts in English and Linguistics
f. Master of Arts in Kiswahili
g. Master of Arts in Literature
h. Bachelor of Science in Fashion Design and Marketing
i. Bachelor of Arts (All)
j. Bachelor of Science in Community Resource Management
k. Diploma in Fashion Design and Marketing
l. Certificate in Fashion, Design and Marketing

3. *School of Pure and Applied Sciences*

a. Master of Science (Chemistry)
b. Bachelor of Science (statistics and Programming)
c. Bachelor of Science (Actuarial Science)
d. Bachelor of Science (Analytical Chemistry)
e. Bachelor of Science
f. Bachelor of Science (Mathematics and Computer Science)
g. Bachelor of Science (Mathematics)

h. Bachelor of Science in Biology

4. School of Education

a. Ph.D. in Educational Psychology
b. Ph.D. in Education in Educational Planning
c. Ph.D. in Education in Educational Administration,
d. Ph.D. in Economics of Education
e. Ph.D. in Education in Curriculum Development
f. Ph.D. in Education Technology
g. Ph.D. in Education Development
h. Master of Education Planning
i. Master of Education in Curriculum Development
j. Master of Education in Communication Technology
k. Master of Educational Psychology
l. Master of Education
m. Master of Education (ECE)
n. Master in Special Need education
o. Master of Education in Guidance and Counselling
p. Master of Education in Comparative and International Studies
q. Master of Education in Sociology of Education and Policy Studies
r. Master of Education in Philosophy of Education
s. Mater of Education in History of Education
t. Bachelor of Education (Arts)
u. Bachelor of Education (Science)
v. Bachelor of Education in Early Childhood Education
w. Bachelor of Education in Special Needs
x. Diploma in Educational Leadership and Management
y. Diploma in Early Childhood Education
z. Diploma in Education (Science) aa. 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
o. Certificate in Building Construction Technology
p. Certificate in Plumbing Technology
q. Certificate in Mechanical Engineering
r. Certificate in Electrical Engineering

6. School of Hospitality and Tourism Management

a. Master in Tourism Management
b. Master in Hospitality Management
c. Bachelor of Hospitality Enterprise Management
d. Bachelor of Science Hospitality Management
e. Diploma in Hospitality Management
f. Diploma of Technology in Hospitality and Tourism Management
g. Diploma in Tourism and Wildlife Management
h. Certificate in Hospitality and Tourism Operations

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
b. Bachelor of Science Public Health
c. Bachelor of Science Food, Nutrition and Dietetics
d. Bachelor of Science Health Records and Information Technology
e. Bachelor of Science Nursing (Upgrading)
f. Bachelor of Science Nursing
g. Diploma in Health Records and Information Technology
h. Diploma in Food, Nutrition and Dietetics
i. Diploma in Occupational Health and safety
j. Diploma in Occupational Therapy

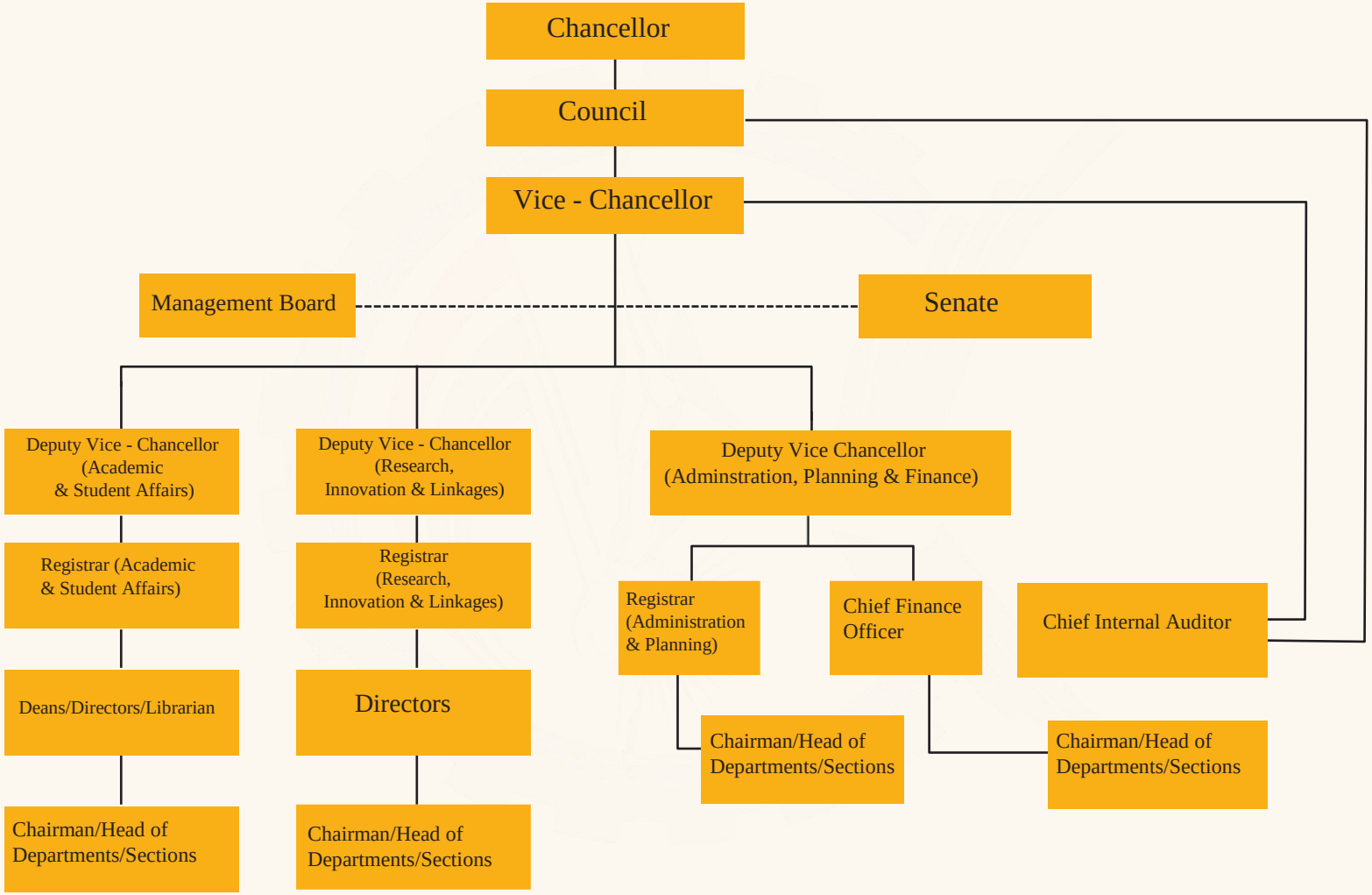
APPENDIX 3: STAKEHOLDER PARTICIPATION

The following Stakeholders participated in review of MksU Strategic Plan

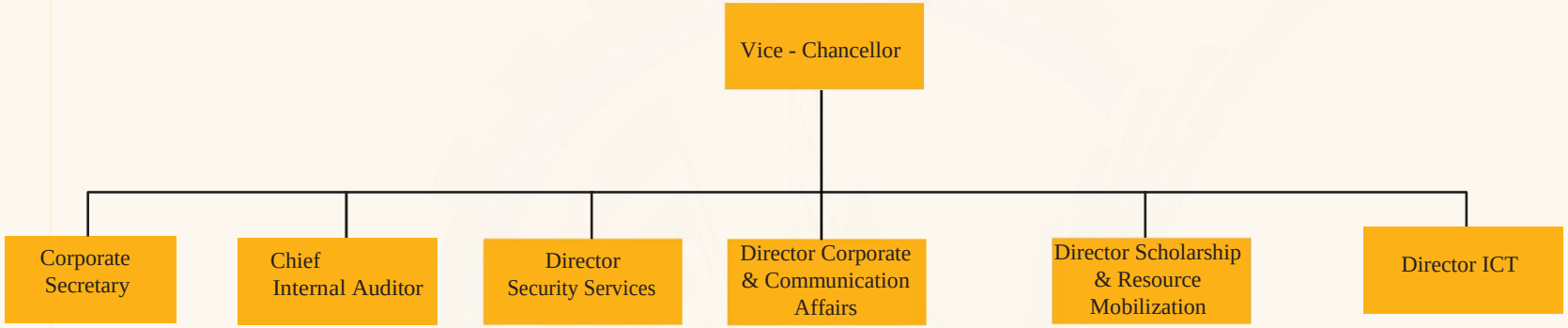
S/No.	Name of Stakeholder	Location
1	Katoloni Secondary School	Machakos
2	Muthini Primary School	Machakos
3	Bishop Kioko Hospital	Machakos
4	Shalom Hospital	Machakos
5	Mulleys Supermarket	Machakos
6	Total (K) Limited	Machakos
7	Nzilloh Hostels	Machakos
8	Naivas Supermarket	Machakos
9	Ministry of Water	Machakos
10	Ministry Of Works	Machakos
11	School for the Deaf	Machakos
12	School for the Blind	Machakos
13	Pasha Enterprises	Machakos
14	County Government of Machakos	Machakos
15	National Bank of Kenya	Machakos
16	Level 5 Hospital	Machakos
17	Standard Bank of Kenya	Machakos
18	Safaricom Limited	Machakos
19	Ministry of Education	Machakos
20	Machakos Teachers Training College	Machakos
21	Ministry of Agriculture	Machakos
22	KARLO- Katumani	Machakos

S/No.	Name of Stakeholder	Location
22	KARLO- Katumani	Machakos
23	Ndovu Contractors	Machakos
24	Sinoe Contractors	Machakos
25	T.Tot Hotel	Machakos
26	Friends Butchery	Machakos
27	Makamithi Enterprises	Machakos
28	Gelian Hotel	Machakos
29	Full care Academy	Machakos
30	Students	Machakos
31	Students Leaders	Machakos
32	UASU	Machakos
33	KUDHEIHA	Machakos
34	KUSU	Machakos
35	Teaching Staff	Machakos
36	Non-Teaching Staff	Machakos
37	Neighbours	Machakos
38	Employers	Machakos
39	Central Administration Units	Machakos

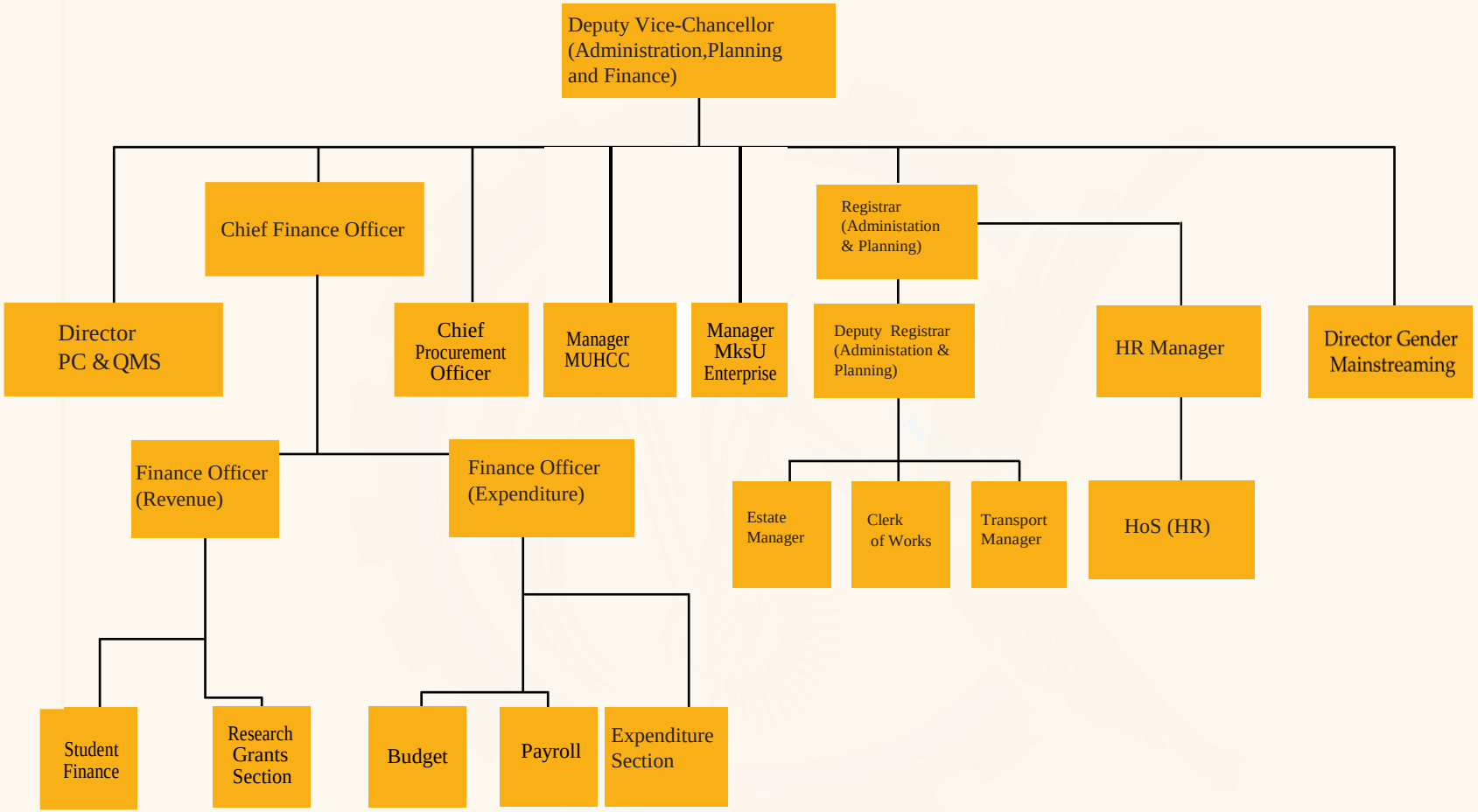
APPENDIX 3: MACHAKOS UNIVERSITY ORGANOGRAM



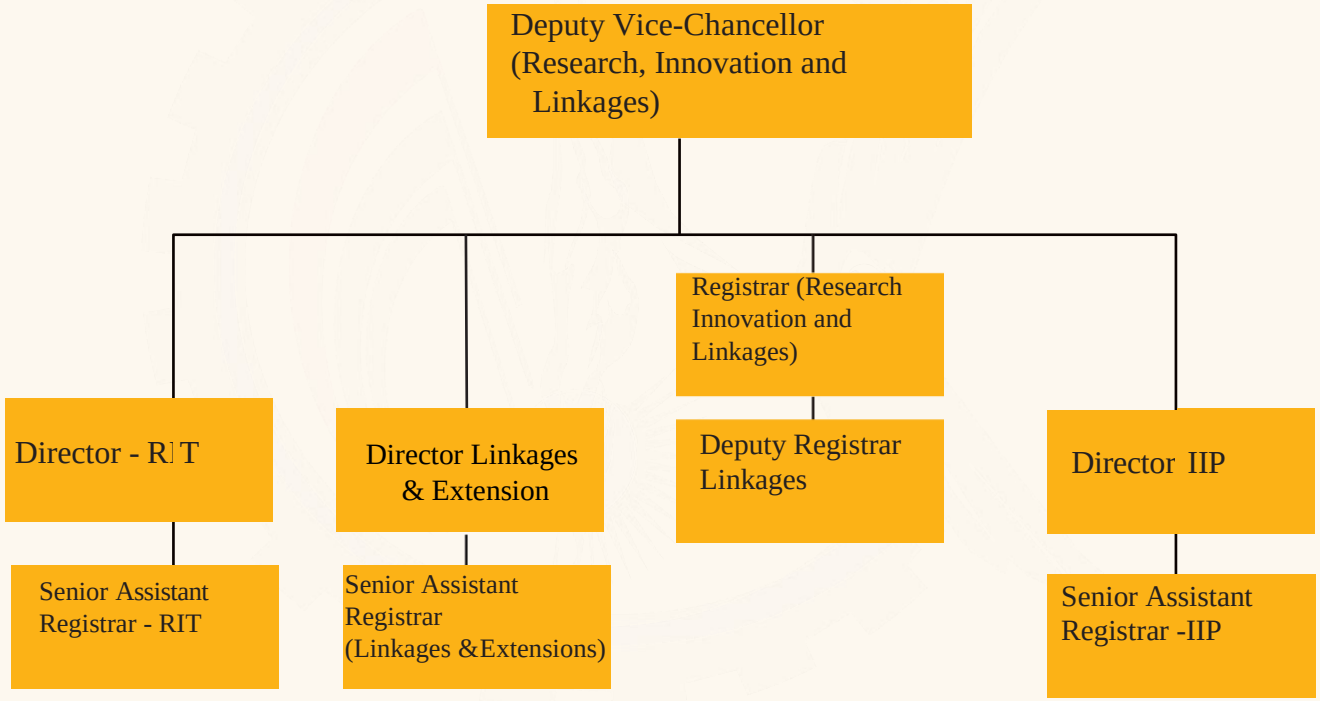
CORPORATE ORGANOGRAM



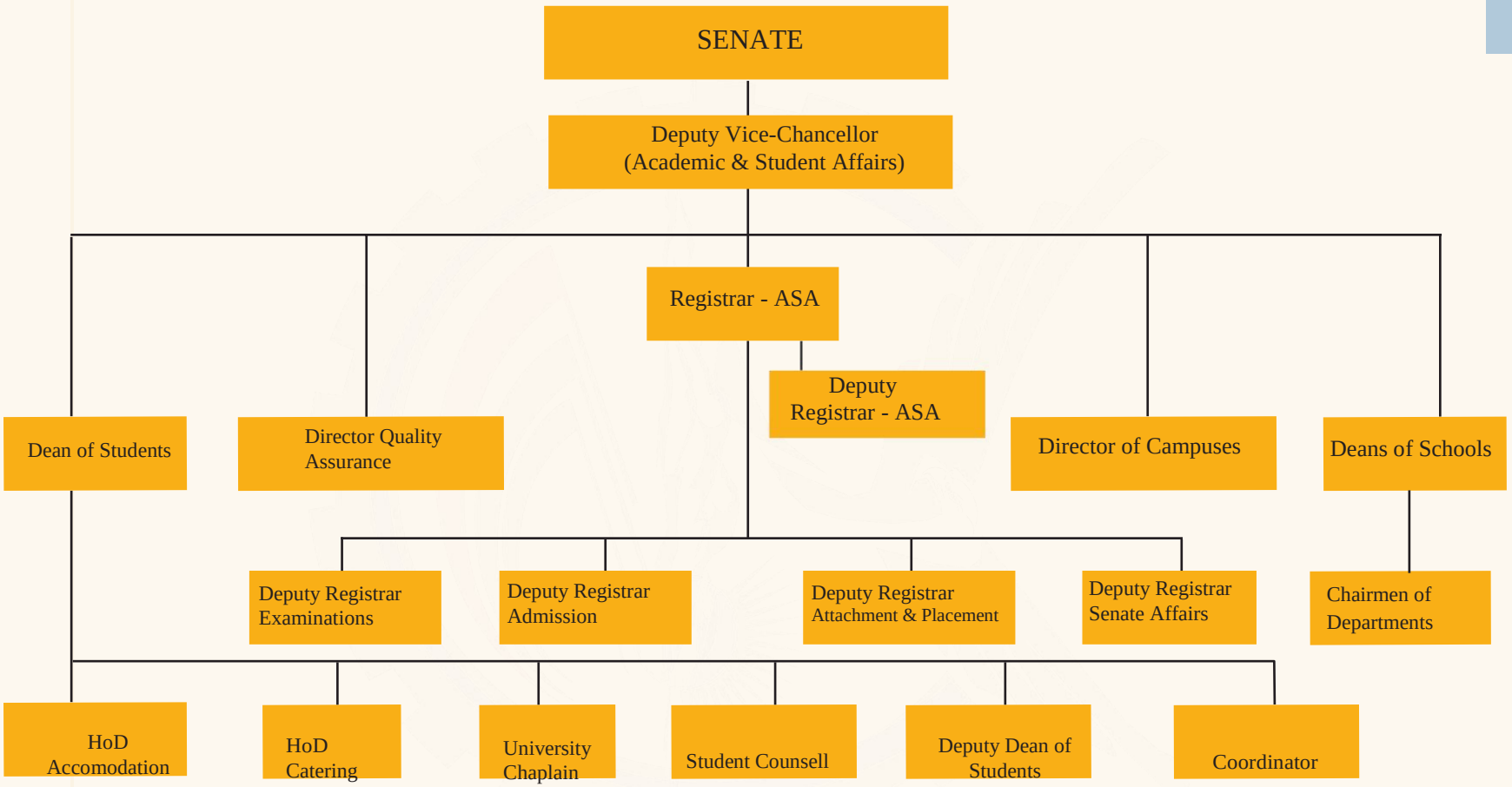
ADMINISTRATION, PLANNING & FINANCE DIVISION ORGANOGRAM



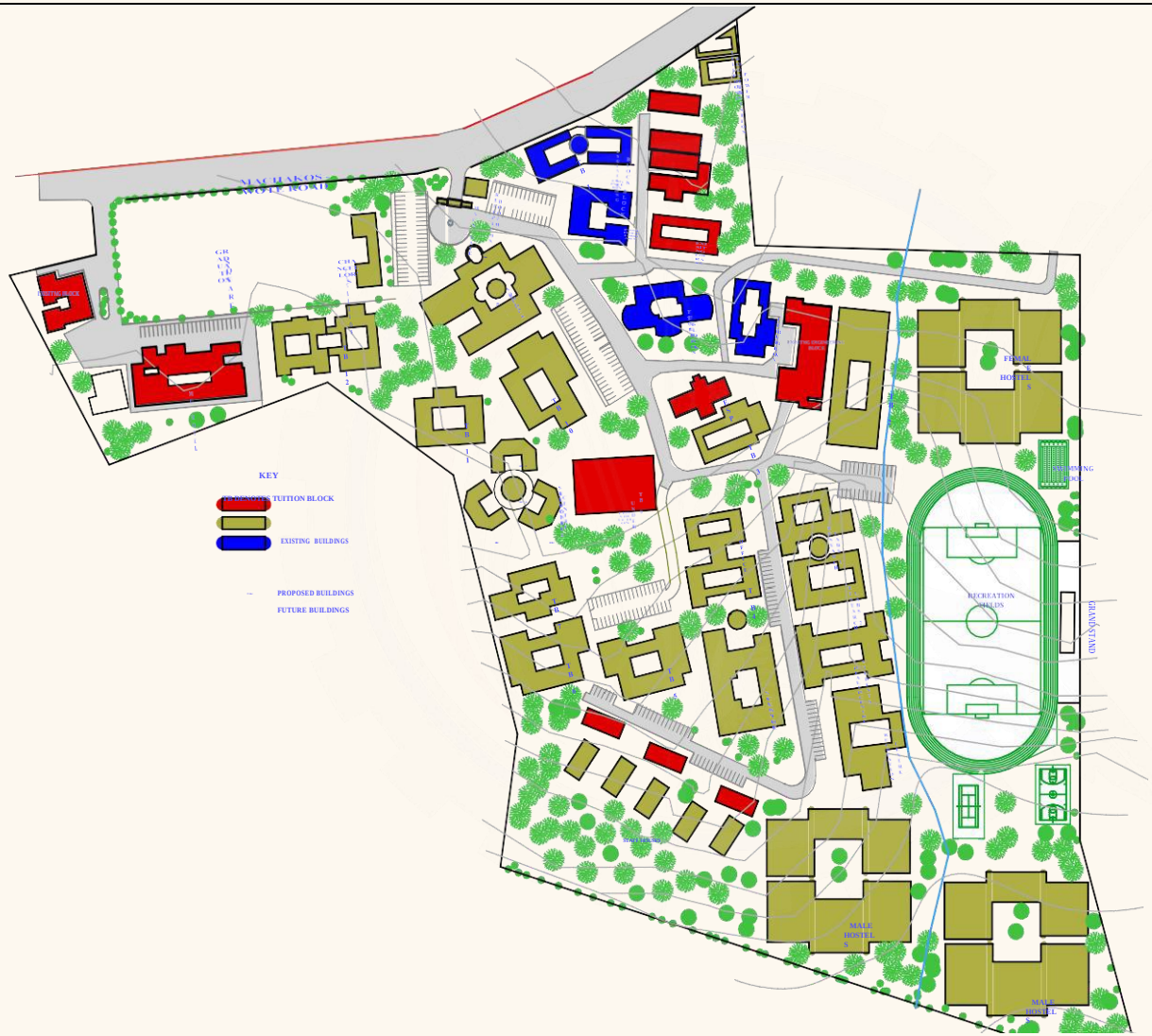
RESEARCH INNOVATION & LINKAGES DIVISION ORGANOGRAM



ACADEMIC & STUDENT AFFAIRS ORGANOGRAM



KEY:
ASA - Academic & Student Affairs
HoD - Head of Department



Tution block 1
School of Engineering and Technology

Tution block 2
School of Environment & Natural Res.

Tution block 3
School of Agric & Natural Res

Tution block 4
School of Pure and Applied sci

Tution block 5 School
of Health Sciences

Tution block 6 School
of Busness & Econ

Tution block 7 School
of Education

Tution block8
School of Humanities &Social Sci

Tution block9
School ofGovernance & leadership

Tution block 10
School of Law

Tution block 11 School
of Applied Human sci

Tution block 12
School of Hospitality & Tourism

project

drawing title

client

Machakos University
P.O Box 136-90100
MACHAKOS

client signature

scale

MINISTRY OF LANDS, HOUSING & URBAN DEVELOPMENT
STATE DEPARTMENT OF PUBLIC WORKS
ARCHITECTURAL DEPARTMENT

Machakos University Hotel and Conference Centre
(Le Technische Restaurant)