



UNIVERSITY OF ELDORET
ANNUAL REPORT AND FINANCIAL STATEMENTS
For The Financial Year Ended June 30, 2021

Prepared in accordance with the Accrual Basis of Accounting Method under the International
Public Sector Accounting Standards (IPSAS)

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KEY ENTITY INFORMATION AND MANAGEMENT

(a) Background information

The University of Eldoret was founded in 1946 by the white settlers as a Large-Scale Farmers Training Centre. In 1984, it was converted to a teacher training college – Moi Teachers. It became a campus of Moi University in 1990 – Chepkoilel Campus and was established as a Constituent College in August 2010, through Legal Notice No. 125. It became a fully-fledged University after being awarded a Charter on 11th February 2013 by the then President of the Republic of Kenya His Excellency Mwai Kibaki and became the 14th public University in Kenya. The University is represented by the University Council, through the Vice-Chancellor who is responsible for the general policy and strategic direction of the University.

(b) Principal Activities

The Core business of the University as provided by the Universities Act 2012 of the Laws of Kenya includes:

1. Teaching, Research and Technology Innovations
2. Corporate social responsibility and Promotion of social fairness
3. Cooperation with Government in the planned development of university education
4. Advisory and consultancy services

Vision: A premier University that nurtures global Leaders and Innovators.

Mission: To provide high quality education and training, research and consultancy in Science, Agriculture and Technology to meet the needs and aspirations of a dynamic society.

Core Values: At University of Eldoret, we are committed to:

1. Integrity;
2. Innovativeness;
3. Customer satisfaction;
4. Competitiveness;
5. Equity;
6. Responsiveness; and
7. Inclusivity.

Objectives and Functions

1. To enhance quality of teaching and learning;
2. To position the university as a research centre;
3. To improve governance and corporate image;
4. To attract and retain competent human resource;
5. To develop and maintain physical and technological infrastructure;
6. To strengthen resource mobilization and utilization;

Quality Policy Statement: University of Eldoret is committed to providing quality higher education through teaching, research, outreach and consultancy services that meet and exceed the expectation of all interested parties, comply with ISO 9001:2015 standard and applicable statutory and regulatory requirements and continually improve the quality management systems effectiveness through periodical reviews at appropriate levels.

(c) Key Management

The University's day-to-day management is under the following key organs:

1. University Management Board (UMB);
2. University Senate; and
3. University Deans Committee.

(d) Fiduciary Management

The key management personnel who held office during the Financial Year ended 30th June 2021 and who had direct fiduciary responsibility were:

No.	Designation	Name
1.	Vice-Chancellor	Prof. Teresa A. O. Akenga
2.	Deputy Vice Chancellor (A&F)	Prof. Wilson Ngetich
3.	Deputy Vice Chancellor (ASA)	Prof. Ruth N. Otunga
4.	Deputy Vice Chancellor (PRE)	Prof. Philip Raburu
5.	Registrar (Academic)	Prof. Paul K. Tarus
6.	Ag. Registrar (Administration)	CPA Francis Ikapel Omete
7.	Registrar (Planning)	Dr. Benjamin Mwasi
8.	Ag. Finance Officer	CPA Ereu Totona
9.	Senior Legal Officer	Mr. Stephen Anditi

(e) Fiduciary Oversight Arrangements

The key fiduciary oversight arrangements exist between the University and the organs listed below:

1. Audit and Risk Management Committee of Council
2. Ministry of Education
3. Parliamentary Investment Committees (PIC) and Education (PCE)
4. Public Procurement and Regulatory Authority (PPRA)
5. Ethics and Anti- Corruption Commission (EACC)
6. Office of the Audit General (OAG)

(f) University Headquarters

P. O. Box 1125 - 30100
Chepkoilel/Eldoret-Ziwa Road/Off Iten Road
Eldoret, KENYA

(g) University Contacts

Telephone: (254) (0) 5363111, (254) (0) 532033712, (254) (0) 532033712

E-mail : vc@uoeld.ac.ke

Website: www.uoeld.ac.ke

(h) University Bankers

- | | |
|--|--|
| <p>1. National Bank of Kenya Ltd
Eldoret Branch
P.O. Box 3111 - 30100
Eldoret, Kenya</p> | <p>2. Kenya Commercial Bank
Eldoret West Branch
P.O. Box 5197 - 30100
Eldoret, Kenya</p> |
| <p>3. Standard Chartered Bank Ltd
Eldoret Branch
P.O. Box 7 - 30100
Eldoret, Kenya</p> | <p>4. Equity Bank Ltd.
Eldoret Branch
P.O. Box 2210 - 30100
Eldoret, Kenya</p> |
| <p>5. Co-operative Bank of Kenya Ltd
Eldoret Branch
P.O. Box 2948 - 30100
Nairobi, Kenya</p> | |

(i) Independent Auditors

Auditor General
Office of the Auditor-General
Anniversary Towers, University Way
P.O. Box 30084
GPO 00100
Nairobi, Kenya

(j) Principal Legal Adviser

The Attorney General
State Law Office
Harambee Avenue
P. O. Box 40112
City Square 00200
Nairobi, Kenya

PERFORMANCE AT A GLANCE

Figure 1: Our Revenue in Brief

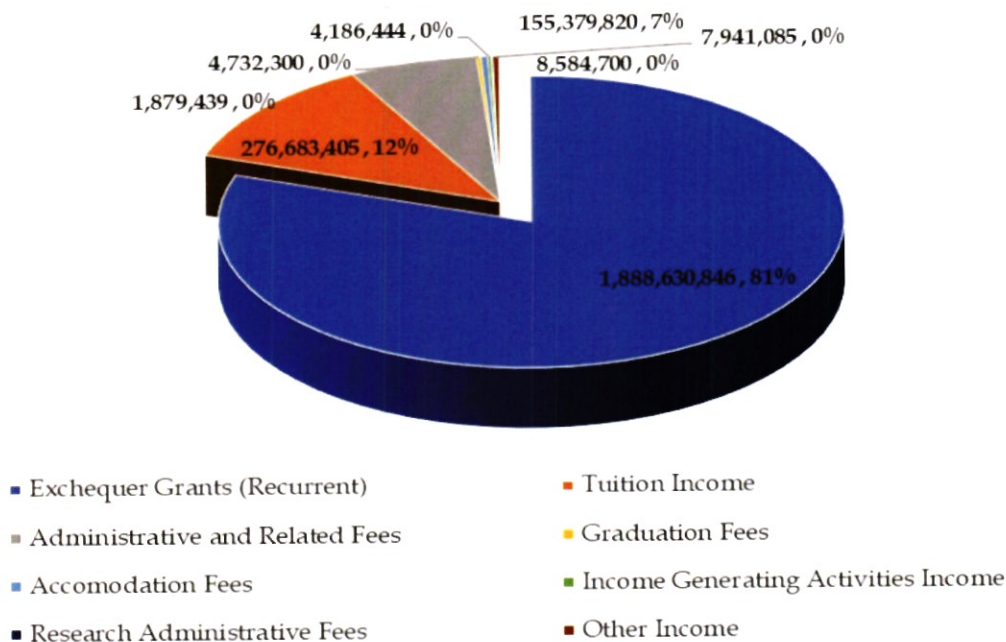
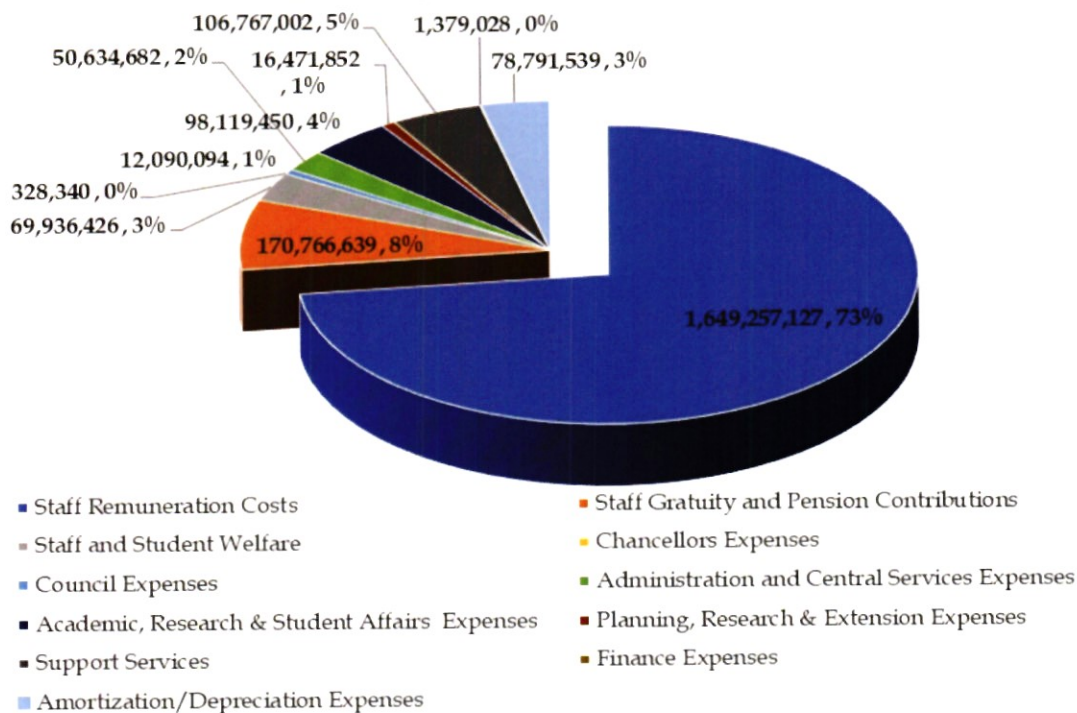


Figure 2: Allocations/Expenditure in Brief



THE UNIVERSITY COUNCIL



Dr. Ismail Buro Hassan
(DoB -1957)

Dr. Hassan is a seasoned Educationist specialising in Education Administration, research, advocacy, policy formation, monitoring & evaluation, and management of Educational Institutions. He served as Secretary to Garissa County Taskforce on Improving Education Standards in 2017/2018, Deputy Director and Head of Management Development (Capacity Development) at Kenya Education Management Institute (KEMI) from 2014 to 2016, KEMI Regional Training Coordinator for North Eastern and Coast Regions from 2011-2013. He also served as a Provincial Director of Education, DEO, Education/Quality Assurance and Standards Officer, Teacher Trainer and a Teacher.

He holds a Doctorate Degree in Business Administration (JKUAT), Masters of Business Administration (Strategic Management) (KEMU), Master of Arts in Education and International Development (London) and Bachelor of Education from University of London. He has also attended several professional courses in Performance Management, Strategic Leadership Development Program, Education Management and Financial Management. Dr. Hassan is currently a Member of Kenya Association of Public Administration and Management (KAPAM) and The North Eastern Muslim Welfare Society. He has also published and reviewed several Peer Review Academic Papers for Publication at African Educational Journal

Prof. Teresa A. O. Akenga has served previously as the DVC (Academics, Research and Extension) at the Management University of Africa and the Deputy Principal (Academic Affairs) at Bondo University (now JOOUST). She was an Associate Professor of Organic Chemistry at Kigali Institute of Science and Technology, Rwanda. She served as a lecturer and a Senior Lecturer in Chemistry Department teaching Organic Chemistry. Prof. Akenga holds a Ph.D in Organic Chemistry from University of New South Wales in Australia, MSc in Chemistry and B.Ed (Sc.) in Chemistry both from KU and an MBA (Corporate Governance)



Prof. Teresa A. O. Akenga,
(DoB - 1963)

from KCA University.

She is the current Vice-Chairperson, Forum for African Women Vice Chancellors (FAWoVC). She was a member of the Executive Committee of the Inter-Universities Council of East Africa (IUCEA) and was also a representative of Vice-Chancellors at the Board of Kenya School of Government from July 2017 to July 2020. She was awarded “The Moran of the Order of the Burning Spear” (MBS) by the President of Kenya, H.E. Uhuru Kenyatta in 2013 in recognition for her contribution to training, research and curricula development. In year 2020 she was honoured with a Women in Education Leadership award for her role in overseeing the University towards a global outlook.



Dr. Beryl Namalwa Mutekhele
(DoB -1963)

Dr. Beryl is an eminent professional and Educationist who has served as County Executive Committee Member (CEC) of Education, Youth Affairs and Sports for Bungoma County (2013 to 2017), Principal, Lugulu Girls and Namawanga Girls. As CEC, she steered Bungoma county to position one in devolved functions of education in Kenya and chaired the Education CECs’ caucus at the council of governors for five years. Beryl has also taught at the University of Nairobi’s Kitale campus as a part-time lecturer and also served as a senior examiner for KNEC.

Beryl is extensively trained in Education administration, with Ph.D. and M.A in Project Planning and Management, specializing in monitoring and evaluation from University of Nairobi, B.Ed (Science) Maths/Physics from Egerton University and Dip (Science) (KSTC). She has excellent leadership and management expertise backed with vast hands-on experience in government governance as well as sound knowledge of related organizational policies, administrative systems and procedures. As a team player, she works well with others in meeting and achieving results. She has been involved in consultancy work and published research articles in international journals.

Hon. Jire has over 6-year experience in finance, public administration, asset management, human resource management, politics and governance blended with strong sense of integrity and personal commitment. He served as the Deputy governor Tana River County between the years 2013-2017, in the year 2012 he served as the logistics officer Kenya red cross society and was the relationship officer operations at Equity bank Kenya in the year 2011. He has Master of **Business Administration (MBA) in Strategic Management**, Mount Kenya University, Kenya, 2015 and **Bachelor of Education Arts**, University of Nairobi, Kenya, 2011.



Hon. Jire Siyat Mohamed
(DoB – 1987)



James Mwangi Kiburi
(DoB –1965)

Mr. James Mwangi Kiburi holds a Bachelor of Education (Science) Degree from Kenyatta University as well as Master of Philosophy (MPhil.) in Educational Psychology from Moi University. He is currently pursuing a PhD in Educational Psychology at Maasai Mara University. Currently he is a Deputy Director of Education in the Ministry of Education, State Department for University Education and Research.

He also served as Acting Director of Higher Education for over two (2) years from March 2016 to September, 2018. He has worked with the Ministry of Education in various capacities and duty stations since 1999 to 2020. He previously worked with the City Council of Nairobi as Senior Education Officer and Assistant Director of City Education from 2002 to 2007 and Teachers Service Commission (March 1990 – January 1999) as Secondary School Teacher and Deputy Head Teacher at Simotwo High School and Mukoe Secondary School respectively.

Kihunyu Gitogo is a career accountant currently serving as the Finance Director at Equitorial Nut Processors & Pioneer Group of Schools. He has previously served at Jomo Kenyatta University of Agriculture and Technology as the Finance Officer, Management Accountant at Kenol/Kobil and Nairobi Bottlers Ltd as well as an Auditor at Price Waterhouse CPA(K). He Holds an MBA (Finance) from University of Nairobi and a Certified Public Accountant of Kenya (ICPAK). He is a member of ICPAK and serves as secretary of Kingsize Sacco.



John Kihunyu Gitogo
(DoB - 1968)



Joseph Ole Nkamasiai
(DoB -1972)

Nkamasiai is an accomplished and energetic program and organizational development specialist with a solid community development track record in areas of program design, development, advocacy work and policy influence. He is motivated leader with strong organizational and prioritization abilities. Areas of expertise include project cycle management, Trainer of Trainers in governance, leadership, organizational capacity building, people skills, problem solving and cross-cultural influencing.

He has a cumulative 17 years' experience in directorship, senior management and middle level in program design and management with African Indigenous Agency for Development (AIAD), AICCAD, IEBC, Child Fund Kenya, Family Health International and Action Aid International. He also worked as a research assistant with Elimu Yetu and as a teacher at St. Mary's High School Narok. He holds a M.A in International Relations from USIU and B.Ed Arts from Kenyatta University. Currently he is pursuing M.A Project Planning & Management from University of Nairobi.

Momanyi is aspiring Senior Administrator in an Academic Institution and seeking to contribute to a world class Leadership. A holder of MBA-Strategic Management with a six-year Teaching and Research experience at Kisii University and Jomo Kenyatta University of Agriculture & Technology and a seven-year Customer Advisory and Marketing experience with Barclays Bank of Kenya.



Sixtus Momanyi Ondieki
(DoB -1976)

He holds an MBA-Strategic Management (JKUAT), Bachelor of Philosophy from Pontifical Urbaniana University. Currently, pursuing Ph.D (Business Administration) from Jomo Kenyatta University of Agriculture & Technology. He has several publications customer relations and staff training among others in International Journals.

MANAGEMENT TEAM



Prof. Teresa A. O. Akenga,
Vice Chancellor

Prof. Teresa A. O. Akenga has served previously as the DVC (Academics, Research and Extension) at the Management University of Africa and the Deputy Principal (Academic Affairs) at Bondo University (now JOOUST). She was an Associate Professor of Organic Chemistry at Kigali Institute of Science and Technology, Rwanda. She served as a lecturer and a senior lecturer in Chemistry Department teaching Organic Chemistry. Prof. Akenga holds a Ph.D in Organic Chemistry from University of New South Wales in Australia, MSc in Chemistry and B.Ed (Sc.) in Chemistry both from KU and an MBA (Corporate Governance) from KCA University. She is the current Vice-Chairperson, Forum for African Women Vice Chancellors (FAWoVC).

She was a member of the Executive Committee of the Inter-Universities Council of East Africa (IUCEA) and was also a representative of Vice-Chancellors at the Board of Kenya School of Government from July 2017 to July 2020. She was awarded "The Moran of the Order of the Burning Spear" (MBS) by the President of Kenya, H.E. Uhuru Kenyatta in 2013 in recognition for her contribution to training, research and curricula development. In year 2020 she was honoured with a Women in Education Leadership award for her role in overseeing the University towards a global outlook.

Prof. Wilson K. Ng'etich is an Associate Professor in Soil Science and the Deputy Vice-Chancellor (Administration and Finance). He holds a Doctorate Degree in Agricultural Water Management from Cranfield University, United Kingdom, Master of Science and Bachelor of Science in Physics from University of Nairobi. He joined the then Chepkoilel Campus of Moi University as a Senior Lecturer in the Department of Soil Science in 2007, having worked at the Tea Research Foundation of Kenya as a senior scientist for 18 years, leaving when he was the Principal Research Officer.



Prof. Wilson K. Ng'etich
DVC (AF)

He teaches Soil Physics, Soil-Plant-Water Relations and Crop Modelling. He served as the Head of Department of Soil Science from October 2008 till his appointment as acting Director Town Campus in August 2016. He continues to be active in research, with current research interests in degraded lands. He has supervised and examined a number of postgraduate candidates within and outside Kenya. He is a member of the Institute of Physics (UK), the Soil Science Society of East Africa and the Environment Institute of Kenya.



Prof. Ruth N. Otunga
DVC (ASA)

Prof. Ruth N. Otunga is a Professor of Education (Curriculum Studies) and the Deputy Vice-Chancellor (ASA). She holds B. Ed. (Home Economics) from UoN, M. Ed and PhD in Curriculum Studies from KU and MU respectively. Prof. Otunga has served under the Teachers' Service Commission as a teacher and lecturer. She has worked at MU as a lecturer, head of Department, Dean of School of Education and Deputy Principal (ASA) at the then Chepkoilel University College. She has published books, book chapters and articles in refereed journals. She is a member of the Assn. for African Women for Research and Development (AAWORD) and Assn. for Third World Studies, Kenya. She is a Vice President of the Organization for Social Science Research in Eastern and Southern Africa (OSSREA) and a Chair of the Regional Academic Advisory Board on African Centres of Excellence II (ACE II).

Prof. Phillip Okoth Raburu is an Associate Professor and the Deputy Vice-Chancellor (Planning, Research and Extension). He holds a Doctorate Degree in Environmental Studies from Moi University, Master of Science in Hydrology and a Bachelor of Science in Botany and Zoology from University of Nairobi. He lectured in Siriba Teachers College, Kisii Teachers College and Ramogi Teachers College before joining Moi University as an Assistant Lecturer then grew through to be a Senior Lecturer at University of Eldoret and the immediate former Head of the Department of Fisheries and Aquatic Sciences. He teaches post-graduate courses and supervises research work for post graduate students.



Prof. Phillip Okoth Raburu
DVC (Planning, Research
and Extension).

He is a member of the World Aquaculture Society, Victoria Institute for Research on Environment and Development International, Society of Wetlands Scientists, East African Natural History Society, Water Quality International, Panafrican Fish and Fisheries Association and East African Water Association (Kenya Chapter). He has written several publications and received research awards in the field of Wetlands Aquaculture.



Prof. Paul K. Tarus
Reg. Academics

Prof. Paul Kipkosgei Tarus is an Associate Professor and the Registrar-Academic. He holds a Ph.D in Natural Product Chemistry, MSc in Chemistry and a BSc in Chemistry and Physics, all from Kenyatta University and Post-Doctoral Studies at the University of Natal, Durban, South Africa.

He has initiated collaborations between the UoE and the North Rift Herbalists Association, the Pyrethrum Board, Tianjin University of Chinese Traditional Medicine, the University of Western Cape in South Africa and the University of Free State, Bloemfontein, South Africa.

He is a member of the Kenya Chemical Society, Natural Products Research network of East and Central Africa (NAPRECA), Claude Ake Scholars' Association and Kenya DAAD Scholars' Association. Prof. Tarus has written several publications and been granted research awards in his field of Chemistry.

Francis Ikapel Omete holds a Bachelor of Education (Arts) degree from University of Nairobi, Specializing in Economics and Mathematics, Master of Business Administration (MBA) from Jomo Kenyatta University of Agriculture and Technology (JKUAT) specializing in Finance and is a Certified Public Accountant –CPA (K). He previously worked as Accountant I and then Senior Accountant with the Ministry of Finance-The Treasury, GoK for over five years gaining substantial administrative experience. He also worked as fund account manager for the National Government Constituency Development Fund Board (NG-CDF). He holds the international computer driving license (ICDL) and is currently pursuing his PhD in finance and lectures accounting and finance at university of Eldoret. He has also lectured accounting and Finance in Jomo Kenyatta University of agriculture and technology (JKUAT), Catholic University of Eastern Africa (CUEA) and Mt. Kenya University.



CPA Francis Ikapel Omete
Ag. Reg. Administration



Dr Benjamin Mwasi
Reg. Planning

Dr. Benjamin Njore Mwasi is the Registrar-Planning. He is a Registered Environmental Impact Assessment / Environmental Audit (EIA/EA) lead expert and practicing GIS expert.

Dr. Mwasi holds a Ph.D in Environmental Science from the University of Amsterdam, MA in Geography from Carleton University, Ottawa and a BSc in Surveying and Photogrammetry. He has written several publications and presented conference and seminar papers. He has served as a Senior Lecturer and Head of the Department Environmental Monitoring, Planning and Management, lecturer in the School of Environmental Studies at Moi University and a lecturer in the Geography Department at Egerton University. He worked at the Ministry of Lands and Housing (Survey Department) in several capacities.

CPA/FA. Ereu Kibon Totona is the Ag. Finance Officer. He holds a Masters of Business management (Accounting) and a Bachelor of Arts (Technology & Management Studies) both from Moi University. He is a member of the Institute of Certified Public Accountants (K) and a member of the Institute of Investment and Financial Analyst.

An accountant by profession, he has served in both the public and private sector in various capacities. He was the Deputy Finance Officer at University of Eldoret, a Senior Accountant at Moi University and Senior Account Assistant at Moi University Holdings. He served as the Ag. Finance officer at Kabarak University and an Accountant at Kenya-Finland Development program – FINNIDA.



CPA/FA. Ereu K. Totona
Ag. Finance Officer



Mr. Stephen Anditi
Senior Legal Officer

Mr. Anditi is the Senior Legal Officer. He is an Advocate of the High Court of Kenya. He holds a Bachelor of Laws from Nkumba University, Uganda, a Post-Graduate Diploma from Kenya School of Law and a Diploma in Legal Studies from the Institute of Commercial Management. He also holds Masters of Laws Degree (Corporate Law, Banking and Securities).

He has served in the Supreme Court of Kenya as Legal Counsel Office of the Deputy Chief Justice and Vice-President of the Supreme Court and as litigation Counsel with M/S Nyairo and Company Advocates in their Nairobi and Eldoret offices. He is chartered arbitrator and member with the Institute of Chartered Arbitrators UK and Kenya and a certified mediator with the Kenya Judiciary.

CHAIRMAN'S STATEMENT

University of Eldoret was chartered on 11th February 2013, as a young vibrant University dedicated towards enhancing Agriculture, Aquaculture and Innovativeness. Through the collective effort of the University Council, University Management Board, University Staff and our key stakeholders, we have managed to chart the way forward for the University by adhering to the Vision, Mission and Core Values which have been the guiding principles of our University. I wish to laud all of you for your dedicated efforts and support throughout this entire period, as we strived amidst challenges of inadequate funding, manpower and infrastructure to achieve this fete. I therefore, encourage you to continue with this dedication. Thus, it is with great pleasure to present to you this Annual Report for the Financial Year ended 30th June, 2021. Below find a brief summary of key areas we wish to highlight as a University in the year under review:

Strategic Plan

I am happy to report that during the year; the University was committed to the implementation of the Strategic Plan 2019-2024 through the annual workplans and signed performance contract. The 2019-2024 Strategic Plan provides a blue print of the University's development priorities in the next five (5) years. The focus on the implementation of the strategic plan shows our prioritization of activities in our budgets and prudence in resource allocation and utilization to facilitate the achievement of key objectives.

We were therefore, able to address our six (6) strategic objectives as well as laid a firm foundation for effective and efficient service deliver. I am happy to note that in the FY 2020/2021, the Strategic Plan was implemented through Performance Contracting (PC). The PC was successfully cascaded to the lowest level of management (Head of Sections) and we were able to submit quarterly PC reports to various government offices and government agencies on time.

The key achievements during the reporting period under the Strategic Plan 2019-2024 based on the strategic objectives include;

Table 1: Key Achievements – 2019-2021 Strategic Plan

Strategic Pillar	Strategy Objectives	Achievements
Social	To enhance quality of teaching and learning	• ODeL Policy ready • Procured Servers and installed • Launched ODeL program • ISO 9001:2015 internal and external audit was

Strategic Pillar	Strategy Objectives	Achievements
		successfully carried out. The new University Council was sensitized on ISO 9001:2015 requirements and on Strategic Plan 2019-2024
		Completed Perimeter Wall Phase IV
Social	To position the University as a Research Centre	- The University allocated Kshs.17.4M for research and innovation - Ten (10) proposals attracted twenty-six million, eight hundred thousand shillings (Kshs.26.8M) 134 article papers published
Social	To Improve governance and corporate image	- Eleven (11) policies were developed/ reviewed and approved by Council - New University Council inducted into office
Social	To Attract and retain competent human resource	- Outsourced cleaning services to a Contracted company 4 lecturers completed Ph.D program
Social	Develop and maintain physical and technological infrastructure	- Thirty point nine million shillings (KShs.30.9 million) to ICT directorate and acquired equipment and provided services - School of Education Complex – Amphitheatre was moved from 22.5% to 44% completion 4 laboratories, 4 hostels and 2 common rooms were refurbished 320m entry lane constructed to the bitumen standards 100% completion
Social	Strengthen resource mobilization and utilization	- Kshs.1.89 billion allocated from exchequer - Kshs.459 million collected through A-in-A - Outstanding student debts reduced by 20% - The University complied with the statutory obligations

These achievements were attained in spite of the disruptions caused by the COVID-19 pandemic. It is our hope that normalcy will be restored to facilitate the implementation of our Strategic Plan.

Financial Obligation

The University of Eldoret depends largely on funds from the exchequer and Appropriation in Aid (A-I-A). Given the inadequacy of these financial resources, the Council has put in place measures for alternative resource mobilization strategies by engaging like-minded partners in education, research and development. To moderate the financial challenges, the University has opened an Endowment Fund Bank Account and is in the process of officially launching the fund.

The Endowment Fund Account will aid the University in sourcing for funds from well-wishers for mutual benefit of the University. I am encouraged to report that

considerable work has been done to mobilize staff, students and alumni to support and take ownership of the Fund. The Endowment Fund Account is active and voluntary staff contributions are being deducted on a monthly basis. The expected launch of the fund in the next financial year will enable fund-raising efforts to be carried out to increase the fund.

Prudent management of the University's financial resources is a key Council mandate. I wish to declare that the financial statement given in this annual report is a true and fair view of the state of affairs of the University for the Financial Year ended June 30th, 2021 and the operating results of the University for the same period.

Performance Contract

In line with the provisions of the Constitution, Performance Contract was established to enhance efficient and effective service delivery to Kenyans. In order to meet our service delivery, the Council always enters into a performance contract with the Ministry of Education which is our parent ministry. The purpose of the Performance Contract (PC) is to provide an objective assessment of results realized and challenges experienced by the University as we strive to achieve our core mandate. The objectives of the PC are drawn from the University of Eldoret Strategic Plan and anchored on the Kenyan Vision 2030, Medium Term Plan (MTP III), the Sector Performance Standards (SPS) and Sustainable Development Goals (SDGs). The contract is also sensitive to the presidential directives as stipulated in the "Big 4 Agenda". The University of Eldoret is very committed to this process as can be attested by a PC score of **3.3845 in our latest** assessment of the University's performance.

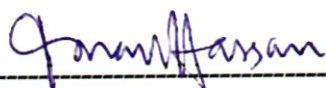
Operating Environment

The operating environment was very dynamic with anticipated universities reforms and as a Council, we are focused to ensure that University programs remain relevant. Apart from these challenges there has been need to improve the infrastructure by increasing the physical facilities that would give the University a competitive advantage. I am pleased to report that in 2020/21 FY, the Council targeted and implemented several projects. These projects included; Education Complex-Amphitheatre, School of Economics and Business Management Complex, and perimeter wall phase IV. Further, major renovation works on student hostels, teaching laboratories and buildings were undertaken to enhance learning environment. In line with the Government development agenda, the University has committed to align its projects and programmes in quality teaching and learning to conform to the 'Big Four' Agenda in order to enhance service delivery. These

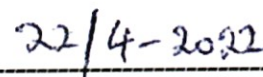
initiatives have seen the University enhance its commitment to improving health service delivery under the COVID-19 environment, introduce innovative learning approaches (ODEL), increase research output, equip laboratories and disseminate research findings to the general public. The University Council, University Management Board and University Staff have worked steadfastly in a bid to create a conducive and enabling environment for teaching and learning.

Conclusion

The Council in all its undertakings continue to set the right tone geared towards the realization of University's vision and mission. On behalf of the Council, I wish to sincerely thank the Government of Kenya and our parent ministry for their continued support. To our development partners, we highly appreciate your continued support. I also want to thank the Chancellor for her undivided attention, guidance and commitment in the progress and development of the University of Eldoret. To the Management, staff and students, thank you for the commitment and dedication. I humbly appeal that we all continue with the commitment and hard work that you have exhibited during the year. It is our expectation that the peaceful and productive environment witnessed during the year will continue into the coming year.



Dr. Ismail Buro Hassan
Chairman of Council



Date

REPORT OF THE VICE-CHANCELLOR

The University of Eldoret is a centre for quality education in Agriculture, Science, Innovation and Blue-Economy. We are dedicated towards offering quality services to our esteemed stakeholders. Through joint efforts of the University Council, University Management Board, University Staff and our major customers who are our stakeholders, the University has steadfastly ensured that it lives by its core values in ensuring that quality assurance and customer satisfaction is enhanced.

I am delighted to present the 2020/2021 Financial Year Report for year that ended 30th June 2021. As an institution of higher learning, we played our role of providing a conducive learning environment and facilitated generation of knowledge through research initiatives. This enabled staff-student engagements, opened collaborative and linkage opportunities and consultancies. The dissemination of knowledge through workshops seminars and conference were undertaken with community participation. Unfortunately, the disruption of academic programs led to the introduction of Blended Teaching and Learning in order to deliver academic programs. We are happy to report that ODeI and Face-to Face learning, as a new product offer, was well received and supported providing potential for enhancement and improvements and greatly enhanced our business continuity.

However, the higher education sub-sector in Kenya is very dynamic and has witnessed a rapidly changing environment with expected reforms which universities have to contend with, in order to continue delivering on their core mandate to the satisfaction of all stakeholders. As an institution of higher learning, we faced a number of challenges in the last financial year. Majorly, this emanated from the reduced capital development grants to support ongoing infrastructural projects meant to support requisite learning lecture spaces and securing the University. However, as a University, we managed to put modalities in place to adapt to the changing policies, which have been essential in progressing the projects to achieve our mandate. Further, the COVID-19 pandemic caused disruption of activities including the closure of the University in the last part of the third and early part of the fourth quarters when major activities were expected to be undertaken. In spite of the disruption, the University's resilience saw pending activities such as renovation works on student hostels, and teaching laboratories completed. To demonstrate our focus, the following key areas highlight our performance in the year under review.

Strategic Plan and Performance Contracting

During the 2020/2021 Financial Year, the University completed the preparation of the 2019-2024 Strategic Plan. Informed by the End-Term Review of the 2014-2019 Strategic Plan, we reviewed our vision, mission and strategic objectives based on the lessons learned. Although, the evaluation showed that majority of the activities envisioned by the Strategic Plan 2014-2019 were fulfilled, SWOT and PESTEL analysis identified gaps that the Strategic Plan 2019-2024 will address. In particular, the plan is focused on sustainability and innovation with a strong research base. This will create an institution that is well positioned to approach the ten (10) years beyond 2024 with confidence and a competitive advantage. The plan was therefore completed and implemented focusing on six (6) Key Result Areas (KRAs) which were operationalized through the Performance Contract framework. We have therefore, ensured that the Performance Contracting (PC) process derived performance targets from the Strategic Plan, Sector Performance Standard (SPS), MTP III and is fully aligned to the University budget.

I am happy to report that so far, through collaborative efforts between the University Council, University Management Board and University Staff at large, the University managed a composite PC score of **3.3845** which translated to *Good*, despite the effects of the pandemic. This demonstrates the focus in utilizing the available resources within our disposal to achieving our set targets.

Teaching and Research Activities

It is a delight to report that the University continued to discharge its mandate of teaching, research and outreach successfully throughout the year. This was in spite of the various closures of educational institutions in order to contain the spread of COVID-19 pandemic. The Academic year 2020/21 was therefore delayed and the academic calendar was adjusted to recover lost time. As a unique year, mix approaches to teaching and learning were employed with blended learning adopted. The University stepped up its effort in supporting research to achieve our mandate and support Government's role in the achievement of the Big 4 agenda. In this endeavour, we renovated laboratories and equipped them through acquisition of additional equipment and donations in order to improve our research output.

The student population on the other hand has continued to change in response to the changes in the government policies. Currently, the University total student population stands at approximately **10,032** students distributed in the nine (9) Schools of the University. This figure comprises of diploma, undergraduate and post graduate students. The University admitted a total **2,826** GSSP and **219** PSSP in

2020/2021 academic year compared to **2,364** GSSP and **332** PSSP students in 2019/20 Academic Year. The increase was as a result of aggressive marketing effort by the staff. The University successfully held its 8th Graduation and first virtual Ceremony on 12th March, 2021 graduating a total of **1,311** students among them **10** PhD's compared to a total of **3,798** students among them **27** PhD's last year. This reduction was due to COVID-19 pandemic.

In an effort to transfer research and technological innovations to society, the University disseminated research findings through conferences, workshops, policy briefs and publications. We therefore, participated in the world wetlands celebration, National Wetlands Conference and conducted public lectures. It was therefore, encouraging to see the University faculty and students publish 134 papers. Although this was not our desired level of output, it's gratifying to witness impactful publications in referred journals.

On our engagement and in reaching out to the local communities in North Rift and the nation at large, we organized various extension and outreach activities. Through our Outreach Centre, and in collaboration with the neighbouring counties, the University has been able to interact with and transfer relevant technologies both in academics, crop, animal and fish farming to the youth, women and farmers for the improvement of community livelihoods. To overcome COVID-19 restrictions, we created farmers' WhatsApp Platforms and Radio talk shows for different groups of farmers to continuously engage.

Financial Performance and Utilization of Funds

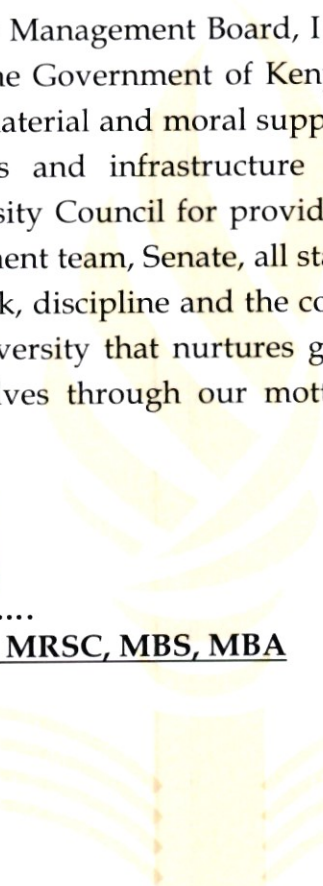
The main source of funding to the University during this period under review was the Exchequer, with a contribution of a total of **Kshs.1.89 billion** for recurrent expenditure purposes as compared with **Kshs.2.14 billion** in the previous year from the Parent Ministry. Internally generated revenue at **Kshs.459.39 million** during the year with fees paid by both the Government Sponsored Students Programme (GSSP) and Privately Sponsored Students Programme (PSSP) being the second major source of funding at **Kshs.276.68 million**. In addition, the University generated a sum of **Kshs.155.40 million** from student's administrative and related fees, **Kshs.4.72 million** from graduation levies and **Kshs.8.58 million** from accommodation fees. In general, the University recorded an aggregate income of **Kshs.2.35 billion** during the year, while the recurrent expenditure stood at **Kshs.2.25 billion** with other gains of **Kshs.10.20 million**. The University therefore, recorded a surplus financial performance of **Kshs.103.68 million** during the year. This was mainly contributed by

closure of the University due to Covid-19 pandemic thus most activities and programmes did not take place as planned during the FY.

On the other hand, the Capital Development grants received by the University stood at **Kshs.36.53 million** during the year. The amount was expended in the respective on-going projects namely School of Education Amphitheatre which progressed well during the year.

Conclusion

On behalf of the University Management Board, I take this opportunity to thank all our valued stakeholders; the Government of Kenya, partners and collaborators for their continued financial, material and moral support which helped us in improving the much-desired facilities and infrastructure for learning. I appreciate the Chancellor and the University Council for providing guidance and support. I also wish to thank the Management team, Senate, all staff and the student community for upholding peace, hard work, discipline and the core values which we cherish as we strive to be a premier University that nurtures global leaders and innovators. We continue to express ourselves through our motto "the flame of knowledge and innovation".


VICE - CHANCELLOR
University of Eldoret
Teresa A. O. Akenga

.....
Prof. Teresa A. O. Akenga, MRSC, MBS, MBA
Vice Chancellor

14/4/2022
.....
Date

REVIEW OF UNIVERSITY OF ELDORET'S PERFORMANCE FOR FY 2020/2021

Section 81 Subsection 2 (f) of the Public Finance Management Act, 2012 requires the accounting officer to include in the financial statement, a statement of the national government entity's performance against predetermined objectives. University has one (1) strategic pillar and objectives within its Strategic Plan for the FY 2019- 2024. This strategic pillar is as follows:

Pillar 2: Social

The University develops its annual work plans based on the above Pillar. Assessment of the Council's performance against its annual work plan is done on a quarterly basis. The University achieved its performance targets set for the FY 2020/2021 period for its' Social Strategic Pillar, as indicated in the table 1 below:

Table 2: Report on the Achievements on the Strategic Plan – 2019 – 2024 in FY 2020/2021

Strategic Pillar	Strategy Objectives	Key Performance Indicators	Key Activities	Achievements	Score (%)	Achieved under performance contract?
Social	To enhance quality of teaching and learning	• Approved ODEL Policy • ODEL Infrastructure installed	Increase modes of curriculum delivery	• ODeL Policy completed • Procured Servers and installed • launched ODeL program	100%	Yes
		• Quality Policy • Level of implementation	Strengthen Quality assurance	• ISO 9001:2015 internal and external audit was successfully carried out. • The new University Council was sensitized on ISO 9001:2015 requirements and on Strategic Plan 2019-2024	100%	Yes
		• Perimeter fence phase IV completed	Strengthen safety and security	• Perimeter wall phase IV completed.	100%	Yes
Social	To position the University as a Research Centre	• Amount of research fund allocated (Internal funds) • No. of proposals attracted external funding • No. of publications	Implement research policy and guidelines	• The University allocated Kshs.17.4M allocated for research and innovation • Ten (10) proposals attracted twenty-six million, eight hundred thousand shillings (Kshs.26.8M) • 134 article papers published	85%	yes
Social	To Improve governance and corporate image	• No. of policies and procedure manuals reviewed /developed	Strengthen compliance to governance laws and regulations	• Eleven (11) policies were developed/ reviewed and approved by Council • New University Council inducted into office	100%	No

Strategic Pillar	Strategy Objectives	Key Performance Indicators	Key Activities	Achievements	Score (%)	Achieved under performance contract?
Social	To Attract and retain competent human resource	- No. of staff trained - Outsourced services	Undertake TNA and implement recommendations from TNA report	- Outsourced cleaning services to Contracted company 4 lecturers completed Ph.D program	100%	Yes
Social	Develop and maintain physical and technological infrastructure	3% of operational budget allocated to ICT - No. of facilities developed through exchequer funding and A-in-A	Acquire ICT Equipment, automate and provide services	- Thirty point nine million shillings (KShs.30.9 million) to ICT directorate and acquired equipment and provided services - School of Education Complex - Amphitheatre was moved from 22.5% to 44% completion 4 laboratories, 4 hostels and 2 common rooms were refurbished 320m entry lane constructed to bitumen standards 100% completion	80%	Yes
Social	Strengthen resource mobilization and utilization	10 %increase in exchequer funds (Kshs. M) - Funds from A-in-A	Strengthen capacity on resource mobilization and engage development partners	- Kshs.1.89 billion allocated from exchequer - Kshs.459 million collected through A-in-A	23%	Yes
		% Outstanding student debts	Improve liquidity ratios	Outstanding student debts reduced by 20%	78%	No

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Strategic Pillar	Strategy Objectives	Key Performance Indicators	Key Activities	Achievements	Score (%)	Achieved under performance contract?
		reduced • Amount raised (Kshs (M)) from selling idle assets				
		• complied with the statutory obligations	compliance with relevant laws and regulations	• The University complied with the statutory obligations	100%	Yes

CORPORATE GOVERNANCE STATEMENT

The University Council and Management of University of Eldoret are committed to maintaining the highest standards of corporate governance.

a) The University Council

Five (5) independent members of the University Council were appointed by the Cabinet Secretary Ministry of Education with effect from 4th November, 2020 for a term of three (3) years vide Gazette Notice No. 8986 dated 6th November, 2020. One (1) independent member was appointed with effect from 18th December, 2020 vide Gazette Notice No. 10700 dated 18th December, 2020. Pursuant to provisions of section 36 (1) (a) (b) and (c) of the Universities Act, 2012, there are Nine (9) Council members comprising of the Chairman; five (5) independent members; two (2) members representing Permanent Secretary, Ministry of Education, State Department for University Education and Research; Cabinet Secretary, National Treasury and one *ex-officio* member who is the Vice-Chancellor and also Secretary to Council.

The entire membership is as listed hereunder-;

- | | | |
|----|-----------------------------|--|
| 1. | Dr. Ismail Buro Hassan | -Chairman of Council |
| 2. | Prof. Teresa A.O. Akenga | -Secretary / <i>Ex officio</i> member/VC |
| 3. | Mr. James Kiburi | -Member/ Alternate to PS MOE |
| 4. | Dr. Beryl Namalwa Mutekhele | -Member |
| 5. | Mr. John Kihunyu Gitogo | -Member |
| 6. | Mr. Joseph Ole Nkamasiai | -Member |
| 7. | Mr. Sixtus Momanyi Ondieki | -Member |
| 8. | Hon. Jire Siyat Mohamed | -Member |

The ninth member who was the representative of the CS, National Treasury passed on in February, 2021 and is yet to be replaced.

Council is assisted in execution of its functions by four (4) Committees namely:

1. Finance, Planning, Resource Mobilization and General-Purpose Committee (FPRMGPC).
2. Academic, Research, Innovations and Students' Affairs Committee (ARISAC).
3. Human Resources Committee (HRC)
4. Audit & Risk Management Committee (ARMC).

b) Council Work Plan and Major Events

During the 2020/2021 Financial Year, Council through its secretariat developed and implemented a Council Almanac (Work Plan). Major events in the Calendar of Council were as shown in table 3:

Table 3: Major Events in the 2019/2020 Calendar of Council

Date	Event
20.11.2020	Inauguration of the 3 rd Council of the University
30.11.2020 to 2.12.2020	Induction training for the new Council members
11.3.2021	8 th Graduation Rehearsals
12.3.2021	8 th Graduation Ceremony
17.5.2021 to 19.5.2021	Ad Hoc HRC Meetings to conduct short listings for the vacant positions of Deans and Directors
15.6.2021 to 17.6.2021	Governance and Team Building Training for Council and Management
23.6.2021 & 24.6.2021	Ad Hoc meetings of Council to conduct interviews for the vacant positions of Deans and Directors
Various dates in February, March and May, 2021	Stakeholder Engagement meetings with PS, MOE; Chairman Moi University Council; Governor Uasin Gishu County Government

c) Meetings of Council and its Committees

The University Council meets on a quarterly basis and has a formal schedule of matters to be discussed based on the Council Almanac. The Council members receive appropriate and timely reports to facilitate informed deliberations and decision-making. The number of meetings and events for the Council for the period November, 2020 to June, 2021 is as shown in Table 4 below:

Table 4: Summary of Council Meetings and other official functions

Organ	Ordinary meeting	Special meeting	Total
FULL COUNCIL	4	5	9
ARISAC	3	1	4
FPRMGPC	3	2	5
HRC	3	-	3
ARMC	3	2	5
AD HOC COUNCIL	1	-	1

Organ	Ordinary meeting	Special meeting	Total
MEETING			
AD HOC HRC MEETING	3	-	3
CHAIRMAN'S CONSULTATIVE MEETINGS WITH CHANCELLOR AND VC	6	-	6
STAKEHOLDER ENGAGEMENT MEETINGS	4	-	4
OTHER OFFICIAL FUNCTIONS	6	-	6
GRAND TOTAL	36	10	46

d) MWONGOZO (Code of Governance for State Corporations)

Council notes that adherence to good corporate governance practices is key to effective and efficient management of the institution. During the 2020/2021 Financial Year, Council undertook an induction training on Governance and Team Building. The Council adopted an effective governance system as espoused in the Council Code of Conduct and Ethics and the Mwongozo Code of Governance for State Corporations, which is now the corporate governance blue print for State Corporations.

g) Board Evaluation

This is a formal process for reviewing and evaluating the Council's performance and that of its' Committees and individual Members. This is externally facilitated after every year through the State Corporations Advisory Committee (SCAC). The current Council, having been appointed on 4th November, 2020 will be evaluated on 30th September, 2021 as per the calendar provided by SCAC.

h) Shared Belief

The University Council and Management have a shared belief that corporate governance is a continuous process and that good corporate governance must be embedded in our culture to support our values of discipline, high moral

standards and integrity which are fundamental to the long-term success and sustainability of our core mandate as an institution of higher learning.

i) Council Member's Remuneration.

The University pays members of the Council taxable sitting allowance following guidelines from SCAC and Salaries and Remuneration Commission (SRC). The sitting allowance is payable when a member attends meeting of the full Council or Committees and when on official duty in and outside the Country. The summary individual members' allowances are as shown in table 5 below;

Table 5: Council Members Allowances Analysis for 2020/2021FY

COUNCIL MEMBERS ALLOWANCES ANALYSIS FOR 2020/2021

MEMBER NAME	SITTING ALLOWANCE	TRAVELLING & ACCOMODATION	MEALS	TOTALS
DR. ISMAEL BURO HASSAN	660,000	629,600	42,000	1,331,600
DR. BERYL N. MUTEKHELE	620,000	747,127	38,000	1,405,127
MR JAMES KIBURI	540,000	472,703	20,000	1,032,703
MR DUNCAN NDIRANGU MUGO	160,000	121,000	6,000	287,000
MR. JOHN KIHUNYU GITOGO	660,000	737,643	42,000	1,439,643
MR JOSEPH Ole NKAMASIAI	620,000	704,400	40,000	1,364,400
MR. SIXTUS MOMANYI ONDIEKI	580,000	844,400	34,000	1,458,400
MR. JIRE SIYAT MOHAMMED	520,000	695,568	32,000	1,247,568
Totals	4,360,000	4,952,441	254,000	9,566,441

The Chairman of Council is paid a monthly honorarium as approved by the Government from time to time. The payment of sitting, travelling and lunch allowance is also based on the approved rates by the Government of Kenya. The University does not grant personal loans and guarantees to Council Members.

The Vice-Chancellor is an *ex-officio* member of the Council and does not draw any allowances when attending Council meetings.

j) Conflict of Interest

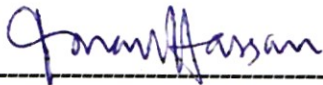
All Council members are required to inform the full Council of any conflicts or potential conflicts of interest they may have in relation to particular items of business; and they are required to absent themselves from discussion or decisions on those matters, unless resolved otherwise by the remaining members of Council. During the FY 2020/2021 no conflicts of interest were registered.

(a) Internal Controls

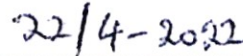
The University Council is committed to establishing and monitoring a risk management framework and to controlling its financial activities with a view to maximizing the resources and ensuring compliance with legal and regulatory requirements. The University Council assesses the effectiveness of the University's internal control systems on a quarterly basis.

(b) Code of Conduct

The University Council has a Code of Conduct and Ethics in line with the Leadership and Integrity Act, 2012 for which all the Council Members, Management and employees are required to observe and which is also reinforced by the core -values and principles of governance.



Dr. Ismail Buro Hassan
Chairman of Council



Date

MANAGEMENT DISCUSSIONS AND ANALYSIS

1.0 CORE MANDATE OF TEACHING (ACADEMIC DIVISION)

Despite the many challenges now inherent in the operating environment, the University continued to discharge its mandate of teaching, research and outreach successfully throughout the year. To enhance quality of teaching and learning in 2020/2021, the university carried out its academic programs in spite of the various closures of educational institutions in order to contain COVID-19 pandemic. This was a unique year with mix approach to teaching and learning where blended learning was adopted. The faculty were therefore trained on new teaching approaches including facilities improvements to enhance quality learning.

1.1 Student Enrolment

The Academic year 2020/21 was delayed because of closure of institutions of higher learning to contain COVID-19 pandemic. All students started reporting for 1st Semester, 2020/21 Academic Year as from 18th January to 5th February, 2021. The enrolled students for the 2020/2021 Academic Year stood at 10,032 as indicated in Table 6 below.

Table 6: Enrolled Students for the 2020/2021 Academic Year

School	Diploma	Bachelor		PGD	Masters	PhD	TOTAL
	PSSP	GSSP	PSSP	PSSP	PSSP	PSSP	
SAGR	28	402	72	0	21	5	528
SBUS	42	1,025	156	0	13	0	1236
SECO	3	301	8	0	1	0	313
SENG	0	432	28	0	1	0	461
SEDU	131	5,172	421	8	24	5	5761
SENV	6	91	4	0	14	8	123
SNAT	8	174	31	0	8	4	225
SSCI	0	1,307	33	0	17	7	1364
SHUM	21	0	0	0	0	0	21
TOTAL S	239	8904	753	8	99	29	10032

1.2 Students Admitted in 2021/2021 Academic year

The total number of students placed by KUCCPS as Government Sponsored Students (GSS) at University of Eldoret were 2,560 distributed as shown in Table 7 below:

Table 7: First Year Placement of Students

S/No.	School	Male	Female	Total
1.	Agriculture & Biotechnology	19	30	49
2.	Business & Management Sciences	197	213	410
3.	Economics	42	39	81
4.	Education	688	587	1,275
5.	Engineering	79	20	99
6.	Environmental Studies	2	1	3
7.	Natural Resource Management	4	4	8
8.	Science	409	226	635
	Total	1,440	1,120	2,560

Inter-University Transfer for First Year Students

KUCCPS opened a window for inter-university transfers for first year students to allow for movement to universities and programmes of their interest. As at the close of this window, five hundred and forty-nine (549) applications had been processed for the University of Eldoret with four hundred and six (406) requesting to transfer to UoE and one hundred forty-three (143) to transfer out of UoE to other universities. There was a net gain of two hundred and sixty-three (263) in UoE's favour. The total number of 1st years therefore, stood at 2,680. After the inter-university transfer window, the number improved by 266 students adding up to 2,826 GSSP students and this is an indication that students are attracted to UoE programmes.

The data on newly admitted students for the 2020/2021 Academic Year after the inter-university transfers and PSSP admissions is as indicated in Table 8 below and were received physically at the University on 18th & 19th January, 2021.

Table 8: First Year 2020/21 Admission Data

STUDENTS DATA: 2020/2021 ACADEMIC YEAR				
		GSSP	PSSP	TOTAL
1	PhDs	0	13	13
2	Masters	0	56	56
3	Postgraduate Diplomas	0	2	2
4	Bachelors	2,826	148	2,974
	GRAND TOTAL	2,826	219	3,045

1.3 The 8th Graduation Ceremony

The 8th Graduation Ceremony was held virtually on 12th March, 2021. UoE successfully graduated 1,311 students for 2019/2020 Academic Year. This reduction was as a result of the effect of Covid-19 pandemic.

Figure 3: 8th Graduation Ceremony Procession



Table 9: Number of Students who Graduated in 2020 in Comparison with Previous Years

Year	2013	2014	2015	2016	2017	2018	2019	2020	Grand Total
Diploma	550	1,021	1,121	840	1,209	294	324	54	5,413
Bachelors	1,358	1,372	2,605	2,105	3,520	3,071	3,370	1229	18,630
PGD	0	0	2	1	4	3	11	1	22
Masters	103	76	105	66	46	68	66	17	547
PhD.	18	21	19	22	16	39	27	10	172
Total	2,029	2,490	3,852	3,034	4,795	3,475	3,798	1,311	24,784

1.4 Students Deferring Studies

There has been an increase in cases of students deferring their studies due to financial challenges. The Dean of Students has sensitized students on financial assistance avenues available. The University has a bursary fund but with limited resources to handle all the needy cases. The University has set up an Endowment Fund which will be of help to needy students when operational. Further, the

University has introduced a work-study program to support needy students to complete their studies.

1.5 Work-Study Program

The Dean of Students Office rolled out the Work Study programme for the 2020/2021 Academic Year, as per the University's work study policy. Eighty-three (83) applicants were shortlisted and interviewed. Fifty-four (54) students were successful and were placed under the programme. This is one of the ways the University is assisting the needy students to complete their studies on time.

1.6 University Funding Board (UFB) Policy

Following the University Funding Board (UFB) new policy on funding Government Sponsored Students, all students who fail to complete their studies within the stipulated period are considered as having overstayed and will therefore, not be considered for funding. In this regard, UFB forwarded 192 overstayed students for UoE. The University took steps to inform the 192 affected students about this development and requested them to provide evidenced reasons for overstay. The University compiled a list of 25 students who have justification for overstay and wrote to the CEO, UFB to continue supporting these students. This policy development will improve transition and completion rates

1.7 COVID-19 Disruption of 2020/2021 Academic Year

The Academic year 2020/21 was delayed because of closure of institutions of higher learning to contain COVID-19 pandemic. Officially, the academic year started in January 2021. All students started reporting for 1st Semester, 2020/21 Academic Year as from 18th January to 5th February, 2021.

Following the Presidential address and directive on 26th March, 2021 with regard to COVID-19, the University closed on 31st March 2021, and re-opened on 6th May 2021. Students who had not completed their Semester Continuous Assessment Tests (CATS) completed them from 10th to 14th May 2021. The 2020/2021 Semester 1 examinations commenced on Monday 17th May and ended on Friday 11th June, 2021. These disruptions adversely affected academic progression.

1.8 Blended Teaching and Learning

The disruption of academic programs led to the introduction of Blended Teaching and Learning in order to deliver academic programs. The University

adopted blended and face-to-face teaching and learning to meet the requirements for Covid-19 health protocols.

To ensure compliance with regulatory and other governance requirements for blended teaching and learning, the ODeL Directorate established mechanisms to monitor the process by:

1. Monitoring of materials used for online teaching and learning
 2. Monitoring of online/blended class attendance and other emerging issues
- These activities started in August, 2020 and have been progressing over time.

To sustain these activities, the Acting Director was interviewed on 23rd June, 2021 and appointed substantively.

1.9 Virtual Postgraduate Thesis Defenses

During the months of July and August 2020, some postgraduate students were ready for their thesis defenses. These defenses were held virtually and their academic records processed in readiness for the 8th graduation scheduled on 12th March, 2021. The qualified students graduated.

1.10 Library

During the 2020/2021 Financial Year, the library purchased **52** book titles. The Library also purchased and installed Turnitin software to check plagiarized works by students'.

The library ERP consultants ABNO Software International arrived on Monday 17th May, 2021 and upgraded the Operating System – Ubuntu, KOHA Library Management System. They migrated the Database to the new Server, customized and integrated it with the ERP. Email set up for overdue notification & Training is still pending. Most of these works were completed except Bibliographic re-arrangement, integration of OPAC module with the Dspace and background customization, which were left at 70% complete and to be completed remotely by the vendor.

2.0 PLANNING, RESEARCH AND EXTENSION

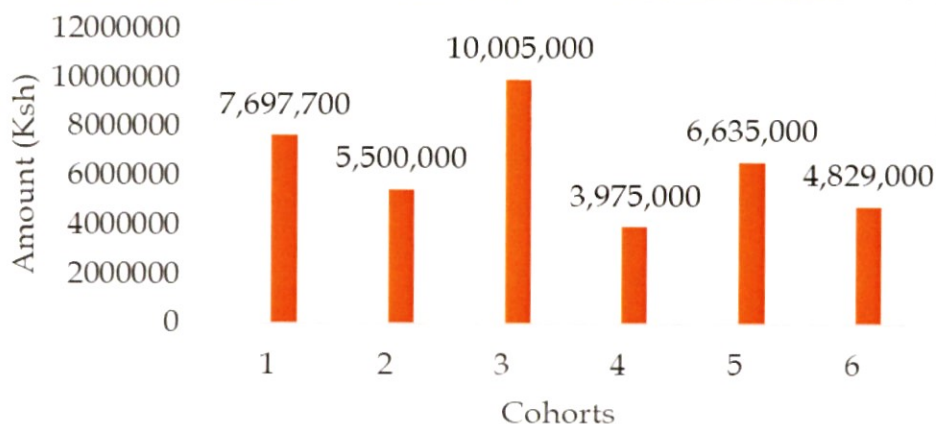
2.1 Research and Innovation Activities

The University of Eldoret's vision is to be a premier University that is globally visible in knowledge generation and technological innovations. In this regard, the University stepped up its efforts in supporting funded research and innovation projects. The research projects are based on Sustainable Development Goals (SDGs), Kenya Vision 2030 and the Big Four Agenda set by the government. In order to achieve the quality objective of promotion of implementation of innovative research among students and staff that leads to 2% increase in publications in internationally refereed journals annually, proposals and consultancy bids were developed and Research funds received.

i) University Research Grants

The University continues to facilitate and support its' staff and student by allocating 2% of its operational budget to research. The University awarded the 6th cohort fund applications to a tune of Kshs. 4,829,000.00. To date, 56 projects funded to a tune of Kshs. 34,641,700.00 contributed 31 articles published in refereed journals with 9 innovations and 41 postgraduate students supported to conduct their thesis research. This exercise helped in achieving our core mandates, and requirements of regulatory agencies and our PC targets. It further played a major role in mentoring young researchers and improving the institution's role in the achievement of the Big 4 agenda.

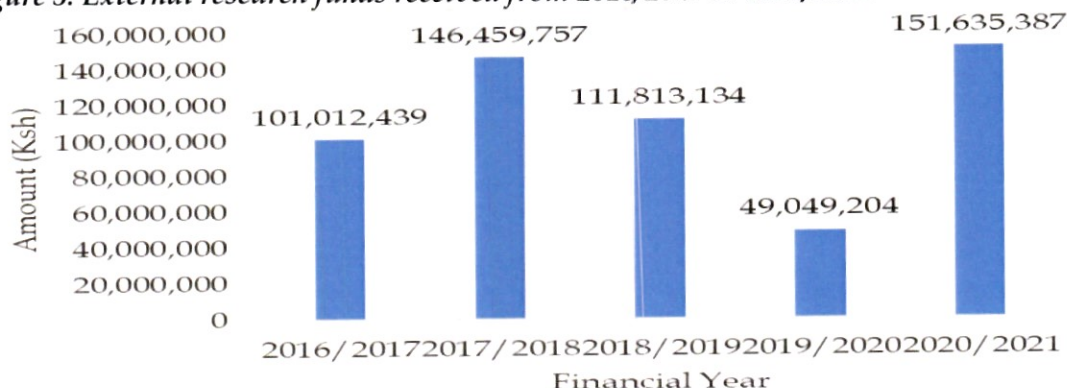
Figure 4: Annual Research Grants disbursed per cohort since its inception.



ii) External Research Funds Received

During this reporting period, the University received research funds amounting to Kshs. 151,635,387.00 (Figure 5). This was an improvement from the drop in 2019/2020 to Kshs. 49,049,204.00 which was attributed to the COVID-19 pandemic. However, efforts of encouraging the faculty to write more proposals bore fruit as can be seen from the Kshs. 151,635,387.00 recorded in the 2020/2021 financial year.

Figure 5: External research funds received from 2016/2017 to 2020/2021



iii) Monitoring and Evaluation of Research Projects

During the reporting period, a team from KALRO conducted a Monitoring and Evaluation on the project “**Enhancing Fish Health Management Strategies for Climate Smart Aquaculture in Kenya**” coordinated by Dr. Geraldine Matolla and done in collaboration with Kenya Marine and Fisheries Research Institute (KMFRI). The Applied Research project by KCSA/KALRO aims at supporting and strengthening Climate Smart Agriculture (CSA). The National Research Fund (NRF) also conducted M&E to monitor the progress made in the



establishment of the fish genetics and genomics laboratory. The **Kshs. 50 million** project was funded under the National Institutional Infrastructure support program to help acquire requisite equipment which will serve the University and other neighboring institutions.

Figure 6: PI demonstrating real time PCR machine, one of the equipment's already procured and installed.

iv) Equipping Research Laboratories

The University benefited from a donation of laboratory equipment's worth **Kshs. 20,000,000** from Seeding Labs in the US courtesy of a staff from the Department of Agricultural Biotechnology, School of Agriculture. The equipment which forms part of the research laboratory equipment effort, will advance the quality



of education, training and research at the University. The University supported the venture by spending **Kshs. 4,669,993** which catered for shipment and clearance/transportation from the port of Mombasa to the University.

Figure 7: Laboratory Equipment received from Seeding Labs

v) Dissemination of Research Findings

In order to transfer research and technological innovations to society, the University disseminates research findings through conferences, workshops, policy briefs and publications in refereed journals. The following activities were implemented during this financial year.

a) World Wetland Day Celebrations

The University participated in the World Wetlands Day national celebrations on 2nd February, 2021 in River Sabaki Estuary in Kilifi County. The function also attended by representatives from six (6) other Universities, was presided over by the Cabinet Secretary, Environment, and Forestry. Mangrove trees were planted to rehabilitate the estuary.

The University of Eldoret Environmental Students Association (UEESA) in partnership with RCE, North Rift, NEMA, Uasin Gishu County and Planetary Health UoE Chapter also marked the WWD celebrations by conducting a clean-up exercise in the neighbouring Sogomo/Marura Wetland.



Figure (8:a) The CS Mr. Keriako Tobiko planting mangrove plants (b) The University UEESA members during a similar exercise at Marula wetland.

b) National Wetland conference

The University co-hosted national Wetlands Conference in collaboration with International Union for Conservation of Nature (IUCN), National Land Commission (NLC), Ministry of Environment and Forestry, National



Figure 9: a) NLC Commissioners handing over their contribution to the VC b) Conference session at the Town Cammus

Environment Management Authority (NEMA), Kenya Wildlife Service (KWS), Kenya Marine and Fisheries Research Institute (KMFRI), and Wetlands International at University of Eldoret, Town Campus from 12th to 14th May, 2021. The theme of the conference was similar to that of the WWD celebration 'Wetlands and Water.' A total of the 89 papers were presented at the conference.

c) Publications

The University faculty and students published 134 papers in the 2020/2021 FY. This falls below the expected number of 145. This can be attributed to the rigorous and unpredictable teaching program occasioned by interrupted closure and opening of the University due to COVID-19.

Fourteen (14) Policy briefs were also published during the same reporting period.

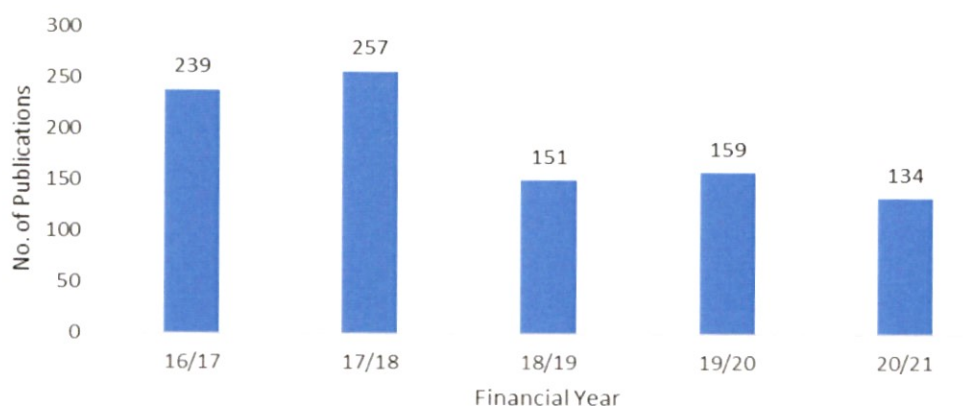


Figure 10: Number of publications since 2016/2017 financial year

d) Public Lectures

Public lectures play a dual purpose of disseminating research findings to the public as well as achieving the institution's PC target. In the reporting period, the University held one (1) Public Lecture on *"The Role of Universities in Innovation and Sustainable Development"* delivered by Dr. Jasper Vasell, director KTH Royal Institute of Technology, Stockholm, Sweden on 11th of June 2021.

Participants were implored upon to be beacons of innovation which is the only way of advancing sustainable development within their respective fields of expertise. Other speakers who also presented during the same occasion outlined the significance of **intellectual Property Concept** and **"Using intellectual property to actualize university potential"**



Figure 11: A section of participants who attended the hybrid Public Lecture physically

vi) Development of Research Policies

The University continually review and develop new policies to guide its operations. In FY 2020/2021, Consultancy, Intellectual property, and Research

and Innovation policies were reviewed and approved for implementation by the University Council.

vii) Innovation Week



The University hosted a 2-day Innovation fair on 25th and 26th of March 2021 where 33 innovations were exhibited. The fair provided an opportunity for students and staff to show-case their innovations aimed at solving societal challenges related to the Big Four Agenda. Top 3 ranked innovations were awarded trophies during the ceremony

Figure 12: Winning Engineering Innovator Explains their innovation during the week

2.3 Enhancing Consultancy Portfolio

University facilitated and submitted several consultancy bids this FY. However, only one was successful and implemented; on provision of consultancy services for Initial Environmental Audit of KVDA Turkwel Dam in West Pokot County- Submitted to KVDA.

2.4 Strengthening Resource Mobilization and Utilization

In an effort to improve on the above strategic objective, the University embarked on an aggressive capacity building and awareness creation to build a united front towards resource mobilization.

i) Resource Mobilization Workshop

The resource mobilization workshop was held in response to the dwindling exchequer funding coupled with emerging national and international challenges to the funding of University education. The workshop was facilitated by a resource person from USIU, and explored the status of resource mobilization at the University, deepening the understanding of all stakeholders on resource mobilization strategies and their roles in supporting this important function for the benefit of the University.

ii) Book Donation

During the reporting period, the University library received 55 new book titles in 167 volumes from **Michael Blundell Trust** courtesy of Rattansi Education Trust worth **Kshs.565,308**. The books that cut across various knowledge disciplines will help to boost our resource base as a University.

iii) Income Generating Unit Training Workshop

The IGU virtual training on Entrepreneurial Skills, Leadership and Motivation was held on 24th March 2021 and facilitated by the MD UNES, University of Nairobi and staff from PLO Lumumba and Partners, Nairobi. The training targeted all key stakeholders within the University running Income Generating Activities. It is believed that the stakeholders will utilize the acquired skills to improve the performance of their respective IGU's and liquidity of the University.

2.5 Enhancing Outreach Portfolio

i) Signing of Memorandum of Understandings (MoUs)

Over the years, the University has signed MoUs with various institutions and successfully implemented them jointly. To increase industrial linkages and collaborations, 8 MoUs were reviewed and signed with the following institutions/organizations: North Rift Herbalist Association (NRHA), Teso South Fish Farmers' Cooperative Society, Shinshu University (Japan), Kerio Valley Development Authority (KVDA), Turkana County, STAWI Foods and fruits limited, Life University (USA) and finally National Land Commission (NLC)



Figure 13: Turkana County Governor and the Vice-Chancellor (left) and National Land Commission CEO and Vice-Chancellor during the MoU signing ceremonies

ii) Consortium agreement with Kenya Space Agency

University of Eldoret was awarded **Kshs.5 million** by the Kenya Space Agency (KSA) to host the KSA Nano Satellite Development/Operational Space Weather Chair. The purpose of this Research Chair is to catalyze and promote research in Space Science, Technology and related applications. The Vice-Chancellor with other consortium members signed the consortium agreement on 21st October 2010 at Serena Hotel Nairobi. The University as a consortium member received Kenya Shillings **Kshs. 1,000,000.00** which will be used in setting up a ground-based node, research and capacity building.

iii) Outreach Activities

The University is committed in reaching out to the local communities in North Rift and the nation at large through the various extension and outreach activities. Through the University's Outreach Centre in collaboration with the neighbouring counties, the University was able to interact with and transfer relevant technologies both in academics, crop, animal and fish farming to the youth, women and farmers for the improvement of community livelihoods. To overcome COVID-19 restrictions, the University created farmers' WhatsApp Platforms and Radio talk shows for different groups of farmers to continuously engage Table 10 summarizes stakeholders reached directly in the course of this financial year.



Figure 14: UoE faculty members participating in a) farmers' training

Table 10: Stakeholders Reached Directly by Outreach Activities at OISC

Activity	Stake Holders	Total
1) Virtual Field Course carried out between UoE staff, farmers in western Kenya and students from KU Leuven, Belgium	Farmers in Chwele, Kimilili and Misikhu (24) County Government of Bungoma (Extension Officers; 6); County Director of Agriculture (1) KUL staff (10) UoE Staff (4) KUL students (22)	68
2) Training and commissioning of drying, storage, processing, and nutrition extension activities for Elgeyo Marakwet County	County Government of Elgeyo Marakwet Sub County Agricultural Officers (SCAO) from Keiyo South, Keiyo North, Marakwet West and Marakwet East (4) and seven (7) Ward Agricultural Officers (WAO) from the following wards; Endoo, Arror, Emsoo, Tambach, Soy South, Chepkorio and Kapchemutwa. Farmers (25)	36
3) Venture 4 Change Programme	UoE students (12) UoE staff (11) AMPATH (2) Boehringer Ingelheim Pharmaceutical-Making More Health (1) Farmers (over 100)	126
4) Outreach messages shared on Social media platforms	Farmers County Government of UG-SCAOS (6) MGA of Kenya (236) Farmers on social media for passion fruit production and soil testing (136)	378
5) Training on 'Soil Testing and Fertilizer Use'- Moiben Sub County	Farmers (22) County Government of UG (SCAO and WAOS-3)	25
6) Training on 'Horticultural Production-Passion Fruit' in Simat/Kapseret Sub County	Farmers (32) County Government of UG (SCAO and WAOS-3) ACK Tuiyo Church (2) Homa Lime, Koru (1) Ilima Ltd (1)	39
7) Training on 'Dairy/ Livestock Production' in Mbakalo Ward,	Kipstar Cooperative (33 members) AmPATH (2) Boehringer Ingelheim (1)	37

Activity	Stake Holders	Total
Bungoma County	County Government of Bungoma (Kibisi MCA)(1)	
8) Training on 'Climate Smart Agriculture' in Olare-Ainabkoi Ward, Uasin Gishu County	Farmers (39) County Government of Uasin Gishu (1)	39
9) ENABLE Youth Programme	33 Incubatees MoA representative- (1) Uoe Staff (10)	44
TOTAL		792

2.6 Capital Projects and Maintenance of Physical Infrastructure

The University has continued to provide conducive learning and working environments by developing and maintaining appropriate infrastructure. The implementation of this strategic objective was achieved through several activities under six (6) key strategies namely; enhancement of safety and security; provision of conducive teaching and learning environment; provision of good working environment; enhancement of student welfare; expansion of utilities and services infrastructure and maintenance of clean and sustainable environment.

The activities under each strategy are summarized below.

i) Provide Conducive Teaching and Learning Environment

In effort to promote the University's core mandate of teaching and learning, several activities were undertaken:

The achievements under each of the activities are as follows:

- a) Under the capital projects vote, the Schools of Economics and Business Management Sciences Complex was progressed to almost 98% completion and the process of handing it over to the University by the Contractor has commenced. The School of Education (Amphitheatre) has also progressed significantly with most of middle level slab casted and some roof columns erected. The access lane linking the Main Gate to Administration Block was also completed using internal resources. Perimeter Fence Phase IV was completed and construction of Phase V commenced and about 600m of wall was done.



Figure 15a: Economics & Business Complex



Figure 15b: Education Amphitheater

Table 11: Capital Project Status

UNIVERSITY OF ELDORET
CAPITAL PROJECTS STATUS AS AT 30 JUNE 2021

Vote Name	Contract Sum (Kshs)	Cum. Exp. 30/06/2020 (Kshs)	Qtr 1 Expen. (Kshs)	Qtr 2 Expen. (Kshs)	Qtr 3 Expen. (Kshs)	Qtr 4 Expen. (Kshs)	Total Exp. 30/06/2020 (Kshs)	Performance (%)	Remarks
Education Amphitheater	373,000,000	67,668,116	-	-	-	36,594,933	104,263,049	28	44% Physical completion
W.I.P Internal Project									
Access Road	25,000,000	11,561,565	1,446,000	3,395,500	5,767,500	-	22,170,565	89	100% Complete
Business Mgt & Economics	241,236,042	180,033,998	-	29,184,744	2,418,118	-	211,636,860	88	Nearly Complete
Perimeter Fence (Phase IV)	28,961,905	22,896,848	3,999,353	2,058,714	-	-	28,954,915	100	100% Complete
Perimeter Fence (Phase V)	35,066,000	-	-	-	-	25,361,640	25,361,640	72	Progressing Well

Note: Value of works done in quarter 4 by certification and invoicing is Kshs.47,200,254.72.

However, we paid Kshs.36,594,932.72 with a pending bill of Kshs.10,605,323

ii) **Provide Conducive Working Environment**

With regard to Buildings Maintenance Vote, several key renovations were completed thus providing conducive teaching, learning and working environments as well as promotion of students' welfare. The completed renovation works included the Eatery at the Students' Center, renovations of 844 Laboratories, the Education Resource Center in the School of Education Complex and VIP Parking repairs.



Figure 16 Refurbished Eatery

Through the Catering and Hostels Maintenance Vote refurbishments of wet areas, rooms (painting floor tiles) and roof leakages in Hostels Blocks A-F were completed.



Figure 17: Repaired Hostel Roof

- iii) The University also received installed and commissioned an Automatic Block Making Machine through the Plant and Equipment Vote. This machine will be used to make blocks, cabro tiles and paving slabs for use in paving the walkways and internal road networks. Material for production were also acquired and production has started.



Figure 18a: Block Making Machine



Figure 18b: Block Making Materials

Table 12: Internal Projects Report

UNIVERSITY OF ELDORET

INTERNAL PROJECTS REPORT AS AT 30 JUNE 2021

Vote Name	Approved	Revised	Q.1 Exp. (Kshs)	Q.2 Exp. (Kshs)	Q.3 Exp. (Kshs)	Q.4 Exp. (Kshs)	Expenditure 2020/22021 (Kshs)	Performance (%)
	Budget 2020/22021 (Kshs)							
Maintenance of;								
Buildings & Stns	37,155,316	-	13,349,138	8,483,655	8,213,895	30,046,688	81	
Catering & Hostels	10,216,581	260,380	687,820	3,961,185	4,736,743	9,646,128	94	
Maintenance of Playgrounds	934,135	24,000	326,875	521,000	164,160	1,036,035	111	
Water Supply & Sewerage	540,047	16,000	31,896	7,900	478,071	533,867	99	

3.0 ADMINISTRATIVE DIVISION

This section coordinates the recruitment of all staff in the University, Training and Development, Performance Appraisal, staff reviews and general staff welfare matters. These activities are hinged on the strategic plan (2019-2024) strategic objective 4: To attract and retain competent human resource.

3.1 Staffing and Staff Ethnic Distribution

The total number of staff in the University is one thousand one hundred and seventy-four 1174 (1218) a decrease of 3.61% compared to the 2019/2020FY. The teaching staff are three hundred and forty 340 (348), while non-teaching staff are eight hundred and thirty-four 834(870), representing a decrease of 2.3% and 4.14% in academic and non-teaching staff respectively. The terms of Service of staff vary from Permanent, Contract, Temporary and those on secondment. The teaching staff on permanent and pensionable terms are 293, while 47 are on contract. Similarly, 763 and 71 administrative staff were on permanent and contract terms respectively. The marginal decrease in staff numbers in 2020/2021 FY compared to 2019/2020 is due to management efforts to reverse the current academic to non-academic staff ratio which is currently skewed in favour of the non-academic staff to achieve at least a ratio of 40:60 as envisaged in its 2019-2024 strategic plan. In this connection, management took a deliberate effort to renew staff contracts based on critical need, stopped recruitment of non-academic staff and outsourced cleaning services.

Fig. 1: Total University Staff

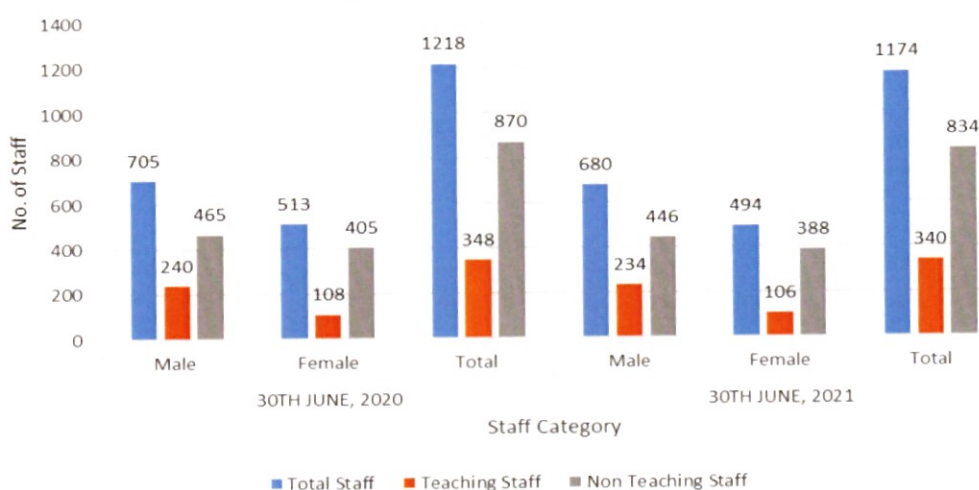


Figure 19: Total University Staff

3.1.1 Staff Distribution

The staff in the University come from diverse ethnic groups and regions across, not just Kenya, but the world. Figure 20 shows the percentage representation of the staff in the university. From the data, it is clear that the University has ensured regional balance in employment. The University staff are distributed across thirty-nine (39) of the forty-seven (47) counties in Kenya. This indicates an aggregate regional representation of 82.98% across the republic. From the data, a large proportion of staff are drawn from the counties of Uasin Gishu, Nandi, Baringo and Elgeiyo Marakwet (45%), while the remaining counties account for 55% of the staff. The division, however, during the recruitment of staff, ensures regional and ethnic balance. Similarly, gender and people living with disability are given priority.

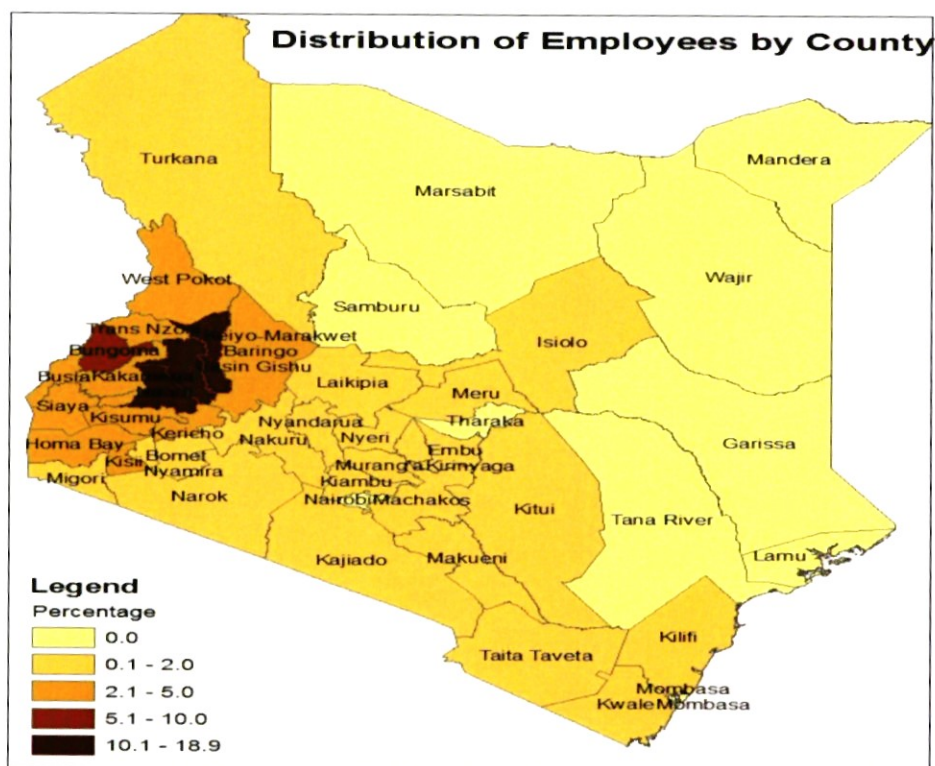


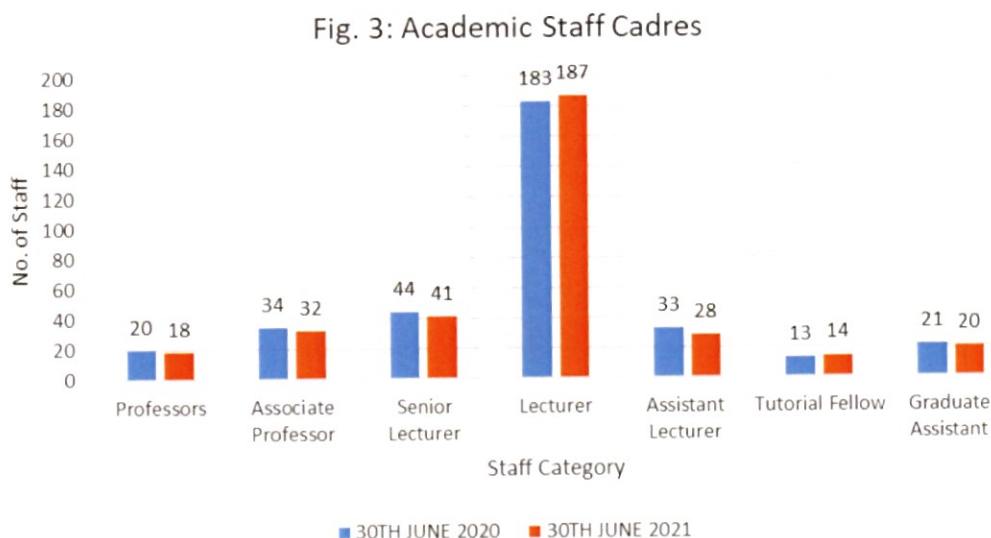
Figure 20: Staff distribution per region

The distribution of staff per tribe is also analysed. 47% of all the staff are comprised of communities from Nandi, Luhya and Keiyo while other tribes' makeup the remaining 53%. The University uses every opportunity to endeavour to comply with Articles 10 and 232 of the constitution on National Values and Principles.

3.1.2 Academic staff

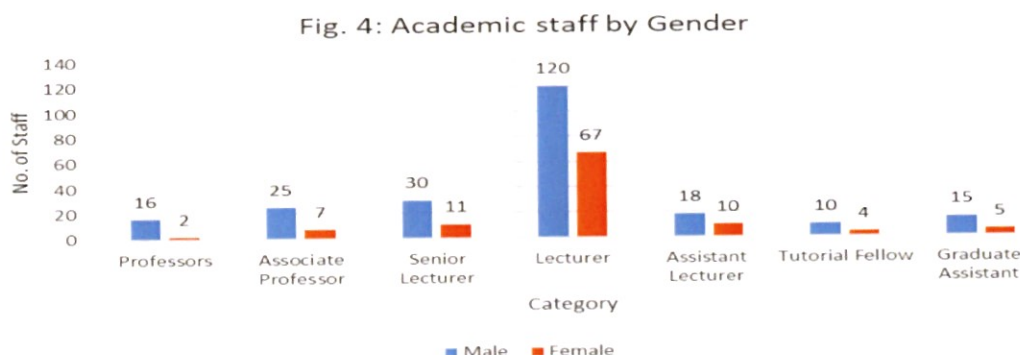
The comparison of the academic staff in 2020/2021FY and 2019/2020FY is shown in Figure 21. It is notable that there was a marginal decrease in the number of all staff except lecturers who increased by four (4) from 183 to 187 occasioned by change of terms for those who attained Ph.D qualifications and automatically changed terms from either Assistant Lecturer or Tutorial Fellow to Lecturer. These represented a 2.2% increase.

Figure 21: Academic Staff Cadres



The distribution of academic staff by gender - The University has achieved relative balance for Senior Lecturers, Lecturer, Assistant Lecturer, Tutorial Fellow and Graduate Assistant. The Balance is however skewed in favour of male gender for Professor and Associate Professor as show in Figure 22.

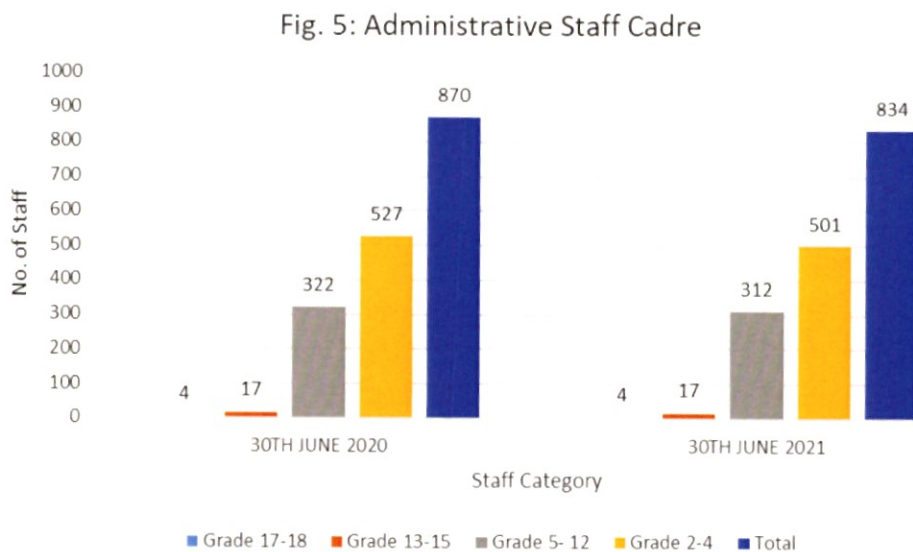
Figure 22: Academic Staff by Gender



3.1.3 Administrative Staff

The number of administrative staff declined by 4.14% in 2020/2021FY. These was occasioned by staff separation arising from natural attrition; retirement, resignation, demise in service among others. Due to current freeze in employment by the government, Management has not been able to replace staff while those on contract are considered only for essential services. Besides, the University Management has embarked on measures to reverse the ratio of academic to non-academic staff, currently at 39:61. Figure 23 indicates a drop in the number of junior staff by 9.33%.

Figure 23: Administrative Staff Cadre



3.2 Staff Recruitment

During the period, the University made requests for approval to the Ministry to enable recruitment of staff. The University has lost staff through natural attrition and resignation. These has caused constraints in service delivery. The critical positions which require filling include; Finance Officer, Registrar Administration, Chief Internal Auditor and University Librarian. Other positions include replacement of Lecturers and Technicians who retired during the financial year.

3.3 Staff Reviews and Promotions

Similarly, in the period under consideration, the University made an appeal to the Ministry to approve staff reviews and promotions. The University notes the

importance of career progression for staff in order to create a conducive environment and boost productivity.

3.4 Staff Departures

During the period, thirty-one (31) staff exited the service of the University. The separations took the form of retirement, resignation and demise in service.

3.5 Staff on Study Leave and Leave of Absence

The University support staff development by allowing staff (mostly academic staff) to take study leave to pursue further studies and leave of absence to pursue career development and taking up other national and county assignments. The two types of leave are granted in line with the University policy on staff training and development.

3.5.1 Study Leave

In the financial year under review, twelve (12) members of staff from various schools were on study leave. Those pursuing Doctor of Philosophy (PhD) were ten (10), while two (2) Master's Degree.

3.5.2 Leave of Absence

Similarly, nine (9) members of staff were on leave of absence from the University to take up appointments in both county and national government: seven (7) male and two (2) female. They serve in various capacities in government, parastatals/agencies and special projects. Leave duration are for three (3) years-renewable once.

3.6 Staff Disciplinary Cases

In an effort to instil discipline among its staff, the University has staff disciplinary committees for different cadre of staff. During the financial year under review, the pending staff disciplinary cases were concluded and verdicts issued to the concerned staff. The University has continued to enforce the code of conduct and ethics policy which has seen a decline in the number of disciplinary cases reported.

3.7 Staff Appraisal

In the period under consideration, the University, as part of its mandate on staff performance management, developed and implemented the 360 degrees'

performance management tool. Digitization of the tool is currently in progress to ensure efficiency in the staff appraisal process.

3.8 Industrial Relations

The University has continued to strengthen industrial relations by constructively engaging with staff Unions on staff welfare matters. The University, in an effort to improve Industrial Relations, held consultative meetings with the Unions to discuss the SRC advisory on the approval of the local CBAs' by SRC. Though this has not been concluded, the university is expecting a response on the same.

The University partially implemented the 2017-2021 National CBA by paying the CBA arrears. However, the University was not able to implement the new salary structure due to pending release of funds from the National Treasury. The University was further affected by a reduction in Capitation in the period under consideration, due to budgetary cuts in the 2020/2021 Financial Year by the Government. The implementation of the CBA was overseen by the local implementation committee and returns were filed with the Ministry of Education.

3.9 Staff Training

The University Management has formed a committee to handle University staff welfare matters. The committee has since developed a Staff Welfare Policy which is currently under consideration by the University Council. The University has also drafted a Human Resource Planning and Succession Management Policy. This is aimed at assisting in the planning of the Human Resources at the University.

3.10 Internship

The university continues to support the Government Internship programme. During the period under review, the University received forty-four (44) interns under the PSIP from the Public Service Commission (PSC) against a declared capacity of fifty-five (55). The University expresses its gratitude to the Government through the PSC for the noble programme aimed at equipping the young graduates with necessary skills and competencies.

3.11 Implementation of Government Circulars

The University received various circulars from the PSC requiring participation in various sensitization programs organized by the Commission.

i) *National Values and Principles evaluation reporting cycle for 2019/2020*

In August, 2020, the University participated in a sensitization on National Values and Principles for the 2019/2020 reporting cycle. The report was received later in the Financial Year and indicates that the University has continued to uphold national values and principles as envisaged in Articles 10 and 232 of the constitution.

ii) *Validation workshop on the PSC Act, 2017*

Similarly, the University participated in a two-day webinar sensitization and validation workshop on the PSC Act, 2017 and the public service regulations, 2020. The sensitization also involved stakeholder engagement on validation of the public service commission (performance Management) regulations and revised discipline manual and policy on the employment on contract, 2020.

iii) *SRC Mobilization, Sensitization and Engagement on Job Evaluation for 2021/22-2024/25*

The SRC also organized a one-day mobilization, sensitization and engagement meeting on Job Evaluation for the 2021/22-2024/25 Remuneration Review Cycle for the Public Sector in the month of September 2020 for which the University participated. This was followed by training of the Job Description and Analysis Committee (JDAC) by SRC. The University through JDAC identified jobs to be evaluated and facilitated the development of Job Descriptions for all Jobs in the University and submitted to the SRC during the period under review an exercise which was undertaken nation-wide.

3.12 Training and Capacity Development

i) *Staff Training and Development*

The University has Staff Training and Development Committee which meets regularly to consider staff training and development matters. This include staff requests for study leaves, leave of absence and requests for renewal of contract. The various meetings of the committee considered various requests from Graduate Assistants and Tutorial Fellows.

ii) Staff Capacity and Skills Development

a) Training on Workplace Environment, Ethics & Culture Post COVID-19

During the period, the University management nominated the Senior Assistant Registrar (Human Resource) to attend the Virtual Masterclass on Workplace Environment, Ethics & Culture Post COVID-19 training by the Federation of Kenya Employers (FKE). The training had three modules; Module 1: The impact of Covid-19 on Workplace Ethics and Culture (Thursday 03rd September 2020). Module 2: Key Instruments on Elimination of Harassment and Violence at the Workplace (Thursday 10th September 2020) and Module 3: Dealing with Emerging Sexual Reproductive and Health Rights (SRHR) Issues at the Workplace (Thursday 17th September 2020).

b) Collective Bargaining Training

The University also facilitated six (6) members of staff; one (1) from each of the three Unions in the University and three (3) members from management to be trained on collective bargaining at the Kenya School of Government on 21st to 25th June, 2021. This is aimed at improving industrial relations in the University.

c) Training on Corporate Governance

The University also facilitated training on Corporate Governance for the University Council and members of management blended with team building on 15th to 17th June, 2021. The training was facilitated by the Kenya School of Government. The training was aimed at ensuring that the corporate strategy for the University is achieved through working together as a team.

d) Continuous professional Development Training

As part of professional development for staff in the University, various staff were supported to undertake continuous professional development training in their respective fields of specialization. The University also supports staff development by paying their annual subscriptions to professional bodies.

3.13 Central Services

The University has centralised the provision of key non-core operations such as cleaning and organization of University events under the Central Services. The University has outsourced most of cleaning services at its main campus. However, for Eldoret Town Campus and Nairobi Liaison Office all cleaning services are outsourced. The services indicated are supervised by the central services Department which also manages the central registry and communication services at the University. The process in the central registry covers document receipt, storage, retrieval and dispatch.

3.14 Catering Services

The University provides catering services to students at subsidized prices through the Catering Unit. The unit also provides services during official functions at the University as need arises. The unit is not for profit making but to provide essential catering services to students at least at breakeven. Due to the subsidised nature of the prices charged and the increase in prices of items in the market, the unit has not been able to operate at the anticipated breakeven levels. However, the University has instituted strategies to turn around the operations of the unit to ensure at least break-even level of operation is achieved. The measures include installation of point of sale and ERP to monitor the transactions, adoption of food cost analysis monitoring tool and close supervision of the unit.

3.15 Transport Services

The University has invested in a fleet of motor vehicles which is managed by the transport and garage unit. During the period, fourteen (14) motor vehicle and one motor cycle were boarded. Twelve (12) were successfully disposed off following the existing procurement procedures raising an approximately Kshs.2.2million.

3.15.1 Training of Drivers on Defensive Driving

As part of capacity building, the University-trained drivers on defensive driving. A total of twenty-nine (29) drivers were trained by the Auto Mobile Association of Kenya (AA) on 26th and 27th May, 2021. This training is expected to improve the driving skills and competencies for the University drivers.

3.15.2 Road Safety Mainstreaming Committee

In order to support the Governments' Road Safety initiatives, the University established a Road Safety Mainstreaming Committee. The committee has specific Terms of Reference in line with the set performance targets and coordinates road safety activities in the University. The committee is currently developing the Road Safety policy for the University in line with the National Guidelines provided by the National Transport and Safety Authority (NTSA).

3.15.3 The 6th UN Global Road Safety Week

The University participated in marking the 6th UN Global Road safety week held from 17th to 23rd May, 2021. During this event, the University staff and the community were sensitized on speed management with the aim of reducing speed related fatalities. The University is also working to develop a road safety policy which will guide the implementation of speed management within the University.



Figure 24a: Launch of 6th UN Global Road safety week



Figure 24b: Signing of poster by VCs representative



Figure 24c: Sensitization of motorcycle rider



Figure 24d: Sensitization of motorcycle riders

3.16 Hostels Services

The University provides accommodation of students residing inside within the main campus and also collaborates with landlords to provide accommodation to students outside the University at affordable costs. During the period under review, the University invested in renovation and repairs of the hostels which included installation of PVC tiles, roof repairs and reconstruction of the washing areas. This is aimed at providing the students with a conducive living environment during their stay at the University. In order to comply with COVID-19 guidelines and protocols, the University has ensured social distancing is achieved by reducing the bed spaces from the normal 2,600 to 1,500. The University management continues to allocate resources to modernise the hostels in order to provide conducive accommodation to students.

3.17 Farm Activities

The farm activities include livestock and crop farming. The Livestock section has 139 animals valued at **Kshs. 12.7 million** while the piggery section had 16 pigs valued at **Kshs. 412,250.00** as at 30th June, 2021. The Crops section deals with planting of crops such as maize, wheat, canola and other horticultural crops on approximately 400 acres. The University has embarked on modernization of the farm where currently a milk cooling plant has already been constructed. The University is also considering equipping the farm with a milk pasteurizer.

3.17.1 Livestock Section

The farm had an average of 35 lactating animals during the period, with an average milk production of 185.73Kgs per day. During the period, the farm produced a total of 102,736.2Kgs of milk. The average milk production for the period was 285.3 per quarter. Total milk supplied to the New KCC stood at 83,818.3Kgs. Following the setting up of the IGU directorate and the changes in management of the farm, the section is expected to improve its performance.



Figure 25: Preparation of Animals for Milking



Figure 25b: Young Stock of Animals

3.17.2 Crops Section

The University farm produces a variety of crops; such as maize and wheat. The produce is sold and is also used by the University catering unit, thus generating revenues to the University. Following the changes instituted by the University on the farm, it is expected that performance of the farm will improve in the next financial year. The University was able to sell wheat worth **Kshs. 1,878,000** during the period.

3.17.3 Donation of Liquid Nitrogen Containers

The University has a strong collaboration with other stakeholders. Therefore, during the period, the University received three (3) liquid nitrogen containers for livestock semen storage courtesy of the Kenya Animal Genetic Research Institute (KAGRI), worth **Kshs. 120,000**. This is expected to greatly assist in boosting the livestock section of the farm.

3.18 Public Health Services

The University has a well-established public health unit that handles matters that pertain to Public Health. The core functions of the unit are to ensure Food safety and quality control, Communicable disease control, Insect vector and disease control, Solid Waste Management, Inspection of premises and Personnel health matters. During the period, the unit facilitated the signing of an MOU between the University of Eldoret and Moi Teaching and Referral Hospital for safe disposal of clinical wastes through the MTRH approved incinerator. As part of fostering a safe University environment, the unit organized Health Education on public health standards for landlords housing students in the University neighborhood.

3.18.1 Communicable Disease Control

In order to mitigate the spread of communicable diseases and infections, the University management facilitated the purchase of PPEs for COVID-19 infection prevention and control in the University. Similarly, in collaboration with the School of Engineering, we developed mechanized foot operated water and soap dispensers. The dispensers have been installed in various locations of the University. To achieve occupational safety and health, the university continues to realize this mandate through regular inspection of various University premises.

3.18.2 Water and Food Quality Control

Further, the University has continued to test water and food items for quality control. Water samples are submitted to the KEBS and Government Chemist for analysis to inform mitigative actions by Management for the safety of the University Community. All the food handlers in the University were also examined and medical examination certificates issued.

3.18.3 Solid Waste Management

The University manages solid waste through an external service provider and conducts regular fumigation and disinfection of common areas in the University for improved public health standards. During the period, a total of fifty-three (53) tons of solid waste was collected and properly disposed as per guidelines from the National Environment Management Authority.

3.18.4 Occupational Safety and Health Policy

The University has embarked on the development of the Occupational Health and safety policy. This is aimed at improving the occupational health for staff, students and other stakeholders in the University.

3.19 Health Services

The unit is mandated to provide medical services to both registered students and staff members along with their dependents as provided in various terms and conditions of service. The same is implemented by medical staff through a twenty-four (24) hour rotational schedule to cover day, nights, weekends and public holidays. The Health Services has two facilities currently operating at Main Campus Clinic and Town Campus Clinic.

3.19.1 Provision of Medical Services

During the Period, the University provided medical services to over 10,000 patients at the Health Clinic. This includes staff and their immediate dependants and students. The University has put in place measures for COVID-19 screening at the Health clinic to ensure the staff are not exposed. The most common ailments treated at the Health facility were Upper respiratory tract infections. The University has also put in place measures for the management of lifestyle related diseases among staff.

3.19.2 COVID-19 Infection Prevention and Control

To protect the staff and students from infection and transmission of COVID-19, pursuant to MoH guidelines for infection prevention and control protocols for corona Virus disease (COVID-19), the University of Eldoret in liaison with the County COVID-19 response committee and health services unit, put in place various measures to control the spread of the deadly virus. Among the measures in place are but not limited to provision of information on what should be done to prevent COVID-19, what to be done when it occurs and follow up post infection. A visit by the Director, Ministry of Education on 1st September 2020 to

assess preparedness and adherence to Covid-19 protocols revealed good progress in preparedness and adherence but recommended improvements on isolation facility (ward) and COVID-19 mock drill to raise awareness.

The University in its control measures and pre-COVID-19 infection, engaged Health services staff on Covid-19 awareness campaign and mapped the University Health Centre as a support Centre for health seeking and preliminary treatment awaiting directions for further management of Covid-19 suspects and referral to other health facilities for further management.

The University also enhanced Post COVID-19 recovery protocol by setting up the Mental Health and psychosocial support unit for COVID-19 victims on 26th August 2020. The team offers emotional health to individuals affected directly or indirectly by the COVID-19 pandemic and social support and counselling through video and teleconferencing.

3.19.3 Voluntary Staff Vaccination

The University, in collaboration with Moiben Sub county hospital organized for vaccination of staff against COVID-19. A temporary vaccination Centre was established at the University's health Clinic to enable staff access the vaccine. Over four hundred staff were able to be vaccinated with the first dose at the University health clinic while others accessed the vaccine in other health facilities.

4.0 ENVIRONMENTAL AND SUSTAINABILITY REPORTING

1. To Improve Governance and Corporate image

Corporate Social Responsibility (CSR) is one of the University's core businesses as provided by the Universities Act 2012 of Laws of Kenya. CSR helps in creating a sense of goodwill between the University and its internal and external publics. Through CSR initiatives, University of Eldoret seeks to integrate the business operations and values whereby the interests of all stakeholders, including employees, students, partners and the community are reflected in our policies and actions. CSR initiatives include: field courses, enhanced student community outreach activities, annual Agribusiness trade fair exhibitions, farming and environmental conservation, annual cross-country championship and offering quality and timely services. Through CSR, the university is committed towards improving the quality of life of the less fortunate members of society.

(a) Environmental

The environment is one of the key natural resources of the institution and operationalized through the University's environmental policy. The University's commitment to reducing environmental impact is through preservation, conservation and waste reduction practices. In this respect, the University was engaged in the activities below;

- (i) The University through the Department of Forestry and Wood Science and the Environmental Sustainability Committee conducted a tree planting session during the 5th Tree Planting activity that took place on Thursday 20th May, 2021. Staff and students participated in the planting session where over 3,000 tree seedlings were planted along the new entry lane at Gate A and the larger grounds on the left towards the Old Site. It was reported that since the activity started, the seedlings have had 95% survival rate. The aim of this activity is centered towards improving the environment and meeting performance contracting target that was set towards meeting the national target of attaining 10% Tree Cover by 2030. The venture would help in the quest of increasing the forest cover from the current less than 8% up to a desired 15% in Uasin Gishu County.



Figure 26: 5th Tree Planting Activity at University's grounds

- iii) The School of Environmental Studies conducted a three (3) weeks intensive course on Environmental Impact Assessment (EIA) and Environmental Audit (EA) Training which on 22nd March - 9th April 2020. The training was conducted under an approved National Environmental Management Authority (NEMA) and the University of Eldoret SES 805 Curriculum.



Figure 27: Environmental Impact Assessment (EIA) and Environmental Audit (EA) Training

(b) Outreach and International Students' Centre (OISC)

- (i) The Empowering Novel Agribusiness Led Employment (ENABLE) Youth Kenya is a four-year Programme implemented by the Ministry of Agriculture and co-funded by the African Development Bank (AfDB). University of Eldoret (UoE) was selected as one of the Youth Agribusiness Incubation Centre (YABIC) for implementing the Programme.

The YABICS provide facilities for training under identified value chains that are specific to the institution. The value chains identified for UoE YABIC are: Animal/Dairy Production, Fisheries and Mushroom Production.

Following the recruitment exercise that took place in February 2021, 33 participants were selected for incubation at the UoE YABIC which is hosted by the OISC. Registration of the successful applicants took place at the Centre's facility on Thursday the 3rd of June, 2021. The mushroom value chain attracted the highest number of youth with a total of sixteen being selected. Out of the 16, three will be joining the Programme through the Accelerated category while 13 are in the Standard category. Dairy Production attracted eleven youth with two and nine being in the Accelerated and Standard categories, respectively. Under the Fisheries value chain, five youth are registered in the Accelerated category and only one in the Standard category.



Figure 28: Registration and Induction of the Enable Youth Kenya Programme

- (ii) On the 27th May 2021, team members of the University of Eldoret Venture for Change-Making More Health Programme met at the OISC to welcome the successful applicants' of the 2021 version. Sixteen (16) students from UoE successfully applied for the Programme. The Programme being

implemented by Boehringer Ingelheim Pharmaceutical Company and Ashoka-An initiative that identifies and supports social entrepreneurship in collaboration with AMPATH took place between June and October 2020 and drew participants from three Universities; University of Eldoret, Kibabii University and Moi University.

This Programme provides a platform for students of different Universities to conceive, develop and implement innovative ideas to foster hygiene, food safety and health in target slums and rural areas. The programme emphasizes critical thinking and social entrepreneurship as well as the engagement of employees and partners. Ideally, the targeted university offers a strong entrepreneurship hub and/or student program with a proposal to enhance their students' learning experience through a collaborative initiative and entrepreneurship education and/or strong health related curriculums. Students get to develop ideas in teams to solve a societal problem, in this case 'Food Safety' that are entered into a competition and the winning team gets resources to implement their idea in the target communities.



Figure 29: Venture for Change-Making More Health Program

(c) Clients

In line with improved service delivery through various directorates, trainings were held to enhance service delivery.

- (i) A two-day Counter Terrorism training was held on 3rd – 4th June, 2021. Training of thirty-five (35) security staff on counter terrorism was one of the Performance Contract Target for this Financial Year (2020/2021). The

aim of the training was to put mitigations against terror attack and to protect staff, students and property. The training was conducted by facilitators from Anti-Terror Police Unit, led by Chief Inspector, Nairobi headquarters office. The training was dedicated towards equipping necessary emergency response prevention skills to the nominated members drawn from different departments within the university.



Figure 30: Counter Terrorism Training

- (ii) The Directorate of Quality Assurance organized a one-day Conference on Thursday 27th May, 2021 at the Education Complex conference room to discuss with Heads of Quality Units on the implication of the Re-Certification Audit and the status of the implementation of the requirements of the ISO 9001:2015 Standard.



Figure 31: 8th ISO 9001:2015 QMS Recertification Conference

- (iii) University organized training of thirty (30) fire marshals on 19th to 21st May, 2021 at the School of Education complex building. The training was aimed at putting mitigations against fire and to enlighten and protect staff and students at large on fire preventive and management measures. The

training which was organized by the Security Department saw facilitators invited from County Government and the County Fire Brigade Team



Figure 32: Fire Marshals Training

(d) Sustainability

University of Eldoret exists to transform lives. This is our purpose; the driving force behind everything we do. It's what guides us to deliver our strategy, putting the customer/Citizen first, delivering relevant services and improving operational excellence. This has been achieved through policies and activities that promote sustainability.

i) Sustainability Strategy and Profile

The University management envisions pursuit of quality higher education, through teaching, research, outreach and consultancy that meets the needs and aspirations of a dynamic society. While this is our focus, the vision must be sustainable despite the climatic, political and economic uncertainties around the globe. We have adopted several sustainability strategies to make the University accountable and transparent in all its activities. Through various programs, the University facilitates the generation of ideas and innovations to shape a sustainable future. To this end, the University strives to equip the future generations of leaders with the skills to navigate the organization's sustainability challenges largely brought about by climate change, increased human population and turbulent economic trends punctuated with political uncertainties, labor relations and pandemics among others. We have therefore, put in place a raft of measures to ensure sustainability that

includes; a focus on employees' welfare, suppliers' prompt payment, and customer protection. In this regard, cost cutting measures, innovative resource mobilization approaches and new ways of doing business including use of advanced technologies such as zoom, and ODeL have been employed to ensure business continuity.

ii) COVID-19 Awareness and Mitigation

The employees are a crucial capital resource that drives our core mandate and its protection is particularly important for our long-term business outlook. In this regard, several strategies were adopted to sensitize the staff on COVID-19 as well as provide mitigation measures to ensure our business remains competitive and achieve the desired results during the period. Consequently, the University supported employees affected by COVID-19 through our existing medical scheme. Further, we introduced a range of protection measures throughout the university, including health screenings, social distancing protocols, increased cleaning procedures, as well as, providing masks and producing our own sanitizers.

iii) Employee welfare

The University has put in place a number of policies to guide on employee welfare. Among these are (a) Human Resource Policy & Procedures Manual, (b) Staff Training & Development Policy and (c) Gender Policy which were approved by the University Council. These policies are reviewed from time to time to ensure relevance. The University has a directorate of Gender, Equity and Diversity which oversees implementation of the Gender Policy that supports gender mainstreaming during recruitment.

The core mandate of the University is academics. Among key components of this mandate is training of staff, which is guided by the Staff Training & Development Policy. Performance of staff is guided by a 360° performance appraisal system. Through the department of Public Health, the University has a Committee on Occupational Safety and Health that monitors and implements the OSHA Act, 2007. These human capital programs, policies and practices have been instituted to support efficient, effective and motivated workforce. Therefore, the employee's skill mix of talented permanent, contracted and part time staff were utilized during

the period. Their salaries and wages were paid on time and in the case of part time employees, as soon as their claims were approved for payment. Non-core services were outsourced.

iv) Responsible competition practice

The University is guided by and adheres to relevant regulations in conducting all its varied competitive activities including procurement and staff recruitment processes. The University has established the Corruption Prevention Committee (CPC) chaired by the Vice-Chancellor that leads its fight against corruption. The CPC ensures that a Corruption Risk Assessment (CRA) is conducted annually from which a Corruption Risk Mitigation Plan (CRMP) is developed outlining the corruption prevention strategies. Further, the University has trained over 50 Integrity Assurance Officers (IAOs) to spearhead the fight against corruption in different units within the University. This has helped keep corruption in check by identifying loopholes early enough thus instigating relevant timely remedial measures.

v) Responsible Supply Chain and Supplier Relations

The University strictly adheres to both institutional and national code of ethics, and the public procurement laws and government circulars issued from time to time. The performance contract the University signs with the government encourages public participation including special interest groups such as the local communities, youth and physically challenged to participate in the supply chain activities. This is monitored with reports on performance submitted to the relevant government agencies quarterly and annually. As concerns contractors engaged in capital projects, the University relies on the government public works officers who advice the University based on regular site visits and participatorily agreed payments based on work done. The University prioritizes invoices in the order of their due dates and payments normally made in a timely manner.

vi) Responsible Marketing and Advertisement

Marketing strategy at University is directed towards enhancing visibility of the brand to our customers. The strategy is to endear the University to the community and increase student enrolment and promote positive brand awareness. In marketing and advertising, we offer accurate and

truthful information about our services. Consequently, the information on admission requirements and fees structure for the programmes offered are clearly outlined on the University website. Our emails are directed to our stakeholders and we do not send out non-contractual unsolicited emails. As per our Citizen Service Charter, we respond courteously, timely and meaningful to our customers' concerns.

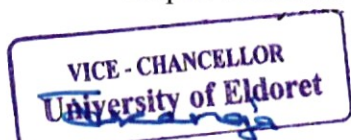
Further, all our communications share the common standard of truth and marketing, abiding by the highest standard of ethical principles as per the University's communications policy. Our branded, printed and digital materials use photos and videos that are accurate depictions and offer authentic representations free of any plagiarized information. The University does not engage in sensationalism during advertisement and any endorsement is clear and transparent. We comply with standards and regulations established by government and professional organizations.

vii) Product Stewardship

The University is implementing the ISO 9001:2015 Quality Management System which provides safeguards that protect the interests of our customers and stakeholders regarding the services we offer. The Standard is based on quality management principles that provide the customer as the centre of focus. We strive to understand the needs, expectations and the interest of the all our stakeholders. These include making sure that; customer needs are met, applicable statutory and regulatory requirements are adhered to and consistently met, that risks that affects the conformity of the services we offer are identified and addressed and that we maintain our focus on enhancing customer satisfaction and protection. In this regard, we conduct regular assurance internal audits and periodic external auditors from Kenya Bureau of Standards.

We purpose to provide quality services to our students in conformity to international standards as domesticated by the Commission for University Educations (CUE). The Commission for University Education also, conducts Regular Institutional Quality Audit after every five years to ascertain that the Standards and Guidelines are adhered to. Our resilience was however dramatically tested by the pandemic with some of our services such as post graduate defenses held online. Further, new

approaches on product offers such as ODeI was introduced and was well received and supported providing potential for enhancement and improvements.



Prof. Teresa A. O. Akenga, MRSC, MBS, MBA
Vice-Chancellor

Date 14/4/2022



REPORT OF THE COUNCIL

The University Council submits its report together with the audited financial statements for the year ended June 30, 2021 which show the state of the University's affairs.

(a) Principal Activities

The principal activities of the University continue to be the provision of quality University education, including scientific and professional education as provided under Section 6 (1) of the University's Charter.

(b) Results

The results of the entity for the year ended June 30, 2021 are set out on page 1.

(c) University Council Members

The members of the University Council who served during the year are shown on page (v).

(d) Auditors

The Officer of Auditor General is responsible for the statutory audit of the University in accordance with the Section 68 (2) (k) of the Public Finance Management (PFM) Act, 2012.

By Order of the Council


VICE-CHANCELLOR
University of Eldoret

Prof. Teresa A.O. Akenga, MRSC, MBS, MBA

Vice - Chancellor and Secretary to Council

STATEMENT OF COUNCIL'S RESPONSIBILITIES

Section 68 (2) (k) of the Public Finance Management Act, 2012 and section 14 (1) of the State Corporations Act, require the Council to prepare financial statements in respect of that University, which give a true and fair view of the state of affairs of the University at the end of the financial year/period and the operating results of the University for that year/period. The Council is also required to ensure that the University keeps proper accounting records which disclose with reasonable accuracy the financial position of the University. The Council is also responsible for safeguarding the assets of the University.

The Council is responsible for the preparation and presentation of the University's Financial Statements, which give a true and fair view of the state of affairs of the University for and as at the end of the financial year (period) ended on June 30, 2021.

These responsibilities include:

- (i) Maintaining adequate financial management arrangements and ensuring that these continue to be effective throughout the reporting period;
- (ii) Maintaining proper accounting records, which disclose with reasonable accuracy at any time the financial position of the University;
- (iii) Designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements, and ensuring that they are free from material misstatements, whether due to error or fraud;
- (iv) Safeguarding the assets of the University;
- (v) Selecting and applying appropriate accounting policies; and
- (vi) Making accounting estimates that are reasonable in the circumstances.

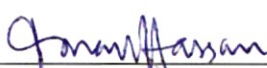
The Council accepts responsibility for the University's financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Public Sector Accounting Standards (IPSAS), and in the manner required by the PFM Act, 2012 and the State Corporations Act, 1986. The Council is of the opinion that the University's financial statements give a true and fair view of the state of University's transactions during the financial year ended June 30, 2021, and of the University's financial position as at that date. The Council further confirms the completeness of the accounting records

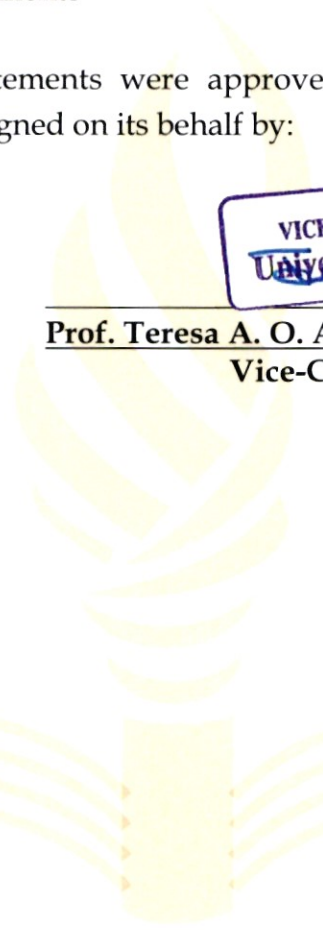
maintained for the University, which have been relied upon in the preparation of the University's financial statements as well as the adequacy of the systems of internal financial control.

Nothing has come to the attention of Council to indicate that the University will not remain a going concern for at least the next twelve (12) months from the date of this statement.

Approval of the financial statements

The University's financial statements were approved by the University Council on _____ and signed on its behalf by:


Dr. Ismail Buro Hassan
Chairman of Council



Prof. Teresa A. O. Akenga, MRSC, MBS, MBA
Vice-Chancellor