PARLIAMENT
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LIBRARY

REPUBLIC OF KENYA

THE NATIONAL ASSEMBLY

THIRTEENTH PARLIAMENT – FOURTH SESSION – 2025

DIRECTORATE OF DEPARTMENTAL COMMITTEES

.....

DEPARTMENTAL COMMITTEE ON EDUCATION

.....

REPORT ON

THE INSPECTION VISITS TO THIRTEEN (13) PUBLIC UNIVERSITIES UNDERTAKEN IN APRIL 2024

.....

VOLUME 2

CLERK'S CHAMBERS
DIRECTORATE OF DEPARTMENTAL COMMITTEES
PARLIAMENT BUILDINGS
NAIROBI

THE NATIONAL ASSEMBLY
PAPERS LAID
DATE: 02 DEC 2025
DAY.
TUESDAY
TABLED BY: HON. JULIUS MELLY (CHAIRPERSON)
CLERK-AT-THE-TABLE: INZOFU MWALE

NOVEMBER, 2025



END OF PRESENTATION

THANK YOU AND GOOD LUCK

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b) Ethical Artificial Intelligence Project in partnership with Mozilla Foundation

- The project train students and staff on responsible artificial intelligence.
- It offers training on integration of ethics and morality in the handling of emerging and disruptive technologies such as the Internet of Things, robotics, virtual reality and artificial intelligence that are increasingly gaining prominence in the manufacturing practices and processes.
- The training will soon be cascaded from the University to the local community to nurture the culture of responsible use of technology and the digital environment to do business and to create jobs.

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12. Support of BETA in research and innovation

- One of the six pillars of the BETA is Digital Superhighway and Creative Economy, to which the University has made two initiatives to support its rollout.

a) ***Digital literacy training through Ajira Digital Programme***.

- Started in 2021 by students as a club that focuses on training digital skills for self-employment.
- Over 2,000 students are registered as members of Ajira Digital club and more than 2,500 students have been trained, both online and physically on digital skills.
- The Club has extended this training to the community around the University, which has seen local traders use digital skills to improve their businesses.
- About 150 students are already earning from online jobs.

d) Institutional Scientific and Ethics Review Committee (ISERC)

- ISERC has been accredited by NACOSTI and plays a pivotal role not only in upholding research ethics but also as an income generating arm of the University.
- This is made possible through the various fees it charges for different types of research endavours.
- By efficiently processing research permits and charging appropriate fees, ISERC not only facilitates research activities but also enhances the university's financial sustainability.

c) Dairy Farming

- The University Farm has 30 dairy cattle, and produces vegetables and bee-honey as the core farming activities.
- It is envisioned that the farm will be fully mechanized to be the key supplier of milk, green vegetables, mushrooms and honey within the County.

11. Diversification of University revenue streams

a) Water Bottling Plant

- The University launched its **water bottling plant** in June 2022. It is envisioned that the commercialization of the water plant will top up to the revenue pool for the University.

b) Commercializing Staff Restaurant

- There are plans to **commercialize the Staff restaurant** (Uni-restaurant) to meet the demands of the large number of clientele in the University and the neighborhood.
- The venture can also delve into provision of outside catering services.

Table 12: Accredited programmes in the University

Qualification	No. of Programmes accredited
• Doctor of Philosophy Degrees	48
• Master's Degrees	65
• Bachelor's Degrees	92
• Postgraduate Diplomas	2
TOTAL	207

- Upon validation, the respective Dean submits the programme to Dean's Committee and to Senate for approval.
- When approved by the Senate, the Dean of School submits the revised five copies of the Programme, Senate Minutes, and proof payment to the CUE for accreditation.

The University has a total of 207 accredited programmes distributed as follows.

10. Accreditation process academic Programmes

- After extensive needs assessment/market survey/situation analysis, the respective departments start the process of programme development.
- A departmental committee is formed to work out the programme which is presented to the department for scrutiny.
- From the department, the programme is presented to the School Board for approval.
- Then Dean of the School submits the programme to Directorate of Academic Quality Assurance for quality validation and alignment with Commission for University Education Standards and Guidelines.

On Competence-Based Education and Training

- We agree with the recommendations therein.
- Kisii University has already reviewed its Bachelor of Education degree programme to align it with the CBC.
- In addition to curriculum review, we are conducting workshops to train lecturers on CBC teaching methods

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On supporting research in universities

- Allocating one-third of the 2% provided in the STI Act, 2013 annually to Universities and TVET is still meagre.
- It would be better to allocate a percentage of the national recurrent budget (for example 1.5%) towards research in universities.

With respect to the Open University of Kenya

- The admission criteria to this university should be the same as any other university in the country.
- Thus, the existing minimum admission qualifications for universities in Kenya should apply to OUK.

On recruitment of Deans of Schools and Faculties, competitive or electoral processes have had their pros and cons.

- Whereas electoral processes can impose inexperienced persons on the management of the university, competitive processes have also witnessed the numerous biases that the process was intended to eliminate.
- Consequently, the Vice-Chancellor should appoint these officers to serve for a fixed term.

On recruitment and appointment of Vice-Chancellor and Deputy Vice-Chancellor, Principals of Colleges and Deputy Principals in Public Universities:

- The University Council should indeed exclusively play this role without involvement of the Public Service Commission.
- The Council should have the mandate of renewing the contracts of these officers for the second and final term subject to satisfactory performance.

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9. The University's view on Presidential Working Party Report

- The Presidential Working Party on Educational Reforms made a number of recommendations for the higher education sub-sector.
- Whereas Kisii University agrees with them, it has the following views on a few of the recommendations.

8. Effectiveness of the new University funding Model and challenges faced

- The model is great but only if the Government will be sending the funds on time.
- The scholarship and loan funds for second semester have not been received.
- Lack of proper flow of information between the various Government agencies charged with the implementation, i.e., HELB, KUCCPS and the University Funding Board. This has resulted in many students missing out on the allocations and funding.

Table 11: Projects							
Project name	**Cost of the project (KShs.)**	**Source of Funding**	**Start Date**	**Budget 23/24**	**Actual received**	**Completion status**	**So far spent (KShs.)**
ICT Center	984,000,000	GOK	April 2009	26,831,524	6,707,881	Phase 1 completed phase 2 ongoing	957,168 476
Hostels	534,600,000	GOK	April 2009	38,946,388	9,736,597	Land scaping and finishing of the upper floors (5 and 6) remaining	495,653,612
Lecture Theatres	527,303,000	GOK	April 2009	3,552,003.00	888,001	Land-scaping remaining	523,750,967

b) Challenges facing the projects implementation

- Inadequate allocation of resources from the GOK and generation of A in A.
- Given the huge student population and need to provide the recommendable learning experience, the University will initiate the following projects:

✓Construction of the University Fence (Perimeter wall)
✓Science Laboratories
✓ICT Labs
✓Lecture Halls and Multipurpose Halls
✓Student Centre for provision of student services
✓Seat of the University (Administration Block)
✓Teaching and Research Hospital
✓Student Hostels
✓Office Spaces for Lecturers

7. Projects under implementation

a) Brief on stalled projects

- The University has two stalled projects:
  - ✓ ***The 5th and 6th floor of the Tuition Complex, and***
  - ✓ ***The ICT Block B.***
- This is due to delays in disbursement of the development budget funds compelling the University to utilize funds from A-in-A to meet the contractual agreements with the constructors of these projects.
- In the course of doing so, other pending bills are not paid

ITEM CATEGORY	APPROVED EXPENDITURE FY 2023/2024 KSH. (Q1& Q2)	REVISED BUDGET ESTIMATES FY 2023/2024 KSH.	ACTUAL EXPENDITURE AND COMMITMENTS AS AT 31ST MARCH 2024 KSH	UTILIZATION IN PERCENTAGE	REMARKS
Conference/ Seminars and Video Conferencing	2,000,000.00	25,000,000.00	5,351,350.00	21%	52% is in commitments and the remaining 27% shall be utilized in the remaining Quarter
Staff Training Management Capacity Building	4,500,000.00	25,000,000.00	2,443,810.00	10%	67% is in commitments and the remaining 23% shall be well utilize in the remaining Quarter
Travelling and Accommodation (Hotel and Air tickets)	_	15,000,000.00	3,896,151.00	26%	57% is in commitments and the Remaining 17% shall be utilize in the remaining Quarter
Farm Expenses	_	10,000,000.00	2,178,842.85	22%	53% is in commitments and the remaining 25% shall be utilized in the remaining Quarter
Professional Services Licence and Fees	_	14,000,000.00	11,840,570.00	84.6%	Remaining 15.4% shall be utilize in the remaining Quarter
News Papers, Journals and Subscription	5,000,000.00	5,000,000.00	1,308,500.00	26.17%	48.3% is in commitments and the remaining 25.53% shall be utilize in the remaining Quarter
Procurement of Low Value Expenses	6,000,000.00	10,000,000.00	8,000,000.00	80%	Remaining 20% shall be utilize in the remaining Quarter
TOTAL	**112,827,773.00**	**578,000,000.00**	**326,725,728.78**	**56.53%**	

ITEM CATEGORY	APPROVED EXPENDITURE FY 2023/2024 KSH. (Q1& Q2)	REVISED BUDGET ESTIMATES FY 2023/2024 KSH.	ACTUAL EXPENDITURE AND COMMITMENTS AS AT 31ST MARCH 2024 KSH	UTILIZATION IN PERCENTAGE	REMARKS
Graduation Expenses	5,000,000.00	13,000,000.00	12,341,373.00	95%	Remaining 5% shall be utilized in the remaining Quarter
Purchase of Vehicles	–	50,000,000.00	0.00	0%	100% commitment on on-going tender for purchase of ambulance and buses
Group Life and PPE Insurance	–	54,000,000.00	52,518,408.00	97.25%	Remaining 2.74% shall be utilized in the remaining Quarter
Outsourced of Security Services	5,000,000.00	22,000,000.00	12,600,000.00	57%	Remaining 43% shall be utilized in the remaining Quarter
Medical Supply and Purchase of Drugs	8,000,00.00	20,000,000.00	12,023,104.00	60%	Remaining 40% shall be utilized in the remaining Quarter on the commitment of on-going Tenders
Conference/ Seminars and Video Conferencing	2,000,000.00	25,000,000.00	5,351,350.00	21%	52% is in commitments and the remaining 27% shall be utilized in the remaining Quarter

ITEM CATEGORY	APPROVED EXPENDITURE FY 2023/2024 KSH. (Q1& Q2)	REVISED BUDGET ESTIMATES FY 2023/2024 KSH.	ACTUAL EXPENDITURE AND COMMITMENTS AS AT 31ST MARCH 2024 KSH	UTILIZATION IN PERCENTAGE	REMARKS
Repair and Maintenance of Motor Vehicles	5,000,000.00	20,000,000.00	`9,728,138.32	49%	36% is in commitments and the Remaining 15% shall be utilized in the remaining Quarter
Motor Vehicle Fuel, Oil and Gas	5,000,000.00	25,000,000.00	21,306,653.23	85%	Remaining 15% shall be utilized in the remaining Quarter
Sport Expenses	5,000,000.00	20,000,000.00	5,857,664.00	29%	36% is in commitments and the remaining 35% shall be utilized in the remaining Quarter
Marketing and Exhibition	4,500,000.00	8,000,000.00	7,162,233.00	89%	Remaining 11% shall be utilized in the remaining Quarter
Advertisement and Media Publicity	5,000,000.00	10,000,000.00	1,680,190.00	17%	64% is in commitments and the remaining 22% shall be utilized in the remaining Quarter

ITEM CATEGORY	APPROVED EXPENDITURE FY 2023/2024 KSH. (Q1& Q2)	REVISED BUDGET ESTIMATES FY 2023/2024 KSH.	ACTUAL EXPENDITURE AND COMMITMENTS AS AT 31ST MARCH 2024 KSH	UTILIZATION IN PERCENTAGE	REMARKS
ICT - Development	6,470,000.00	30,000,000.00	27,075,558.00	90%	Remaining 10% shall be utilized in the remaining Quarter
ICT- Internet Expenses	5,180,000.00	17,000,000.00	15,524,579.00	91%	Remaining 9% shall be utilized in the remaining Quarter
Cleaning Materials and Sanitary services	5,000,000.00	15,000,000.00	12,765,900.00	85%	Remaining 15% shall be utilized in the remaining Quarter
Catering Expenses and Food Stuff	8,000,027.68	25,000,000.00	21,617,038.00	86.4%	Remaining 13.6% shall be utilized in the remaining Quarter
Central Services - Repair and Maintenance of P. P & E	4,000,100.00	40,000,000.00	32,484,850.00	81%	Remaining 19% shall be utilized in the remaining Quarter

Table 10: Status of implementation of the approved 2023/2024 procurement plan

	A	B	C	D	E
ITEM CATEGORY	**APPROVED EXPENDITURE FY 2023/2024 KSH. (Q1& Q2)**	**REVISED BUDGET ESTIMATES FY 2023/2024 KSH.**	**ACTUAL EXPENDITURE AND COMMITMENTS AS AT 31ST MARCH 2024 KSH**	**UTILIZATION IN PERCENTAGE**	**REMARKS**
Stationary, Publishing and Printing	8,000,014.00	40,000,000.00	38,746,841.00	96.8%	Remaining 3% shall be utilized in the remaining Quarter
Directorate of E-Learning	2,000.000.00	5,000,000.00	1,230,085.70	24.6%	44% is in commitments and the remaining 31.4% shall be utilized in the remaining Quarter
Teaching Materials	7,977,631.00	30,000,000.00	10,513,989.00	35%	Remaining 65% shall be utilized in the remaining Quarter on the commitment of on-going Tenders
Library Materials Books and Subscription	3,000,000.00	30,000,000.00	6,258,039.00	20%	Remaining 80% shall be utilized in the remaining Quarter on the commitment of on-going Tenders

Table 9: Approved development budget

Approved budget 2023-2024	Amount in Kshs.	Amount Received to date for the year
Project		
ICT Center	26,831,524.00	6,707,881.00
Hostels	38,946,388.00	9,736,597.00
Lecture theatres	3,552,003.00	888,000.75
	69,329,915.00	17,332,478.75

The Government has only released a quarter of the total allocation

Table 8: Approved recurrent budget

Approved budget 2023-2024	Amount in Kshs.	Amount Received to date for the current Financial year
Government Capitation	914,948,581.00	609,965,720.00
AIA	2,490,000,000.00	1,631,968,787.00
Gross Budget	3,404,948,581.00	2,241,934,507.00

- The Government has released the monthly exchequer up to the month of February 2024.
- The monthly exchequer for of March is yet to be received.

6. Implementation of approved 2023/24 budget and procurement plan

a) Status of implementing 2023/2024 approved budget

- The University Management is on course with the implementation of 2023/ 2024 budget.
- Quarterly Budget and Resource Allocation Committee meetings are held to review and monitor the budget performance.
- Approved budget for the current financial year for both recurrent and development budget is as indicated below:

c) Reduction of rented space in Kisii town Annex Campus

- The University has reduced space at the town annex Campus to minimize cost on rent and is currently using space from unfinished buildings at the Main Campus for learning to supplement teaching spaces – the Tuition Complex 5th and 6th floors, and the Pavilion

b) Controlled travelling

- The University has put in place stringent measures to ensure only essential travel is approved.
- The travel must be budgeted for before any approval is given.

c) *Mediation of court cases*

- The University approved the process of mediating the various court cases which have been ongoing for several years in various courts, thus signing several settlements with the claimants.
- For a total claim of 40M from litigations against the University, the University has saved 19M through the mediation process.

Table 7: Rented Spaces				
Campus	Eldoret	Kericho	Migori	Total Ksh
Rent Quarterly	2,469,840.00	1,237,766.00	1,200,000.00	4,907,606.00
Office Expenses	60,000.00	30,000.00	30,000.00	120,000.00

a) Closure of Campuses

- The University has started the process of closing satellite campuses due to their non-viability, thus saving on rent and travel by staff
- Other savings are overhead bills like power, water, seconded police officers and outsourced cleaning service provider among others.
- This process will be completed before the start of new calendar year.
- Estimated rent and utilities to be saved is indicated below:

Active payment plans

- The University has several active payment plans with various statutory bodies and also creditors.
- This include RBA, SACCOS, NSSF, NHIF and KRA.
- To progressively address the above challenges and ensure the sustainably of services, the University Management has initiated several cost saving measures which include but not limited to the following:-

Table 6: Current pending bills		
No	Item	Amount Kshs.
1	PAYE Arrears	9,034,580.00
2	NSSF Arrears	33,360,360.00
3	SACCOs	16,200,722.00
4	Pension Arrears	550,406,383.00
5	Suppliers and Rental Arrears	43,320,253.00
6	Part time lecturers claims	236,619,144.00
7	Service Gratuity KUSU AND UASU staff	76,000,000.00
8	Eye and dental allowance	77,868,000.00
9	Redundancy court Ruling (Disputed Amount)	455,457,770.92
	Total Exposure	1,498,267,212.92

Liabilities	
Current liabilities	
Trade and other payables from exchange transactions	1,111,359
Provisions	25,428
Total current liabilities	1,136,787
Total liabilities	1,136,787
Net assets	
Capital development funds	3,156,378
Accumulated surplus	(661,090)
Total net assets	2,495,288
Total net assets and liabilities	3,632,075

Non-current assets	
Property, plant and equipment	3,299,274
Biological assets	4,427
Total non- current assets	3,303,701
Total assets	3,632,075

5. Assets, liabilities and pending bills

Table 5: Assets and Liabilities of the University as per the last audited accounts (June 2023)

	2022-2023
	Kshs '000
Assets	
Current assets	
• Cash and cash equivalents	11,807
• Current portion of receivables from exchange • Transactions	297,525
• Inventories	19,042
Total current assets	*328,374*
Total assets	*3,632,075*

- The University therefore heavily relies on part-time lecturers to support teaching and learning in the University.
- With limited funding, this has led to huge pending wage bills
- Overreliance on part-time lecturers does not support the desire to effectively mentor students and build capacity in the University for succession planning.
- The University therefore urgently needs to increase the number of teaching staff to support the learners that currently stands at above 28,000.
- The University envisions filling the staff establishment in the next four years by recruiting 50 lecturers yearly.

• Applied Sciences	1:10
• Arts and Humanities	1:15
• Medical and Allied Sciences	1:7
• Pure and Natural Sciences	1:10
• Social Sciences	1:18

Challenges on staff establishment

- The University is in dire need of teaching staff.
- The ratio of teaching staff to students currently stands at 1:90.
- This is against the recommendations of the Commission for University Education (CUE) Guidelines (2014) which recommends the following ratios:

b) Academic and Technical

Table 4: Staff Establishment: Academic and Technical Staff			
S/N	**Staff Establishment: Academic and Technical Staff**	**Current in Post**	**Established**
1	Professors	3	80
2	Associate Professor	11	120
3	Senior Lecturers	50	184
4	Lecturers	143	361
5	Assistant Lecturers/Tutorial Fellows	84	90
6	Teaching Assistant	1	10
7	Lab Technicians	24	60
8	Librarians	26	45
	TOTAL	357	950

a) Administrative Staff

Table 3: Staff Establishment: Administrative Staff			
S/N	**Staff Establishment: Administrative Staff**	**Current in Post**	**Established positions**
1.	Vice Chancellor	1	1
2.	Deputy Vice Chancellor	1	2
3.	Finance Officer/ Registrars/Chief Internal Auditor	2	5
4.	Deputy Librarian /Accountants/Deputy Registrars	8	8
5.	Snr. Asst. Registrars	9	15
6.	Asst. Registrar	28	48
7.	Assistant Accountant	7	25
8.	Snr. Admin. Asst. III	35	25
9.	Snr. Admin. Asst. II	31	40
10.	Snr. Admin. Asst. I	41	61
11.	Admin. Asst	64	70
12.	Secretary	28	50
13.	Snr. Clerk	23	27
14.	Clerk	17	30
15.	Drivers	20	30
16.	Messengers	14	30
17.	Security Guard	5	30
	TOTAL	271	497

4. Staff establishment

Summary

- Staff establishment (as of 2019): 1,447
- Total number of in-post: 628

3. Students' enrolment

Table 2: Number of students in the University				
S/N	**Level of Study**	**Male**	**Female**	**Total**
1.	Degree of Doctor of Philosophy	300	190	490
2.	Master's Degree	630	477	1,107
3.	Bachelor's Degree	15,003	11.294	26,297
4.	Postgraduate Diploma and Diploma	337	335	672
5.	Certificate	41	74	115
	TOTAL	16,311	12,370	28,681

- The University prepares Annual Work Plans which are linked to the budget and performance contracts.
- The Annual Work Plan is approved by the University Council upon the recommendations by the Budget and Resource Allocation Committee and the University Management Board.
- Further, the University has a Finance Manual which links the Annual Work Plans with the Annual Budgets.
- The Annual Work Plan is monitored on a quarterly basis through Performance Contracting.
- The University recently established its niche as Health Sciences and is therefore aligning its Strategic Plan (2024-2029) in the context of this niche.

1. Produce skilled and competent human resource;
2. Generate and disseminate knowledge;
3. Provide technological and innovative solutions to the community and industry;
4. Establish, network and strengthen partnerships with strategic institutions;
5. Improve the University's financial viability; and
6. Establish and maintain adequate infrastructure and services.

NOTE - The plan is under review to cover the period 2024 to 2028

2. Strategic priorities and alignment with budget

- The University is implementing a five-year Strategic Plan (2019-2024) towards a vision of ***a world-class University in the advancement of academic excellence, research and social welfare.***
- The Plan is anchored on the following six strategic objectives which also provide the strategic priorities:

KEY

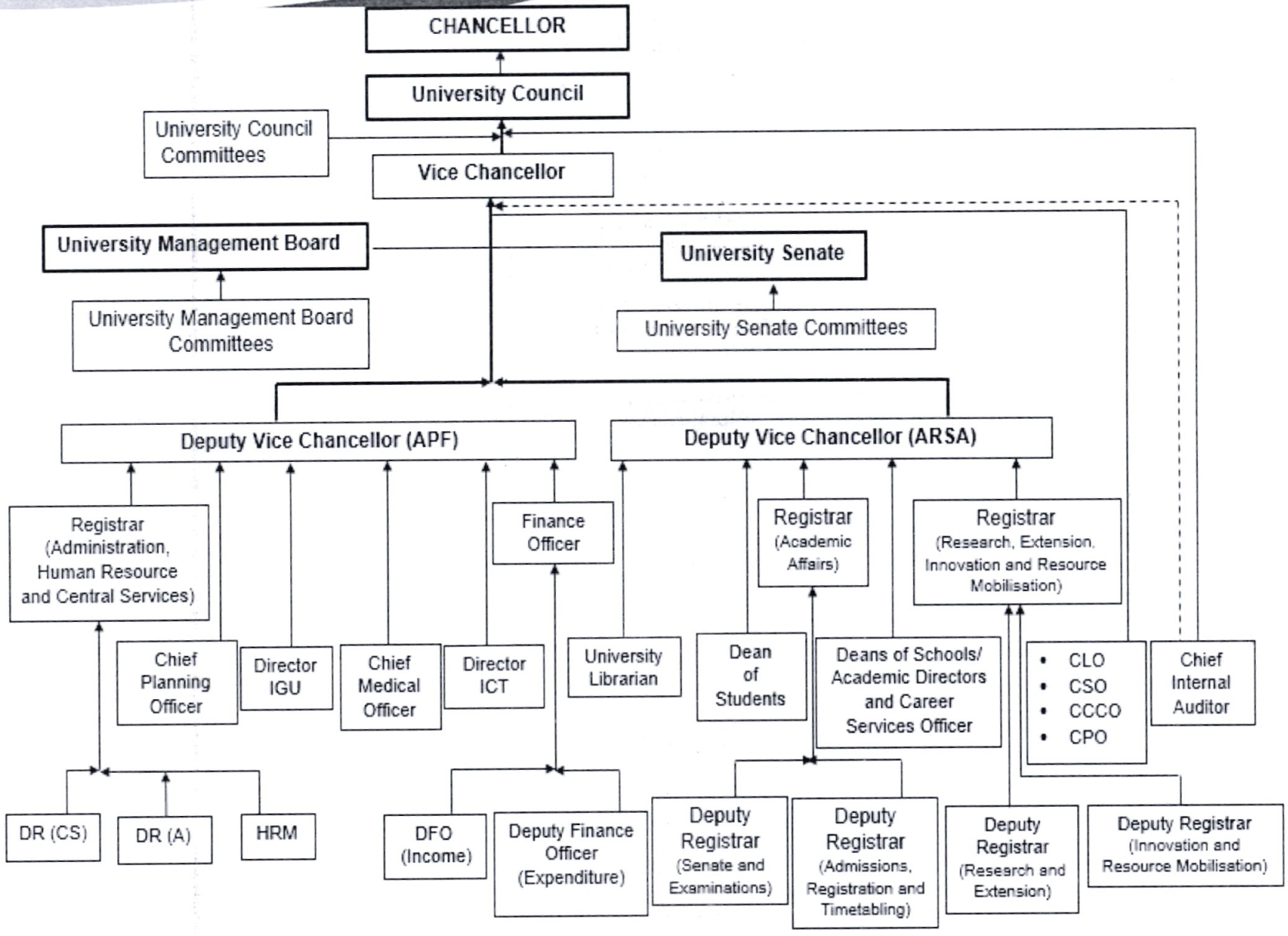
- **ARECS:** Academic, Research, Extension, Collaboration and Sealing Committee
- **AGRM**: Audit, Governance and Risk Management Committee
- **PFBDGP**: Planning, Finance, Building, Development and General Purposes Committee
- **HRA**: Human Resource and Appointments Committee

NOTE

- The University is awaiting the appointment of two (2) independent Council members.
- The request for their appointment has been submitted to the Ministry of Education

Table 1: University Council Members			
S/NO	**NAME**	**DESIGNATION**	**COMMITTEE MEMBERSHIP**
1.	Dr. Sara Ruto, PhD	Council Chairperson	
2.	Dr. Samson Muchelule	Independent Council Member	Chair, ARECS & AGRM
3.	Dr. Bob Ndubi, PhD	Independent Council Member	Chair, PFBDGP, Member of HRA
4.	Mr. Josphat Sawe	Independent Council Member	Chair, HRA, Member, PFBDGP
5.	Dr. Scholastica Ndambuki, PhD	Rep. PS, State Department for Higher Education and Research	Member in all Committees
6.	Mr. Samuel Gitau	Rep. CS. The National Treasury	Member of AGRM, ARECS
7.	Prof. Dr. Nathan Oyori Ogechi	Vice-Chancellor and Secretary to the Council	Secretary, FULL COUNCIL, AGRM, PFBDGP, & HRA

1. University Governance



NOTE – CLO = Chief Legal Officer; CSO = Chief Security Officer; CCCO = Chief Corporate Communications officer; CPO = Chief Procurement Officer; DR (CS) = Deputy Registrar (Central Services); DR (A) = Deputy Registrar (Administration); HRM = Human Resource Manager. Academic Directors include: Director Board of Postgraduate

ORDER OF PRESENTATION

1. University Governance
2. Strategic priorities and alignment with budget
3. Students' enrolment
4. Staff establishment
5. Assets, liabilities and pending bills
6. Implementation of approved 2023/24 budget and procurement plan
7. Projects under implementation
8. Effectiveness of University funding model challenge faced
9. The University's view on Presidential Working Party Report
10. Accreditation process of academic programmes
11. Diversification of University revenue streams
12. Support of BETA in research and innovation

PHILOSOPHY

Creative, scientific, technological and innovative thinking responsive to societal needs and service to humanity.

CORE VALUES

Professionalism, teamwork, accountability, responsiveness, and integrity

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VISION

A world-class University in the advancement of academic excellence, research and social welfare

MISSION

To train human resource that meets the development needs of the country and international labour market, sustain production of quality research and consultancy; disseminate knowledge, skills and competencies for the advancement of humanity

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KISII UNIVERSITY

INSPECTION VISIT REPORT

PRESENTED

TO

THE NATIONAL ASSEMBLY DEPARTMENTAL COMMITTEE ON EDUCATION

Prof. Dr. Nathan Oyori Ogechi
Vice Chancellor

5TH APRIL, 2024

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P. O. BOX 408, KISII, KENYA
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RONGO UNIVERSITY

Goldmine of Knowledge and Innovation

Report to Departmental Committee on Education and Research of the National Assembly of Kenya

Presentation

By

Rongo University Management Board

On

5th April 2024

Prof. Samuel Gudu

Vice-Chancellor
Rongo University
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1.0 UNIVERSITY PROFILE, LEADERSHIP AND GOVERNANCE

1.1 University Profile

1.1.1 Legal Status

Rongo University (RU), formerly Rongo University College is a public university and was awarded Charter to full fledge university by H.E. Hon. Uhuru Kenyatta, the President of the Republic of Kenya on 7th October 2016. The University derives its mandate from the Rongo University Charter of 7th October, 2016, which stipulates the objects and functions including teaching research and community service.

1.1.2 Location

The University is strategically located at Kitere Hills situated in the South Western part of Kenya bordering Tanzania, in Rongo Sub-County, Migori County, Kenya. The University is 11 kilometres from Rongo Town, and 2.5 kilometres off Rongo– Migori- Highway. It is located in a gold mining and high Agricultural potential area.

1.1.3 Vision, Mission and Core Values

The Rongo University Vision, Mission and Core Values are as follows:

Vision

A world class technology-driven University in learning and practice

Mission Statement

To provide quality higher education through innovative teaching, research and community service

Core Values

a) Integrity
b) Professionalism
c) Innovativeness
d) Equity
e) Teamwork
f) Social responsibility

1.1.4 Strategic Plan

The University has been implementing a 5-year Strategic Plan for 2022-2027 which guides its foundational establishment including human resources, capital infrastructure, academic, research and extension programmes among others. This Plan is currently being reviewed in line with

Revised Guidelines for Preparation of Fifth Generation Strategic Plans as directed by the Government. The institution endeavours to be relevant in its environment while being cognizant to National aspirations.

1.1.5 Academic Affairs

a) Academic focus

The focus of the University is to become a centre of excellence in applied sciences and education. Accordingly, the University has developed quality, market driven academic programs and undertakes research and extension activities. All these are aimed at enhancing local and national socio-economic status and well-being of the Kenyan people.

b) Schools

The University has four (4) Schools; namely, School of Science, Agriculture and Environmental Studies; School of Arts, Social Sciences and Business; School of Education; and School of Information, Communication and Media Studies. Each School has three (3) teaching Departments except the School of Information, Communication and Media Studies which has two (2). The teaching is done on a semester basis with the main academic calendar starting in September and ending in April of the following year. The institution continually reviews and develops programs to respond to client needs.

c) Directorates and Centres

Currently, the University has four (4) Directorates namely: Directorate of Postgraduate Studies; Directorate of Open Distance and e-Learning; Directorate of Research and Extension; and Directorate of Quality Assurance and ISO. The University has also established the Centre for Media, Democracy, Peace and Security to foster peace and conflict research.

d) Student population

Currently, the student population is 9639 enrolled in various certificates, diploma, undergraduate and postgraduate degree programs in the six Schools. The population is composed of 5175 male and 4464 female. Government sponsored students are admitted through Kenya Universities and Colleges Central Placement Service (KUCCPS) while Senate admits privately sponsored students.

1.1.6 Human Resource

The University has recruited competent staff to support academic and administrative functions. The current staff population is 355 comprising of 99 academic and 256 administrative staff. The academic staff are attached to schools while administrative staff support operations such as financial management, maintenance services, students' welfare, medical services, ICT, quality assurance, legal services and security, among others.

1.1.7 Student Welfare

The University has put in place various programmes to support student welfare. Some of the programmes include: participation in co-curricular activities such as games and sports (scrabble, handball, darts, hockey, karate, football, athletics), music and drama festivals; cultural weeks; award of bursaries; work-study programmes; counselling services; medical care among others.

1.1.8 Research and Publications

The University has continued to actively participate in research activities and has so far received grants to conduct research on nutrition and food security. In 2024, the University organized the 4th International Multidisciplinar Conference which brought together multidisciplinary scholars to share research findings and experiences. Our staff have also published their research output which is deposited in the University repository.

1.1.9 Collaborations and Linkages

The University has collaborated with several institutions/industries with similar interests to improve research and innovation, exchange programmes, scholarship, curriculum development, infrastructural development and general service to staff and students.

1.1.10 Consultancy and Extension Services

The University staff offer consultancy and extension services to communities and institutions such as county governments.

1.1.11 Corporate Social Responsibilities Activities

The University Corporate Social Responsibility (CSR) programs reflect its commitment to operate responsibly as envisaged in our Mission statement. The CSR activities include cleaning public utilities; planting trees; reproductive health awareness and training; communicable and non-communicable disease awareness; donation of books to schools and community libraries in Homa Bay, Migori Counties and Bungoma Counties; access to University library by community members; visit to orphanages; and Internship and Industrial Attachment programs.

1.1.12 ISO and Performance Contract

The University is ISO certified and is implementing quality management system based on ISO 9001:2015. We have also developed 2023/24 performance contract targets which have been negotiated, vetted and are currently being implemented.

1.2 University Leadership and Governance

1.2.1 Organs of Governance

The University is governed by several organs including the Office of the Chancellor; The University Council, Senate, Management Board, School Board and Departmental boards together

with the Student Association. These bodies ensure fulfilment of the University Vision and Mission and manage its operations and academic affairs. See Appendix 1 for the organization structure.

a) Chancellery

The Chancellor is the titular head of the University and draws its functions from the Universities Act 2012. Currently, the University has no Chancellor. However, we have submitted names of candidates nominated by the Senate for the position of Chancellor to the Public Service Commission for consideration.

b) Council

The University Council was partially constituted effective 26th January 2024 via Gazette Notice No. 599. The following members were appointed based on the Universities Act 2012 and Mwongozo and have been sworn in.

S/N	Name	Gender	Designation
i.	Prof. Charles Chunge	Male	Chairperson
ii.	Dr. Alice Sitienei	Female	Member
iii.	Ms. Maurine Nekesa Busoko	Female	Member
iv.	Mr. Kefa M. Njenga	Male	Member
v.	Mr. Alfred Basweti	Male	Member
vi.	Mr. Festus Mwanzi	Male	Member, Rep. CS The National Treasury
vii.	Mr. Evans Atambo	Male	Member, Rep. PS, State Department for Higher Education and Research
viii.	Prof. Samuel Gudu	Male	Vice-Chancellor/Secretary

c) Management Board

Management Board is in charge of co-ordination of the University strategic and development plans; efficient management of the University's human, physical and financial resources; and making proposals to the Council and the Senate on policies that have application across the entire University. The Board is chaired by the Vice-Chancellor.

The Board comprises of six (6) members namely: Prof. Samuel Gudu (Vice-Chancellor), Prof. Daniel Tarus (Deputy Vice-Chancellor-Administration, Finance and Planning), Prof. Michael Ntabo (Deputy Vice-Chancellor -Academic and Student Affairs), Ms. Janet Chumba (Finance Officer) and Prof. Joseph Aguyo (Registrar, Academic Affairs) and Dr. Jane Kembo (Ag. Registrar. Administration and Planning)

d) Senate

Senate controls and provides the general direction on admissions, research, instruction and examinations and of the award of degrees, diplomas, certificates and other academic qualifications. It is chaired by the Vice-Chancellor with membership including the Deputy Vice-Chancellors,

Deans, Directors, Heads of Academic and Administrative Departments, Schools, Unions and Students Association representatives.

e) School Board

The school board comprises all academic staff of the school chaired by the Dean and is responsible for academic activities of the School including teaching, curriculum development, and examinations, among others.

f) School Management Boards

The School Management Board comprises the academic Head of Departments and the Dean of the School. It is chaired by the Dean and handles all administrative issues within the School.

g) Departmental Boards

Departmental Board comprises the academic members of the Department and chaired by the Head of Department. It deals with all academic and administrative issues within the Department.

h) Student Association

The University has Students Association which was established to perform such functions provided by the Universities Act 2012.

The list of officials of the Executive Council of the Students Association in 2024/2025 Academic Year are presented in Table 1.2. below:

Table 1.2: Executive Council of the Students Association

	Name	Post/Area Of Representation
1.	Victor Apicha Amwoka	Chairman
2.	Mercy Wangare Kariuki	Vice-Chairperson
3.	Samuel Ochako Nyagwachi	Secretary-General
4.	Jame Ireri	Treasurer
5.	Gentrix Iminza	Secretary, Ladies Affairs
6.	Steve Oluoch Ogoma	Secretary, Special Needs
7.	Reuben Mwandia Makana	Secretary, Sports and Entertainment

1.2.2 The University Administrative Structure

The administrative structure comprises Office of the Chairperson of Council, the Vice Chancellor, Deputy Vice Chancellors, Directors, Deans, Finance Officer, University Librarian, Registrars and Heads of academic and non-academic Departments and units. See Appendix 2 for the administrative structure.

2.0 STRATEGIC ALIGNMENT

The University's strategic priorities in the delivery of its mission and vision are outlined in the 2022/2027 Strategic Plan, which is the third Strategic Plan of Rongo University since it became a chattered Public University in 2016. The plan aligns with the Public Service Commission Performance Management Regulations 2021, Public Finance Management Act 2012 and the revised guidelines for the preparation of the fifth-generation Strategic Plans. The Strategic Plan has been developed in cognizance of the Constitution of Kenya and is anchored on national, regional and global development frameworks that include the Bottom-Up Economic Transformation Agenda, Fourth Medium Term Plan, Kenya Vision 2030, East Africa Community Vision 2050, the African Union Agenda 2063 and the United Nations 2030 Agenda for Sustainable Development. The development of the plan began by conducting a performance review of the strategic plan 2017 – 2022 in terms of the level of implementation and outlines the strategies taking into account, the emerging issues in the higher education sector, milestones realized, challenges faced and lessons learned.

The University identified the following challenges in the implementation of the previous strategic planning cycle as listed below;

a) Insufficient Funding

The government is the main financier of the University Budget. In the year under review, the University faced budgetary constraints that limited her capacity to initiate and complete planned development projects and sustainably meet recurrent obligations.

b) Decline in Internally Generated Revenue

The University recorded a decline in appropriation in aid due to: shift in government policy affecting admissions and funding of students; limited internal capacity to undertake IGUs; effects of covid-19 pandemic and general macro-economic conditions.

c) Unstable Industrial relations

The University was affected by industrial action occasioned by the disputed implementation of the 2017-2021 National CBA. This led to disruption of the academic calendar and the implementation of Annual Work Plans and performance contracting targets.

d) Limited Infrastructure

The University has witnessed a steady increase in student population exerting pressure on existing infrastructure. The areas affected include laboratory, lecture and office space, accommodation facilities, social amenities.

e) Limited internal capacity for Research and Innovation

Limited capacity to compete for research grants, attract consultancies and Innovate and commercialize research output.

f) Insecurity

The University continues to face security challenges due to a porous fence, changing digital space and inadequate CCTV coverage.

g) Changing legal and policy frameworks

The emerging changes in the legal and policy environment continue to exert pressure on the implementation of the University plans and require additional cost to ensure compliance.

From the analysis of the operating environment, the University identified four strategic issues critical to the 2022-2027 Strategic Plan as listed below:

1. Demand for quality university education
2. Need to create solutions to community problems through research and community service
3. Need to mobilize resources for the University's business continuity and sustainability
4. Need to enhance operational efficiency

The plan provides strategic responses anchored on four Key Result Areas (KRAs) namely: Academic Excellence, Research and Outreach, Financial Sustainability, and Institutional Capacity. In order to enhance the implementation of the KRAs, the plan outlines six strategic objectives, a blueprint for implementation of key activities whose outcomes will drive the development agenda of the University and ensure it maintains her competitive edge and global appeal as a premier institution of higher learning, in line with her Vision and Mission.

The table below links the KRAs, and strategic objectives and outlines various strategies and choices to help focus and guide the operations of the University.

KRA	Strategic Objective (s)	Strategies
Academic Excellence	***Strategic Objective 1:*** To produce quality graduates	**S1:** Strengthen quality of academic programmes **S2:** Provide modern learning resources **S3:** Enhance effective teaching and learning **S4:** Enhance student services **S5:** Strengthen quality assurance
Research and Outreach	***Strategic Objective 1:*** To strengthen research, innovation and community service	**S1**: Strengthen research innovation and outreach **S2:** Establish innovation and incubation centre **S3:** Enhance publication among staff and students **S4:** Develop and enhance partnerships and collaborations S5: Enhance outreach and extension services
Financial Sustainability	***Strategic Objective 1:*** To improve financial sustainability	S1: Enhance fee collection S2: Strengthen productivity of IGUs S3: Enhance sound financial and procurement management practices S4: Manage University debt level S5: Enhance cost saving measures
Institutional Capacity	***Strategic Objective 1:*** To engage, train and retain quality and competent human resources	S1: Engage qualified and competent staff S2: Enhance staff training and development S3: Enhance staff retention S4: Rationalize staffing S5: Improve performance management S6: Expand employee support programmes
	Strategic Objective 2: To develop and maintain infrastructure and acquire equipment	S1: Expand physical infrastructure S2: Improve ICT infrastructure S3: Strengthen waste management S4: Diversify sources of energy
	Strategic Objective 3: To enhance corporate governance	S1: Promote good corporate governance S2: Institutionalize appropriate organizational culture S3: Streamline corporate communication S4: Enhance risk management S5: Improve University security S6: Maintain quality management

The Strategic Plan Budget projections

The strategic plan details the budgetary projections and resource requirements for the plan to be implemented successfully. The resource requirements and source of funds for the period are provided and aligns with the University Strategic priorities in the table that follows.

Amount (Ksh.) in Millions						
Particulars	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**2026/2027**	**Totals**
Personal emoluments and related expenses	762	800	840	882	927	4972
Maintenance and Operation	224	235	247	259	272	1440
Capital Expenditure	59	48	338	338	338	1176
Gross Resource Requirement	1045	1083	1425	1479	1537	7588
RU fees and Related Income (A in A)	341	633	652	671	691	2013
Recurrent Grant from GoK	624	515	638	670	703	3197
Capital Development Grant	247	543	675	480	602	2537
Expected Gross Income	1212	1691	1965	1821	1996	7747
Resource Gap to be raised from partners and extra funding from GoK	167	608	540	342	459	238

Monitoring and Evaluation of the Strategic plan

Finally, plan details the monitoring, evaluation and reporting framework. The strategic plan will be implemented through Council Annual Work Plans and performance contracting, with the quality of implementation evaluated using the University Quality Management System. Performance will be reported on a quarterly and annual basis. A mid-term and end-of-term performance review will be conducted to determine the extent to which the strategic plan was implemented

3.0 STUDENT ENROLMENT

Rongo University has 9639 students enrolled in the different programmes across different levels of study from Certificate to Graduate studies as indicated in the table below.

Number of students by Level and Year of Study

Level of Study	YEAR ONE		YEAR TWO		YEAR THREE		YEAR FOUR		TOTAL
	Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	
Bachelors	1680	1556	1039	1022	1037	803	1014	709	8860
Masters	56	42	50	41	N/A	**N/A**	N/A	N/A	189
Ph.D	20	13	15	8	23	8	N/A	N/A	87
Post Graduate Diploma	2	2	N/A	N/A	N/A	N/A	N/A	N/A	4
Diploma and Certificate	177	179	58	78	4	3	N/A	N/A	499
Total	1935	1792	1162	1149	1064	814	1014	709	**9639**

The enrolment per programme is provided in *Annexure 1*.

4.0 STAFF ESTABLISHMENT

The Public Service Commission issued a circular reference PSC/GEN/22/IV dated 15th February 2024 to guide the development and approval of human resource management instruments for state Corporations and public Universities. A committee was formed to work on the instruments including Staff establishment. The inpost for academic staff is ninety-nine (99) this includes 8 technical, 91 teaching staff , giving a total of 107. The inpost of administrative staff are two hundred and forty-eight (248) giving a total inpost of academic and administrative staff respectively at three hundred and fifty five (355). The proposed full establishment for academic staff is two hundred and sixty-six (266) while for administrative staff is three hundred(300). The proposed establishment for both academic and administrative staff is five hundred and sixty-six (566). The University has also engaged (122) one hundred and twenty-two part-time teaching staff for the academic year 2023/2024 to support teaching. The inpost and the proposed establishment are pending rationalization to fit the requirement of a Public Service Commission ratio of 30 to 70 percent for administrative and academic staff respectively. The breakdown of staff establishment is provided in the Table below.

	Inpost	**Proposed Full Establishment**	**Variance**
Academic	99 (122*)	266	167
Administration	256	300	44
Total	355	566	211

* part-time teaching staff

Further, a breakdown of the distribution of teaching staff across each cadre has been provided below

Designation	**Number**
Professor	**5**
Associate Professor	**11**
Senior Lecturer	**17**
Lecturer	**46**
Assistant Lecturer	**19**
Graduate Assistant	**1**
Technical Staff	**8**
Total	**107**

5.0 ASSETS AND LIABILITIES

The University Assests and Liabilities as of FY 2023/2024 are provided below:

a) Assets

Asset	Amount
Land	281,045,500
Building	836,168,290
Borehole	1,206,334
Motor vehicles	21,043,125
Computers & Accessories	12,114,010
Plant & Machinery	133,036,344
Furniture & Fittings	22,998,563
Library Books	9,350,286
Work In Progress RU	651,524,765
Work In Progress TTI	54,295,275
Total	**KSh. 2,022,782,492**

b) Liabilities

Liabilities	Amount
Payroll	49,446,458
Part-Time	1,013,206
Sundry	17,218,497
Caution	6,537,000
Audit fee	696,000
Doubtful debts	5,220,000
Student Advances	11,943,490
Pending Bills	239,431,341.42
CBA Arrears (2021/22)	72,293,454
Total	**KSh. 403,799,446**

c) Pending Bills

No	Item Description	Creditor	Order/Contract sum	Date Invoiced	Bill Due Date	Invoice/Ipc Amount	Total Pending Bills as at 30th JUNE 2023	Reasons for Pending Bills
1	Quality assurance charge	Commission For University Education	2,073,000.00	1st Feb 2023	30th June 2023	2,073,000.00	2,073,000.00	Late submission of invoice

2	Provision of internet connectivity	HMI Wireless Limited	2,739,590.00	20th June 2023	20th Sept 2023	2,739,590.00	2,739,590.00	Late submission of invoice
3	Newspaper advert	Nation Media Group	146,904.42	28th January 2023	30th June 2023	146,904.42	146,904.42	Late submission of actual invoice
	SuB -total		4,959,494.42			4,959,494.42	4,959,494.42	
4	Pension	Moi University Pension Scheme	234,471,847.00	July 2018-June 2022			234,471,847.00	Underfunding of Signed CBAs
5	CBA Arrears	National CBA	72,293,454				72,293,454	Underfunding of Signed CBAs
	Total		311,724,795.42				311,724,795.42	

6.0 BUDGET IMPLEMENTATION AND PROCUREMENT PLAN FOR FY 2023/2024

a) Budget Implementation

Statement of Budget and Actual Comparison for the nine months to March 31st 2024

	Approved Budget	Actual Income/ Expense	Performance Difference	% variance
	Ksh	**Ksh**	**Ksh**	
Income: Recurrent GOK	515,213,922	343,475,948	-171,737,974	-33
AIA	661,830,577	389,140,029	-272,690,548	-41
Capital Dev. Gok	48,467,593	12,116,898	-36,350,695	-75
Total Income	**1,225,512,092**	**744,732,875**	**-480,779,217**	-39
Expenses:				
Employee Costs	714,035,475	535,033,689	179,001,786	25
General Expenses	166,594,024	94,529,652	72,064,372	43
Council Expenses	13,000,000	9,884,934	3,115,066	24
Academic Costs	128,123,501	67,328,486	60,795,015	47
Repairs and Maintenance	13,090,243	9,743,955	3,346,288	26
Capital Devt /Expense	190,668,849	57,872,795	132,796,054	70
Total	**1,225,512,092**	**774,393,511**	**451,118,581**	37
Surplus/(Deficit)		**-29,660,636**		

NB: 39% Under collection of revenue is as a result of pending receivables from Ministry and UFB and hence under absorption in most line items

b) **Approved Procurement Plan implementation status for the financial year 2023/2024 as at 31st March, 2024**

The University Council approved the Procurement Plan as summarized below;

Tenders open to all bidders - Kshs.366,691,470.00
Preference & Reservation Scheme (30%) -Kshs.110,007,441.00
Capital Projects (On-Going) - Kshs. 48,467,593.00
Total Procurement Budget **- Kshs.415,159,063.00**

Local Content (40%) *- Kshs.146,676,588.00*
Reservation for PLWDs *- Kshs 2,200,148.84*

Compliance to Preference and Reservation Scheme (30%), Local Content (40%) and PLWDs (2%) are tabulated below;

All Contract Award

S/No.	Quarter	Quarterly Budget Allocation (Kshs.)	Quarterly Achievement (Kshs.)	Quarterly Achievement (%)	Quarterly Variance (Kshs.)
1	Q1	91,672,868.00	73,102,582.00	79.743	-18,570,286.00
2	Q2	91,672,868.00	23,118,028.00	25.22	-68,554,840.00
3	Q3	91,672,868.00	65,107,612.43	71.02	-26,565,255.57
Total		**275,018,604**	**161,328,222.43**	**58.66**	**-113,690,381.57**

Compliance with by Kenya Build Kenya (40%)

S/No.	Quarter	Quarterly Budget Allocation for 40% (Kshs.)	Quarterly Achievement (Kshs.)	Quarterly Achievement (%)	Quarterly Variance (Kshs.)
1	Q1	36,669,147.00	73,102,582.00	199.36	36,433,435.00
2	Q2	36,669,147.00	23,118,028.00	63.05	-13,551,119.00
3	Q3	36,669,147.00	65,107,612.43	177.55	28,438,465.43
Total		**110,007,441**	**161,328,222.43**	**146.65**	**51,320,781.43**

Compliance with Preference and Reservation Scheme (30%)

S/No.	Quarter	Quarterly Budget Allocation for 30 %(Kshs.)	Quarterly Achievement (Kshs.)	Quarterly Achievement (%)	Quarterly Variance (Kshs.)
1	Q1	27,501,860.00	25,156,718.25	91.47	-2,345,141.75
2	Q2	27,501,860.00	11,130,088.00	40.47	-16,371,772.00
3	Q3	27,501,860.00	40,022,399.00	145.52	12,520,539.00
Total		**82,505,580**	**76,309,205.25**	**92.49**	**-6,196,374.75**

Compliance with PLWDs (2%)

S/No.	Quarter	Quarterly Budget Allocation for 2 %(Kshs.)	Quarterly Achievement (Kshs.)	Quarterly Achievement (%)	Quarterly Variance (Kshs.)
1	Q1	550,037.00	44,400.00	8.07	-505,637.00
2	Q2	550,037.00	1,890,020.00	343.62	1,339,983.00
3	Q3	550,037.00	1,378,230.00	250.57	828,193.00
Total		**1,650,111**	**3,312,650.00**	**200.75**	**1,662,539.00**

7.0 PROJECTS

7.1 Development Projects

Rongo University has continued to receive government funding, allowing it to grow its physical infrastructure, pay staff, and carry out other operations. The following is a summary of various University projects

a) Construction of Tuition Block

The project was started on 27th February 2014 and was planned to be completed in 27th February 2016 but the timelines were not met due to challenges encountered and approved additional works that including a ramp, harmonization of ground floor, and covering of the courtyard. It was eventually completed on 26th April 2021

Scope: The tuition Block is a 5- 5-storey block that has provided 8 large-size lecture halls, 4 medium size Lecture halls and 13 small lecture rooms. In addition to the Lecture rooms, the building also houses 30 offices4 kitchenettes and separate washrooms for staff and students,

Justification: The project was initiated to provide more teaching and office spaces for the ever-increasing student population and staff.

The project was practically completed and handed over on 26th April 2021.

Challenges Encountered: The delivery of the project was slowed down by limitation of funding and lateness in the disbursement of the funds.

b) Construction of Water Treatment Plant.

Construction of the water treatment plant was started on 14th October 2014 and was practically completed in August 2021.

Scope: The project involved construction of a conventional water treatment plant, chemical house, administration block, attendant's house, generator and pump house, 350m^3 ground clear water tank, 100m^3 backwash tank, 800m rising mains of 100mm diameter, and an elevated 196m^3 distribution tank. It also included fencing and external works.

Justification: Project was initiated to provide the University fraternity with wholesome water.

Completion Status: The project was completed in 2021 and is in use.

Challenges During Construction: The project's delivery was delayed because of budget related concerns.

c) **Construction of library**.

The Construction commenced on 18th January 2019 and was planned to be completed on 15th January 2021. Construction progressed well during the first half of the planned construction period but has since slowed down due to budget related concerns.

Scope and Justification of the Project: This is a 4000-seater library with a total floor area of 21,528M^2. It is designed in two blocks A and B of four storeys and five storeys respectively with connecting lobbies at both ground and first floors. The roof space is also intended to be used as a reading area. The design has allowed for adequate natural lighting. In addition, ample parking space is provided for the users.

Justification: With the current global trend, both the academic staff and students needed to be abreast with developments and innovations within their areas of study and this called for the fully modernized library to provide current and updated information.

The Project Implementation History: The project was started on 18th January 2019 and was planned to be completed on 19th January 2021. However, the construction progressed well for half of the planned construction period but eventually slowed down due to limitations of funds.

Currently, the project is at 47% completion with the Reinforced Concrete Frame having been done up to 50 % of the 3Rd Floor slab at the Upper block and concreting of the 2Nd floor columns at the lower block.

Challenges: The main challenge being experienced in this project is low funding and delays in disbursement of funds.

d) **Construction of Fish Ponds**.

The project commenced in April 2020 and was to be done for six months. When it was started, the surrounding community felt that the project would interfere with their spring and the project was put on hold.

Scope: The project consists of constructing 15 fish pounds of 300m ^{3} and a water retaining reservoir of 900m^3. Water for the ponds is to be pumped from river Kuja, retained in the reservoir, and distributed to the pond through pipes.

Justification: To be used for research.

Completion Status: The ponds were excavated and sides trimmed while the excavation of the reservoir was at 70%. In addition, plumbing works were done and lining application was to follow.

The challenge experienced: The surrounding community felt that the project would interfere with the nearby spring. In response to the concerns, Rongo University involved the County Water Department and the process of engaging a Contractor is ongoing. In addition, the University has held meetings with the community and the project and the Fish Pond Contractor have been instructed to resume work.

Completion status: The project is at 50% completion.

e) **Fencing Project:**

Rongo University is in the process of securing the 52 Hectors parcel of land that the main campus seats on. The boundary fence of barbed wires has continued to be vandalized and the campus has several crisscrossing paths and roads.

In view of this, the University has completed the front side with a 200-meter perimeter wall. In this financial year, designs and estimates have been prepared, tender advertised and evaluated, and the contract to fence 230 meters has been signed.

Scope: The front phase of the University is secured by a stone wall over a length of 200 meters, the remaining lengths of 2300 m is planned to be secured with Concrete Posts and Chain-link fence.

Justification: Perimeter walling will enhance the security of University property and safety of persons by providing a secure environment for work and learning and in addition:

a) It will provide a secure work and learning environment aimed at achieving the University core mandate of teaching, research and community service
b) It will respond to The National Government's directive to all universities to enhance security of the institutions and safety of students and other stakeholders due to emerging crimes such as terrorism and armed robberies
c) This project complements the effort of the National Government to provide security to all its citizens and their properties.

Challenges: The challenges experienced in this project are budget constraints that have made the University reduce change from Stone walling to Chain links.

f) **Construction of Graduation Pavilion**:

The proposed construction of the Graduation Pavilion started on 23rd August 2023.

Scope: The contract involved the construction of substructure works, Superstructure columns and seating terraces at ground-floor level and first-floor level. Beneath the first floor there are 3 toilets,6 shower rooms, teams change rooms and a couch office. The project is limited to the erections only and finishes and fittings will be completed in the subsequent phases.

Justification of the Project: The project is intended to be used for conducting the Graduation ceremonies. In addition, the structure will be used for officiating the sporting activities.

Completion Status: The works are at 60 % completion whereby the substructure and the ground floor columns are completed and the terraces are being concreted.

Challenges: The project is on course without challenges.

g) **Extension of Clinic (Phase 1and2)**

Rongo University has been extending the Clinic to enable it to cope with the new demands since its registration with NHIF and the continuous increase in student population.

Scope: Phase one extension created a waiting bay, immunization area, family planning room, pharmacy, NHIF office, and in-charge office. The tender for phase two has been awarded and it involves construction of a casualty unit.

Justification: Extension has been necessitated by the need to cope up with the growing population of the University fraternity and also to meet NHIF requirements.

Challenges: The construction of the project ran smoothly without any challenges.

h) **Landscaping Project:**

The project is meant to improve the pathway from the main gate up to the Administration Block, and also to provide car shades for 3 cars. It has been done to 50% completion.

Scope: It involved construction of 1,2M cabro walkways on both sides of the road from the Main gate to the Administration block, drainage and stone pitching on both sides and construction of car shade for 3 cars. Ornamental trees and grass are also to be planted along the road.

Justification: The need to improve our environment and have a welcoming entrance.

The project is at 50% completion.

Challenges: The project is on course with no major challenges.

i) **Construction of twin workshops, classrooms and offices block at Kakrao TTI**

The project was initiated by the National Government in 1914. It is one of the several Technical and Vocational Colleges that the Government is putting

Rongo University was mandated to mentor it together with two others which were completed as planned and handed over. But Kakrao TVC has not been completed because it was not fully funded.

Scope: It consisted of two workshops, 8 classrooms, drawing, room, library, and administration offices.

Justification: It is used for training of youths to acquire skills for the labour market and self-employment.

The project started in 2014/2015 financial year. Rongo University did the construction works up to 97 % completion, and partially handed over Kisii National Polytechnic to enable mentorship of training activities.

Challenge: The University was not able to complete the construction because ksh.7.5 Million was not disbursed by Suna East NG-CDF.

j) Stalled Projects:

Rongo University has no stalled projects.

7.2 Existing Physical Infrastructure

Land

Rongo University has 73.46 hectares of land comprising 52.06 hectares (Main campus), 0.6 hectares (Annex), and 20.8 hectares (Macalder town)

Physical Facilities

Rongo University currently has the following physical facilities that supports the academic and administrative programmes:

a) Lecture Halls, Laboratories and Workshops

Rongo University has a total of 8 own buildings where lectures are undertaken. In addition, the University has rented other learning facilities occupying a total of about 2000 m^2

The University has 4 science laboratories and 5 workshops with a capacity of 150 students occupying a total space of 1160 m^2. Construction of more laboratories and workshops have been planned considering the increased number of students. The University also has 7 computer laboratories with a total area of 320m^2 and an Information and Communication Resource Center measuring 54m^2.

The University has also established a Hotel and Hospitality laboratory measuring 150m^2 to cater for practical requirements of Hotel and Hospitality programme.

b) Library

The University has a library measuring 502m^2 with a seating capacity of about 370 students.

c) Administrative Offices & Academic offices

The University has a total of 109 offices for administrative and academic functions. The allocation of the office spaces is shown in Table 2.2(b).

d) Hostels and student Accommodation

The University has accommodation facilities for both male and female students with a total bed capacity of 278 beds. The male hostels are 11 in number with a total 158 beds while female hostels

are 7 with a total of 120 beds. To meet the accommodation needs, the University has rented a 76 bed capacity for male and another of 190 bed capacity hostels for female.

e) Student and Staff Cafeterias, Common Rooms and Chapel

The University has 1 staff cafeteria and 3 student cafeteria. In addition, there are student common rooms within the hostels. The University has also provided spaces for worship.

f) Multipurpose hall

This hall has a seating capacity of 830 students. It is used for examinations, teaching, meetings, and other gatherings.

Summary of Teaching and Learning Facilities

FACILITY	NUMBER OF ROOMS
Own Academic Blocks	
A	16
B	4
C	6
Town Annex	3
Rented lecture rooms	
A	2
Hotel and Hospitality Laboratory	1
WORKSHOPS	5
OWN COMPUTER LABORATORIES	5
RENTED COMPUTER LABORATORIES	3
LIBRARY	1

Offices Blocks

OFFICES BLOCKS	FUNCTION	NUMBER OF ROOMS
ADMINISTRATION BLOCK	Administrative	23
OLD LIBRARY BLOCK	Academic	14
ACADEMIC BLOCK A	Academic	5
ACADEMIC BLOCK B	Academic	7
PIONEER BLOCKS	Academic	30
ANNEX	Academic	2
SUGAR & N BLOCKS	Administrative	12
M BLOCK	Administrative	5
SCIENCE LABORATORIES	Academic	4
LIBRARY	Academic	4
HOSPITALITY BLOCK	Academic	3

Table 2.2(c): Accommodation and Support Facilities

	ITEM	NUMBER	CAPACITY
1.	**HOSTELS**		
	a) University's Accommodation Facilities		
	i) Male	11	158
	ii) Female	5	120
	b) Rented Accommodation Facilities		
	i) Male	1	76
	ii) Female	1	190
2	**STUDENT COMMON ROOMS**	2	142
3	**KITCHEN**	4	278
4	**DISPENSARY**	2	Serves up to 50 patients per day
5	**PLACES OF WORSHIP**	4	

Utility Services and Equipment

a) Water Supply

The University is supplied with roof water catchment, two boreholes and River Kuja. The borehole water is pumped into a 27 m^3elevated steel tank which supplies other ground plastic tanks whereas the roof water is stored in ground and underground tanks. Construction of Water Treatment Plant is almost complete. The University has installed an in-line water disinfection system to make the water potable.

b) Fire Safety

The University has 19 serviceable Fire Extinguishers distributed in different premises. In addition, other firefighting equipment such as sand buckets are available in designated areas. We have a working relationship with Kisii Fire Station, Sony Sugar Company and Migori and Homa Bay Counties - Fire Brigade to give the University support in case of fire incidences. Fire assembly points have been designated for use in case of fire and other emergencies.

c) Sewerage and waste water disposal

The University disposes sewage and waste water using septic tanks

d) Equipment

Table 2.3 presents the type, number and status of various equipment owned by the University.

Table 2.3: List of Equipment

NAME OF EQUIPMENT	NUMBER	STATUS
Vehicles	3 buses, 1 micro-van, 2 Prado, 1 double cabin, 1 tractor, 2 motorcycles	Functional
3-disc tractor plough	1	Functional
Harrows	1	Functional
Photocopier	5	Functional
Computers (laptops & desktops)	263	Functional
Tablets	13	Functional
Servers	4	Functional
Generators	3	Functional
Printers	46	Functional
Projectors	5	Functional
ID card processor	1	Functional

e) Access & Internal footpaths

The University is served by a 2.5 km tarmac road, off Kisii-Migori highway. In addition, we have well internal paved roads.

f) Power

The University is supplied with power from Kenya Power and Lighting Company. There are also 3 backup generators with a total of 175 KVA. The University is also installing two standby generators (450Kva and 350Kva) and a comprehensive power distribution upgrade incorporating a 800KVA transformer. The University intends to invest more in solar energy.

g) **Fixed and Wireless Telephony**

The University has 13 Huawei Wireless Telephones for both internal and external communication. To further improve internal communication, procurement of a PABX is underway.

h) **Internet Connectivity and Bandwidth**

Rongo University provides internet connectivity for staff and students. Currently the University has internet connectivity of 75.0Mbps from KENET which is partly divided into LAN and wireless connectivity for students and staff.

Recreational Facilities

The University has recreational facilities for students. The facilities support co-curricular activities such as games and sports(football, basketball, table tennis, hockey, rugby, badminton)

8.0 NEW FUNDING MODEL

8.1 Effectiveness of the new funding model

The model has proved effective for the following reasons. It:

- Provides clarity on the fiscal responsibility of parents, sponsors and government
- Each programme is charged based on the requirement to run a program
- Provides ease of planning based on projected income
- Potentially provides equitable access to higher education by students from different economic backgrounds.
- The model tries to address the issue of allocation of funds based on the programs cost and students need.

8.2 Challenges of the new funding model

Despite the above benefits, the model has a few challenges that could be addressed to strengthen its implementation:

SN	Challenge	Effects
1	The need for student Identification to qualify for funding	Delay in disbursement of funds to the University for students who have attained 18 years without identification card (41 students affected)
2	Delay in the process of updating inter-institutional and intra-programme transfers	Funds sent to initial institution/account and re-routing of funds take time (316 students affected)
3	Inaccurate banding/classification of applicants which could lead to the challenge of affordability	Low funding to needy students who are misplaced. This is more pronounced for expensive programmes
4	Delays in release of funds	Disruption of operations
5	No clear provision for capital development	Low rate of infrastructural development especially for young universities

9.0 Presidential Working Party Report- RU view

9.1 Governance

1. Amend the Universities Act, 2012:

a) To provide for the identification of Chancellors in public Universities by a selection panel constituted by the Cabinet Secretary to recommend three nominees for appointment by the President.
RU View: University to propose names for potential Chancellor.

b) To provide for the appointment of a selection panel to identify and recommend nominees for consideration as Chairperson and Members of Council, by the Cabinet Secretary in charge of Ministry of Education.
RU View: The University agrees with the recommendation.

c) To have the University Council carry out the recruitment and appointment of Vice-Chancellor and Deputy Vice-Chancellor, Principals of Colleges and Deputy Principals in Public Universities without the involvement of the Public Service Commission.
RU View: The University agrees with the recommendation.

d) Amend the Universities Act to provide for recruitment of Deans of Schools and Faculties through competitive appointment rather than elections.
RU View: Competitive internal appointment.

e) Amend the State Corporations Act, 2015 to include Universities in the list of exempted entities to make them autonomous. In addition, income generation entities by Universities should be allowed to operate under respective Universities
RU View: The University agrees with the recommendation.

f) All Technical Universities should be Chartered under Section 25 (2)(a). Technical University of Mombasa (TUM) and Technical University of Kenya (TUK) should be re-Chartered under this provision.
RU View: The University agrees with the recommendation.

g) The Government to provide enhanced support to University research by:

i. Allocating one-third of the 2% provided in the STI Act, 2013 annually to Universities and TVET.
ii. Exempting the University scholarly research and innovation levies.
iii. MoE to develop a framework on institutionalising University and industry linkages by promoting University and industry staff engagements in training and practical experience.

RU View: Rongo University agrees with all three recommendations

h) CUE to develop a Higher Education Qualification Framework (HEQF) to equate and provide learners with deficits in some discipline an opportunity to bridge in order to meet admission requirements for University level education
RU View: Rongo University agrees with the recommendation

9.2 Open and Distance Learning (ODEL)

i. MoE to operationalise an Open University in Kenya by 2023/2024 financial year.
ii. CUE to Review the University's Standard and Guidelines, 2014, to provide criteria on minimum admission qualifications for OUK.
iii. MoE to develop a National Policy Framework on Open Distance and eLearning (ODeL).

iv. MoE and ICT Authority to fast track affordable broadband high-speed Internet connectivity to Tertiary educational institutions.

RU View: Rongo University agrees with the four recommendations

9.3 Competency Based Education Training (CBET)

a) The Commission for University Education to spearhead the development of the University Competency-Based Curriculum Framework (UCBCF).

RU View:

- Deliberate funding for expansion of infrastructure in readiness for Competency Based Curriculum (CBC) implementation.
- Make special financial allocation for Curriculum Reviews in line with CBC ideologies and equipment acquisition.

b) Universities should retool all academic staff to implement the CBE.

RU View:

- Retooling of lecturers: Pedagogical training of lecturers is required for improved academic competency in teaching and examination setting.
- Hiring of lecturers for the CBC pathways.

c) Universities to review their Bachelor of Education degree programme to align with the CBC by the start of 2023/2024 academic year

RU View:

- The University agrees. Further all programmes to be reviewed by 2028 in line with CBC

10.0 ACCREDITATION OF ACADEMIC PROGRAMMES

10.1 Schools and Departments

The University currently has six (6) Schools and thirteen (13) Departments which offer innovative academic programmes (Section 3.2) designed to meet the needs of society. These Schools and Departments are:

Schools	Departments
Education	a) Curriculum Instruction and Media b) Education Psychology and Science c) Education Foundation and Management
Arts, Social Sciences and Business	a) Business, Tourism and Hospitality b) Languages, Literature and Linguistics c) Humanities and Social Sciences
Science, Agriculture and Environmental Studies	a) Physical, Biological and Health Sciences b) Agriculture and Environmental Studies c) Mathematics, Statistics and Computing
Information Communication and Media Studies	a) Information Science b) Communication, Media and Journalism

10.2 Accreditation Process

The process follows the CUE laid down guidelines.

- Departmental and School Boards, Stakeholders, Directorate of Quality Assurance, and Deans Committee recommend to the Senate for approval.
- Senate approves and recommends to CUE for accreditation at cost of Ksh. 360,000 per programme.

N/B: Cost of accreditation for one programme is high and could be waived considering the requirement for transition to CBC

10.3 Academic Programmes

The following list of academic programmes are currently being offered by Rongo University. The list is grouped into four (4) categories namely:

Category 1: 58 Accredited Programmes as shown in

Category 2: 7 new programmes that are being processed for submission to CUE for accreditation.

Category 3: 9 Certificates and 28 Diploma programmes..

Category 4: Certificates and Diploma programmes

11.0 STRATEGIES TO DIVERSIFY REVENUE

Rongo University constantly strives to diversify its resources to enhance its capabilities and impact through two vital aspects:

i) Research Funds
ii) Income Generating Units (IGUs)

11.1 Research Fund

Rongo University continues to expand its research initiatives and collaborations in order to increase its financial capacity. Besides boosting the institutional financial resources, research grants facilitate research and innovation by enabling the University to undertake cutting-edge studies and experiments. This leads to new discoveries, advancements in various fields, and solutions to complex societal problems.

The current research revenue streams include:

No.	Date	Project Title	Collaborators	Amount (Kshs.)
1.	2024 to 2026	AQUADEVBUS-Development of Aqua-Culture Education in Higher Educational Institutions in Kenya	European Union	24,295,192
2.	2023 to 2028	Flow Project	Laurier Wilfrid University	3,949,750
3.	2023 to 2024	Building Entrepreneurial Skills and Tenacity (BEST) among university students: A case of Rongo University	Ashesi University	1,295,000
4.	2023 to 2024	Transforming sorghum-based farming system in eastern and western Kenya through agro ecological intensification	McKnight Foundation USA	12,950,000

11.2 Potential IGUs

Besides research initiatives, the University has established three IGU aimed at raising additional sources of revenue to the institution. The three projects are:

1. Rongo University Textile Production Unit (RUTEPU)
2. Hass Avocado Project
3. Apiculture for Honey and Associated Products

11.3.1 Apiculture for honey and associated products: an integrated business and community empowerment project

The project's main purpose include production of different flavors of honey, related value-added products and training in Apiculture and ApiBusiness.

11.3 Rongo University Textile Production Unit

The Textile Production project is using the available resources and machines to produce graduation gowns for sale and hire to other institutions; lab coats; staff uniforms; school uniforms; branded T-shirts and corporate shirts; ladies, gents, and children's wear; events planning and interior decoration.

11.4 HASS Avocado Project

The Hass Avocado Contract Farm project aims at growing some 1,180 hass avocado seedlings which were bought from Fairtrade Enterprises Ltd, in Muranga County.

It is however noted that these projects are still in their nascent stages of establishment and yet to make any meaningful income.

12.0 INITIATIVES TO SUPPORT BOTTOM UP ECONOMIC TRANSFORMATION AGENDA (BETA) IN RESEARCH AND INNOVATION

Introduction

The Bottom-up Economic Transformation Agenda (BETA) has been designed to address the current challenges facing the country's economy, stimulate economic recovery and create resilience of the economy to attain Vision 2030. It is anchored on 5 pillars: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Healthcare; Housing and Settlement; and Digital Superhighway and Creative Industry. Likewise, the key enablers are: Blue Economy; Education and Training; Environment and Climate Change; Foreign Policy and Regional Integration; Governance; Infrastructure; Manufacturing; Service Economy; Women Agenda; Social Protection; Sports, Culture and Arts; and Youth Empowerment and Development Agenda. Under Research and Innovation, Rongo University has put in place two key initiatives to support BETA: (i) Mobilize external funding for Research and Innovation (ii) Fostering strategic partnerships and collaboration to support different BETA pillars.

Mobilization of external funding to support Research and Innovation

During the FY 2023/2024, the university has mobilized Research funds through different project proposals to contribute to different sectors which are part of the BETA enablers

(1) **AQUADEVBUS-Development of Aqua-Culture Education in Higher Educational Institutions in Kenya - Funded by European Union- 172,858 Euros (2023-2025)**

The aim of this project is to address some of the bottlenecks hindering the uptake of **Blue Economy** which is a key enabler for the Agricultural Transformation Pillar. Some of these challenges the project intends to address include inadequate capacity on fish production technology, high costs of feeds, lack of proper storage capacity, poor marketing channels and lack of value addition. Rongo University has been funded in this project to develop a tailor-made curriculum to train smallholder fish farmers around Lake Victoria Basin on how to overcome aquaculture-related challenges in order to support the Blue Economy.

(2) **CRFS-McKnight Foundation: Transforming sorghum-based farming system in Eastern and Western Kenya through Agro-ecological intensification (USD 400,000) (2020-2024)**

This project uses sorghum-based technologies, innovations and interventions to mitigate climate change, and addresses perennial food and nutrition insecurity, shortage of income-generating opportunities, rampant poverty and environmental degradation. This project also addresses the pillar on Agricultural Transformation under the enabler sector 'Environment Protection, Water and Natural Resources Sector' and specifically contributes to enhanced resilience, mitigation and adaptation to climate change and enhancing food security in the five different counties that the project works in (Tharaka Nithi, Migori, Homabay, Siaya and Busia)

(3) Building Entrepreneurial Skills and Tenacity (BEST) among university students: A case of Rongo University ($10,000) (2023-2024)

This initiative aims at imparting practical and learner-centered innovative entrepreneurial skills and tenacity to university students, to support actualizing ideas into tangible and sustainable business endeavours through which they can engage in startups, Micro, Small and Medium Enterprise (MSME) and active employment. This initiative supports the pillar of MSME which is the pillar targeting Job creation and economic empowerment of young people in the informal sector through Entrepreneurial training and skills impartation.

Fostering strategic partnerships and collaboration to support different BETA pillars

The University has also fostered collaborations with strategic partners and collaborators to sustain its contribution to the different BETA agenda pillars: Some of these partnerships include:

(1) FLOW partnership between Rongo University and the Winfrid Laurier University in Canada (2023-2028)

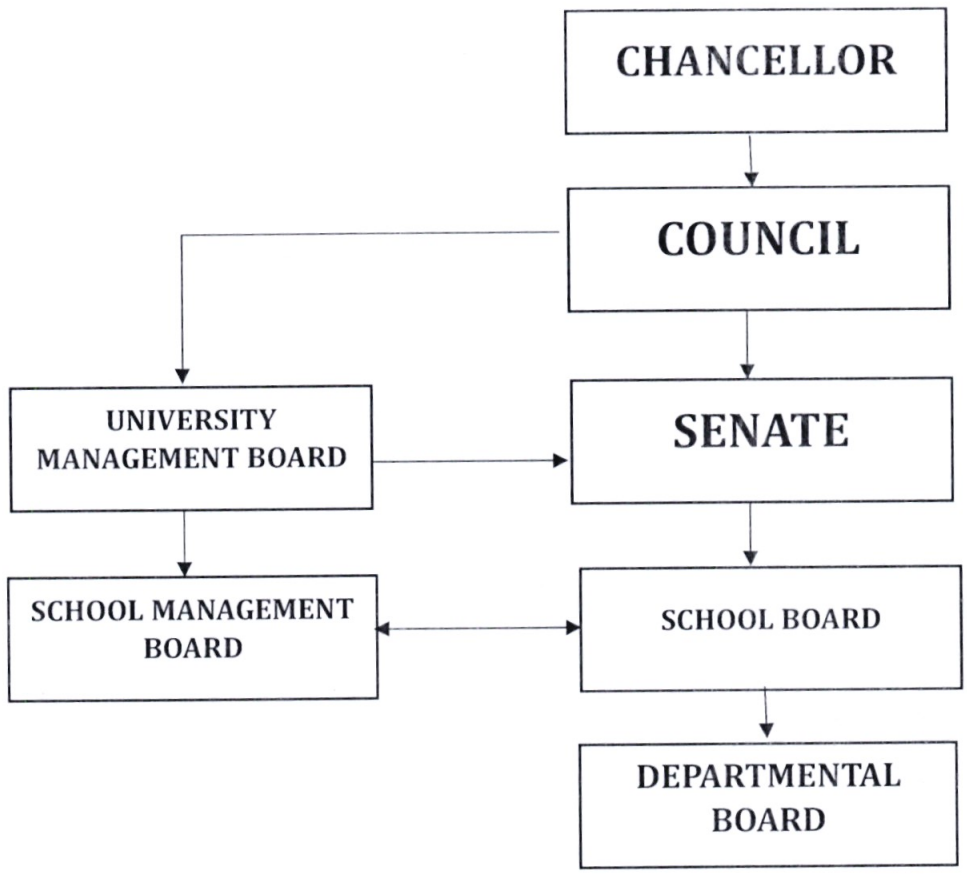
The overall goal of the proposed FLAGship partnership is to deepen the theory and activate the practice of sustainable, resilient regional food systems. Working across four continents with partners from Kenya, Canada, Australia, Mexico and Brazil, the Flagships will share knowledge and practical insights about how sustainable regional food systems enable sustainable benefits including climate change, resilience, food security and equitable livelihoods. This partnership has a direct contribution to the pillar of Agricultural transformation, falling under enabler for enhanced resilience, mitigation and adaptation to climate change. Additionally, under this project, the partners will establish a regional community of practice (Cop) that will create a regional FLAGship Digital Media Lab that will act as a digital platform for co-creation, innovation, sharing knowledge and methods, and further advancing and amplifying co-learning. This will allow young Kenyans to easily participate in this project. This initiative supports the BETA pillar on Digital Superhighway and Creative Economy with a target to increase productivity and competitiveness especially for young people to be meaningfully involved in economic growth through Research and innovation

(II) **Collaboration between Rongo University and Konza Technopolis Development Authority-**The purpose of this collaboration is mainstreaming ICT and research driven digital solutions in the built environment's, transition to a smart, circular, and sustainable development pathway. This collaboration has seen the establishment of the JITUME Artificial Intelligence Lab (AI) at Rongo University with 100 computers connected to the internet under the Jitume program supported by the Ministry of Information Communication and Digital Economy that seeks to empower youths digitally.

The innovation has championed digital peacebuilding, working with the youth, through social media surfaces to create a conducive environment for human security, climate smart agriculture and green solutions in communities in Kenya, Africa and beyond. This will enable sustainable food production in the context of climate change and empower the youth into civic participation, The AI Lab also supports the Rongo University Health IT project in Migori County in collaboration with USAID that is geared towards improving health systems for the benefit of communities in the region with efficient responses to emergencies and treatment in the county and management of health information for the benefit of patients. Hence this initiative supports the enabler on building ICT infrastructure to support the pillar on Digital Superhighway and Creative Economy with a target to increase productivity and competitiveness especially for young people to be meaningfully involved in economic growth. It complements national government efforts of enabling national connectivity through fibre-optic infrastructure to foster an enabling environment for economic recovery and inclusive growth. It also supports the pillars on Agricultural transformation and health care where ICT will be instrumental in implementing Universal health coverage in every sector.

END

Appendix 1
Existing Governance Structure



Appendix 2
Existing Administrative Structure

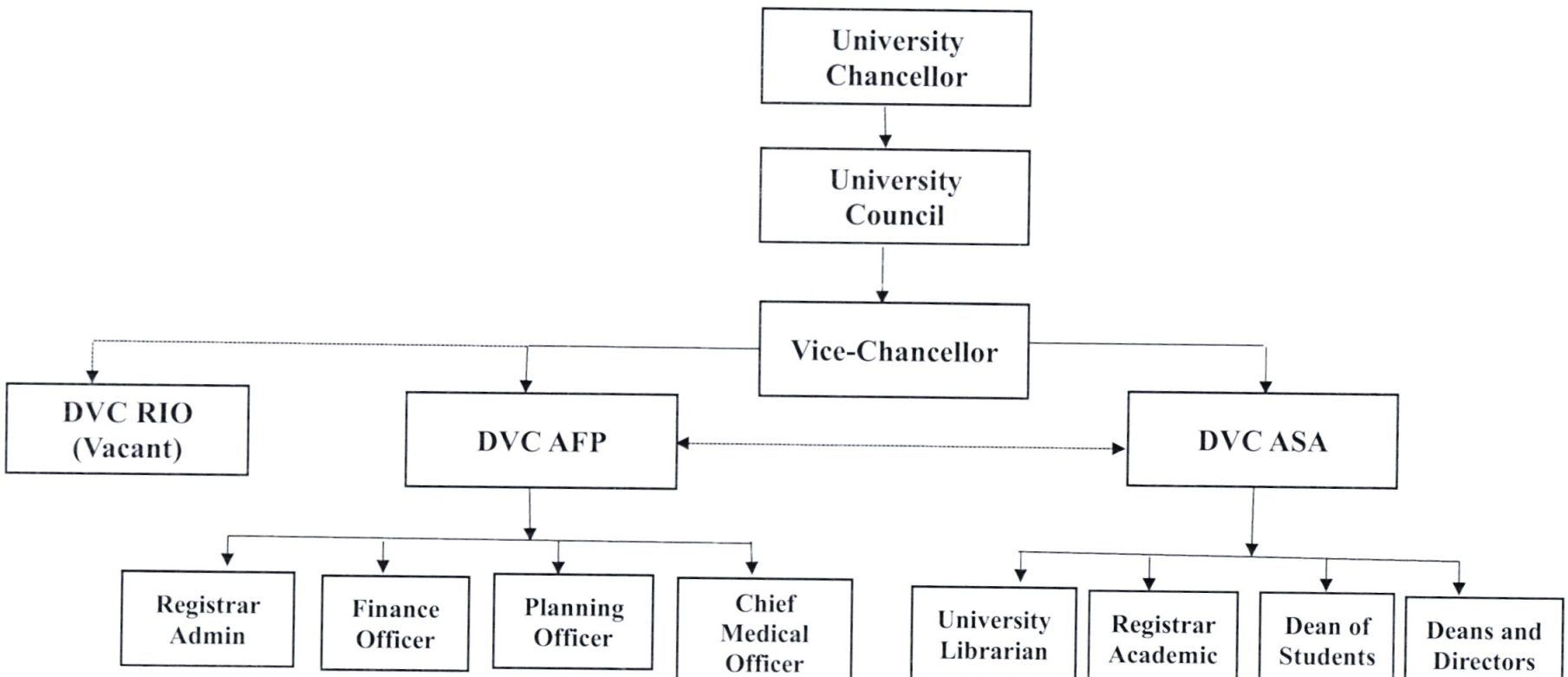


Fig. 2: Existing Administrative Structure



KOITALEEL SAMOEI UNIVERSITY COLLEGE

(A CONSTITUENT COLLEGE OF THE UNIVERSITY OF NAIROBI)

REPORT SUBMITTED TO THE PARLIAMENTARY DEPARTMENTAL COMMITTEE ON EDUCATION ON APRIL 03, 2024.

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INTRODUCTION

Koitaleel Samoei University College was established through a legal notice No.177 dated 6th September 2018 as a constituent college of the University of Nairobi.

1.0 GOVERNANCE STRUCTURE OF KOITALEEL SAMOEI UNIVERSITY

The governance structure of Koitaleel Samoei University College comprises the Council, Management Board, College Academic Board and the Students' Governing Council. Each entity plays a crucial role in guiding the institution towards its mission of academic excellence and institutional advancement, ensuring transparency, accountability, and effective leadership.

Composition of KSUC Governance Organs

a) The Council of Koitaleel Samoei University College provides strategic direction, oversight, and decision-making authority. It comprises ten members as follows:

1. **Chairman;** Prof. Risley K. Ngala, re-appointed for a second term via gazette notice no. 8050 on July 08, 2022;

2. **Five Independent Members; Dr. Abdullahi Abdi, Mr. Gordon Oyomno, Mr. Patrick Sang, Ms. Julie Kisaka and Ms. Maryjane Mwangi,** appointed via gazette notice no 8051 on July 08, 2022. These members bring diverse experiences from various fields, contributing to the council's deliberations;

3. **Two representatives from the Ministry of Education and National Treasury; Mr. Clement Odeka and Dr. Kenrick Ayot,** ensuring government representation and alignment with national policies and regulations;

4. **One member, Prof. Margaret Jesang Hutchinson representing the Vice Chancellor of the University of Nairobi** facilitating collaboration and coordination with the parent institution;

5. **The Principal (Ex-officio Member), Prof. Winston J. Akala,** currently serving as KSUC's Chief Executive Officer and providing institutional leadership

b) The Management Board, led by the Principal, executes decisions made by the Council. It consists of key leadership positions responsible for operational management and implementation. It is constituted as follows:

- Principal – Chairman;
- Deputy Principal in charge of Academics Affairs;
- Directors of the School of Education and School of Business;
- Registrar Administration incharge of Administration and Human Resource
- Deputy Registrar Administration
- Deputy Registrar Academics; and,
- Deputy Finance Officer.

c) The College Academic Board handles academic matters within KSUC. It is chaired by the Principal and comprises Directors of Schools, faculty representatives, academic leaders, and other stakeholders. It is responsible for overseeing curriculum development, academic policies, and quality assurance processes.

d) The Students Governing Council is constituted as prescribed in the Universities Act and consists of seven members; Chairman and Vice-chairman of opposite genders, Secretary General, Academic Representative, Sports Representative, Social Welfare Representative and the Treasurer

Roles and Responsibilities

- **The Council** sets strategic direction, approves budgets and procurement plans, appoints and evaluates senior leadership, and ensures compliance with regulations;
- **The Management Board** implements Council decisions, manages finances, oversees operations, and ensures institutional effectiveness;
- **The College Academic Board** shapes academic policies, reviews curriculum proposals, monitors academic standards, and promotes teaching and learning excellence.
- **The Students Governing Council** acts as the liaison between Management and the Student Body. It is responsible for matters of Student Welfare alongside the Office of the Dean of Students.

Decision-Making Process

Decisions within the Council are made during quarterly meetings which are held regularly, the Management Board and the College Academic Board each convene monthly. Special meetings are called as needed to address urgent issues.

Council decisions are reached through consensus-building and deliberative processes, which the Management Board then executes in a timely and effective manner. The College Academic Board follows established protocols for academic decision-making, often involving consultation and consensus-building among faculty members and academic leaders.

2.0 KSUC PRIORITIES AND THEIR ALIGNMENT TO BUDGETARY ALLOCATIONS IN THE FY 2023/2024

KSUC received its first enrolment cohort of fifty-five (55) students in September 2019. Eight strategic objectives were prioritised in our first Strategic Plan, 2019-2024 which is in the final year of implementation. During the 2023/24 FY, the budgetary requirements against allocations is as shown below:

S/No	Strategic Objectives/Priority	Outcomes	2023/24 Budgetary Requirements (KShs)	2023/2024 Allocation (KShs)	Deficit/Surplus (KShs)
1	To produce quality graduates in selected programmes through teaching and learning	Increased quality of graduates; increased supply of skills in the community; and Increased academic programmes	100.81	56.56	(44.25)
2	To develop institutional capacity for effective and efficient service	Adequate and quality physical facilities in compliance with CUE standards and guidelines; secure land for	930	70	(860)

S/No	Strategic Objectives/Priority	Outcomes	2023/24 Budgetary Requirements (KShs)	2023/2024 Allocation (KShs)	Deficit/Surplus (KShs)
	delivery	development of seven (7) colleges; Enhanced organizational efficiency and effectiveness			
3	To create new knowledge and transfer to communities and industries.	Increased research output; Develop research funding; Commercialized IP; Uptake of innovations in the community; Extension services; Enhanced ranking of the university; and Enhanced innovativeness.	10	1.5	(8.5)
4	To provide comprehensive portfolio of social welfare services to students	Enhanced psycho-socio being of students; Adequate, comfortable, habitable and affordable living environment; Enhanced health, safety and security environment; and increased acceptance by the community services.	24.2	10.5	(13.7)
5	To mobilize adequate resources for the development, operations and sustenance of the University	Enhanced diversification of funding sources; Increased revenue targets and enhanced fiduciary discipline.	17.54	2.0	(17.54)
6	To institute best practices in corporate governance and leadership for improved performance.	Improved institutional performance; Enhanced corporate image and brand; Enhanced corporate culture; Institutionalized accountability.	20.3	14.4	(5.9)
7	To recruit, develop, nurture and retain highly skilled academic and non-academic staff.	Engaged highly qualified staff; Employee satisfaction index; lincreased industrial harmony; and Increased retention of skilled and talented staff.	246.2	215.2	(31)
8	To eenhance academic and administrative efficiency and effectiveness	Improved access to digital resources; and Increased operational efficiency.	15.57	3.35	(12.22)
TOTAL			**1364.62**	**373.51**	**(991.11)**

The budgetary requirements for 2023/2024 FY was **Kshs 1364.62M** (KShs 434.62M for recurrent and Kshs 930M for development). However, realisable revenue was capped at **KShs 373.51M** (198.154M from the GoK direct grants and KShs 175. 36M from other sources). Due to the non-discretionary in nature of the recurrent programmes, **KShs 303. 351** was budgeted for operations and maintenance while **KShs 70M** was budgeted for development. The budgetary allocation didn't align with the institutional strategic priorities with a deficit of **KShs 991.11M** in the **2023/2024 FY**.

3.0 STUDENT ENROLMENT DATA, NUMBER OF STUDENTS IN THE UNIVERSITY.

Koitaleel Samoei University College has witnessed a positive trend in student enrolment from initial **55** undergraduate students in the 2019/2020 Academic Year to the current cumulative enrolment of **1649** students. The enrolment comprises of **1,578** undergraduate students and **71** postgraduate students.
The university successfully graduated the first cohort of students in the year 2023 where **50** students graduated with Bachelor's Degree while **11** graduated with Master's degree.

The current student enrolment is summarized in terms of programme, academic year and gender in the table below:-

	2020/2021(Y 4)			2021/2022(Y3)			2022/2023(Y2)			2023/2024 (Y1)			Total
	M	F	T	M	F	T	M	F	T	M	F	T	
Bachelor of Education (Arts)	70	110	180	131	173	304	112	202	314	297	308	605	1403
Bachelor of Arts	0	0	0	0	0	0	0	0	0	27	33	60	60
Bachelor of Education (ECE)	3	3	6	7	10	17	0	0	0				23
Bachelor of Commerce	10	12	22	16	14	30	13	8	21	4	2	6	79
Bachelor of Project Planning and Management	0	0	0	0	0	0	0	0	0	7	6	13	13
TOTAL UNDERGRADUATE STUDENTS	83	125	208	154	197	351	125	210	325	335	349	684	1,578
Master of Education							11	15	26	2	3	5	31
Master of Business Administration							13	19	32	5	3	8	40
TOTAL POSTGRADUATE STUDENTS	-						24	34	58	7	6	13	71
TOTAL NUMBER OF STUDENTS	83	125	208	154	197	351	176	244	383	342	355	697	1,649

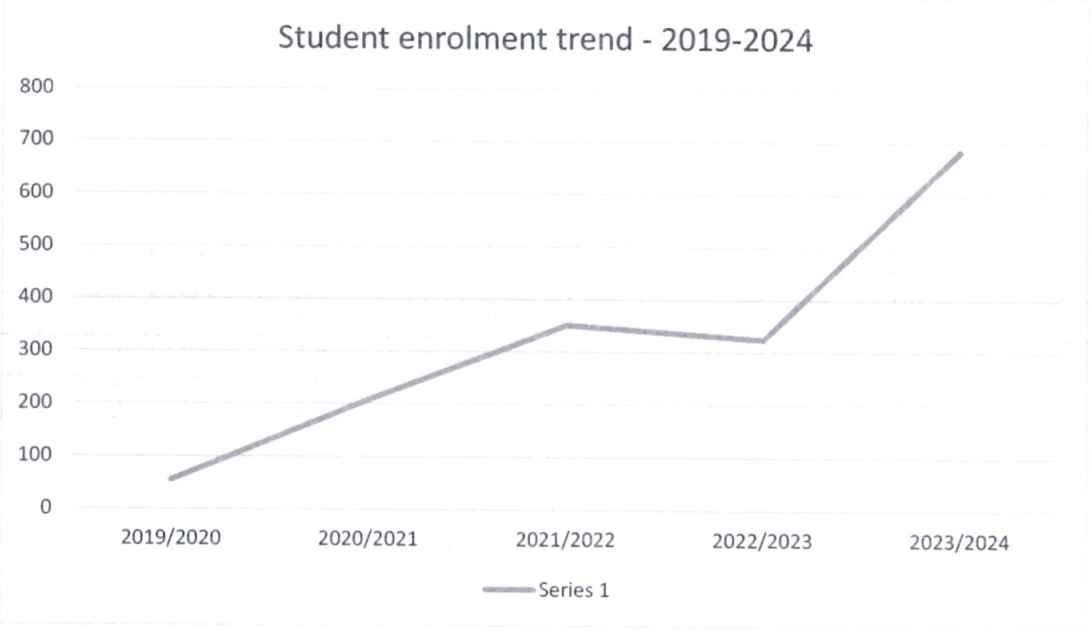
The gender composition for undergraduate is mostly female represented by 55% (867students) while male is represented by 45% (711 students).

Overall Trend of students enrolment from 2019 – 2024

Academic Year	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025 (projected)
Undergraduate	55	208	351	335	684	1000
Postgraduate	21	15	16	12	13	15
Cumulative enrolment	76	299	666	1013	1710	2,500

- **Current active students are 1649**
- **Admitted since 2019 are 1710**
- **Graduated since 2019-2023 are 61**

There is generally a positive trend in the student enrolment as illustrated the figure below:



The university college projects to admit at least 1,000 students in the 2024/ 2025 academic year and the total student population to increase to 2,500.

4.0 STAFF ESTABLISHMENT

Koitaleel Samoei University College is cognizant of the strategic contribution of its workforce in delivering its mandate of providing sustainable knowledge towards social and economic development through training, research and innovative technology transfer, and community service. KSUC endeavors to progressively build a high performing workforce and work culture based on teamwork, respect for diversity, professionalism, resilience, and responsiveness in service delivery.

The Staff Establishment as at March 31, 2024

As of March 31, 2024, KSUC had a staff complement of one hundred and Six (106). Analysis of the table indicates that the University College has 32 permanent staff in which 20 are academic staff and 12 are non-academic. The detailed are presented by the table below: -

No.	Terms of Service	No. of Staff (By Gender) In Academic & Administrative Divisions						
		Academic Staff			Administrative Staff			Grand Total
		M	F	Totals Per Category	M	F	Sub- Totals Per Category	
1.	Permanent	13	7	20	5	7	12	32
2.	Five (5) Year Contract	0	0	0	1	0	1	1
3.	Three (3) Years Contract	2	0	2	0	0	0	2
4.	One (1) Year Contract	2	0	2	13	14	27	29
5.	Six (6) Months Contract	0	0	0	24	18	42	42
Sub Totals		17	7	**24**	**44**	**39**	**83**	
Grand Total								**106**

Academic Staff

The table below shows the Status of Full Time Academic Staff Versus Part Time Staff per Department

S/No	School	Department	Full Time	Part Time	Totals
1.	School of Education	Educational studies	6	16	22
		Humanities	4	13	17
		Languages	3	11	14
2	School of Business	Finance & Accounting	3	6	9
		Business Administration & Management Science	6	6	12
Totals			**22**	**52**	**74**

There is need to recruit more full-time academic staff to achieve the University College staffing needs. Currently we need 74 faculty staff, yet the current academic staff stands at 22 with a shortfall of 52.

Summary of Projected Staff Establishment

Beginning September 2024 the University College as per its Strategic Plan 2023-2027 projects that staff will grow by 108 to deliver on its strategic priorities and meet the needs of the rising student enrolment. The following strategic priorities will be implemented over the planned period:

i) Mount additional programmes in the existing faculties;
ii) Establishment of new faculties namely: Faculty of Agriculture, Faculty of Arts, Faculty of Law, Faculty of Nursing, School of Performing Arts and Sports Science, Institute of Research and Data Management;
iii) Expand the physical infrastructure commensurate to the student population
iv) Equip the University College with ICT infrastructure, teaching and learning equipment which requires technical staff;
v) Establish campuses as envisioned in the collegiate system;
vi) Splitting of amalgamated dockets into functional departments for efficiency and effectiveness in service delivery as the student population grows.

S/No	Cadre/Grade	Projected Staff Establishment	In-post	Variance
1.	Professors (15)	4	1	3
2.	Associate Professors (14)	7	2	5
3.	Senior Lecturers (13)	11	6	5
4.	Lecturers (12)	20	12	8
5.	Tutorial Fellows	18	2	16
6.	Research Assistance	3	0	3
Sub Totals		**63**	**23**	**40**
ADMINISTRATIVE STAFF				
7.	15	3	0	3
8.	14	4	3	1
9.	13	4	0	4
10	12	8	2	4
11	11	12	4	8
12	E/F (9/10)	14	9	5
13	CD (7/8)	26	18	8
14	A, AB (5/6)	35	25	10
15	III-IV	37	12	25
Sub Total		**143**	**73**	**68**
Grand Total		**206**	**96**	**108**

Internship and industrial attachment programmes

The University College (KSUC) is implementing government directive of internship. The Public Service Commission (PSC) posted sixteen (16) interns to report in two phases. Nine (9) interns reported on January 29, 2024, and another seven (7) are to schedule to report from April 2, 2024.

The University College is also giving the youth opportunity to gain skills through industrial attachment skill and currently there are Eight (8) attaches serving in various departments.

5.0 KSUC ASSETS AND LIABILITIES, INCLUDING PENDING BILLS AND STRATEGIES IN PLACE FOR DEALING WITH THE PENDING BILLS.

Property, Plant and Equipment at Cost

The value of land, buildings and other assets for the financial year 2022/23 audited accounts are listed below.

Description	Cost	Accumulated Depreciation	Net Book Value
	Kshs	Kshs	Kshs
Land (Valuation 2018/2019)	160,000,000	-	160,000,000
Buildings (Valuation 2018/2019)	80,000,000	8,000,000	72,000,000
Plant And Machinery	1,106,776	110,678	996,098
Motor Vehicles, Including Motorcycles	30,966,024	16,345,640	14,620,104
Computers and Related Equipment	31,115,987	25,515,987	5,600,000
Office Equipment, Furniture, And Fittings	1,106,776	110,678	11,876,000
Total	**304,295,563**	**50,082,983**	**265,092,202**

The detailed list is as indicated.

A. Land

Description	Size -Ac	Remarks
Mosoriot Campus	51 acres	Main college operations carried from this campus
Nandi Hill Main Campus	100 acres	Admin block under construction

The University College is at an advance stage of acquiring additional parcels of land to cater for the planned expansion.

B. Buildings – Location Mosoriot Campus

Description	No	Remarks
Office Blocks	11	All transferred from Mosoriot TTC
Lecture Classes	8	
Laboratories	3	
Staff Houses	17	
Student Hostels	15	
Student Centre	1	
Student cafeteria	1	
Student Association office	1	
Abolition blocks	6	
Unoccupied	1	

The University College would require an additional space for lecture rooms and abolition blocks to cater for the planned increased student population.

C. Motor Vehicles – Location Mosoriot Campus

Description	No	Remarks
Buses	1	Serviceable
Double cab P/UPs	1	Serviceable
Ambulance	1	Serviceable
Van	1	Serviceable

The University College would require an additional fleet of vehicles to cater for the planned expansion. These would include utility vehicles at Ksh 9M each, a 65 seater bus at Ksh 15m and a 25 seater mini-bus at Ksh 9M for use by students, a salon car for use in administration duties at Ksh 5M, a tractor with mower machine at Ksh 5M. The budget for these is approximately Ksh 54M

D. ICT Equipment – Location Mosoriot Campus

Description	No	Remarks
Desk Top Computers	181	Working condition, 81 Pcs fully depreciated
Lap -Tops	7	Working condition
UPs	111	Most in working condition, a few require battery re[placement
Printers	21	Working condition
Switches/servers	11	Working condition
SMART Boards	1	Working condition
Photocopier	1	Working condition
Scanners	2	Working condition
Projectors	9	Working condition
Library head Phones	15	Working condition

The University College would require an additional ICT equipment majorly desktop computers as those purchased by the institution are fully depreciated.

E. Furniture, Fixtures and Fittings

Description	No	Remarks
Office desks	40	In good condition
Office Chairs	170	In good condition
Conference tables and Chairs Units	4	In good condition
Metallic and wooden cabinets	15	In good condition
Book shelves	15	In good condition
Library Chairs	120	In good condition
ICT lab chairs	25	In good condition
Library furniture		In good condition
Student's beds + mattresses -single	50	In good condition
Student's beds + mattresses –double-deckers	50	In good condition

The University College would require an additional set of furniture to support the planned expansion.

F. Plant and Equipment

Description	No	Remarks
Stand by Generator	1	In good condition
Bore Hall water Pump	1	In good condition

The University College would require an additional set of equipment to support the planned expansion especially in the planned new campuses.

6.0 IMPLEMENTATION STATUS OF THE APPROVED 2023/2024 BUDGET AND PROCUREMENT PLAN

The National Treasury approved the FY 2023/2024 revised budged estimates as follows:

Recurrent Expenditure

	FY 2023/2024 PRINTED ESTIMATES (KSH)	FY 2023/2024 REVISED ESTIMATES (KSHS)
GROSS	183,454,440	313,517,640
AIA	45,300,000	175,417,200
NET	138,154,440	138,154,440

Development Expenditure

S/NO.	PROJECT NAME	FY 2023/2024 GROSS PRINTED ESTIMATES (KSHS)	FY 2023/2024 REVISED ESTIMATES (KSHS)
1	Construction Administration Block and Lecture Theatre	60,000,000	60,000,000

The Management of the University College has been implementing the supplementary budget for the last months on the approved budget lines above.

The total revenue received from non-exchange of transactions and exchange of transactions at 31st of March 2024 is Kshs 221,905,003 which translate to 70.78% of total recurrent budget, while at the same time incurring recurrent expenditure which currently stands at Kshs 184,241,084 which translate 58.76% of the total recurrent expenditure.

The management receive 15,000,000 development funds in the month March which we are yet to utilize since we are waiting for certificate from the contractor, hence the implementation status zero.

The tables below show detail implementation status of our Supplementary budget.

RECURRENT BUDGET	Approved Budget FY 2023/24 (Kshs)			Actual Revenue/Receipts (Kshs.)			Expenditure (Kshs.)			Total Expenditure (Kshs.)
	Compensation to Employees	Use of goods and services	Other Expenses	From non-exchange Transactions	From exchange Transactions	Total	Compensation to Employees	Use of goods and services	Other Expenses	
TOTAL	201,899,169.00	79,012,589.00	32,605,882.00	103,615,830	118,289,173	**221,905,003**	127,147,876.00	46,838,254	12,626,450	**184,241,084**

CAPITAL BUDGET

CAPITAL BUDGET STATUS	Approved Budget FY 2023/24 (Kshs)			Actual Receipts/Revenue (Kshs.)			Expenditure (Kshs.)			Total Expenditure (Kshs.)
	Acquisition of Non-Financial Assets	Acquisition of Financial Assets	Other Expenses	From non-exchange Transactions	From exchange Transactions	Total	Acquisition of Financial Asssets	Acquisition of Financial Assets	Other Expenses	
TOTAL	60,000,000	-	-	15,000,000	-	-	-	-	-	-

Implementation Status of the Procurement Plan as at March 31, 2024

IMPLEMENTATION STATUS OF THE PROCUREMENT PLAN AS AT MARCH 31, 2024

Purchases for the Three Quarters	
Quarter One	1,448,505.00
Quarter Two	185,800.00
Quarter Three	3,574,910.00
Sub - Total (Kshs.)	**5,209,215.00**
Contract Awarded	
Staff Medical Insurance Cover	9,995,605.00
Variance/Increase	444,620.00
Sub-Total (Kshs.)	**10,440,225.00**
Grand Total (Kshs.)	**15,749,440.00**

Pending Bills of Kshs. 9,231,302.00

The current supplier's outstanding balances as at March 31, 2024 are being processed for payment.

7.0 PROJECTS BEING IMPLEMENTED AT KOITALEEL SAMOEI UNIVERSITY COLLEGE

The Scope, Justification and Cost of Project(s)

One of KSUC's strategic objective is to develop institutional capacity for effective and efficient service delivery. The expected outcomes of this strategic objective include:

a) Development of adequate and quality physical facilities as per CUE standards and guideline.
b) Securing land for development of seven (7) campuses.

The strategies advanced to achieve this strategic objective include:

i) The development of adequate and quality infrastructure facilities in KSUC Campuses.
ii) Involvement of the community in provision of inputs in the development of physical infrastructure facilities.
iii) Development of specialized campuses in the (6) sub counties of Nandi County.

The Strategic Initiatives that have been considered by management are:

i) To complete the refurbishment and development of the Mosoriot Campus.
ii) To enhance existing and install new ICT infrastructure at Mosoriot Campus
iii) To construct and develop the Nandi Hills Campus.
iv) To engage Ministry and Nandi County and other stakeholders for additional land and other infrastructural resources.

Overview of the progress made in securing land for development of even (7) campuses.

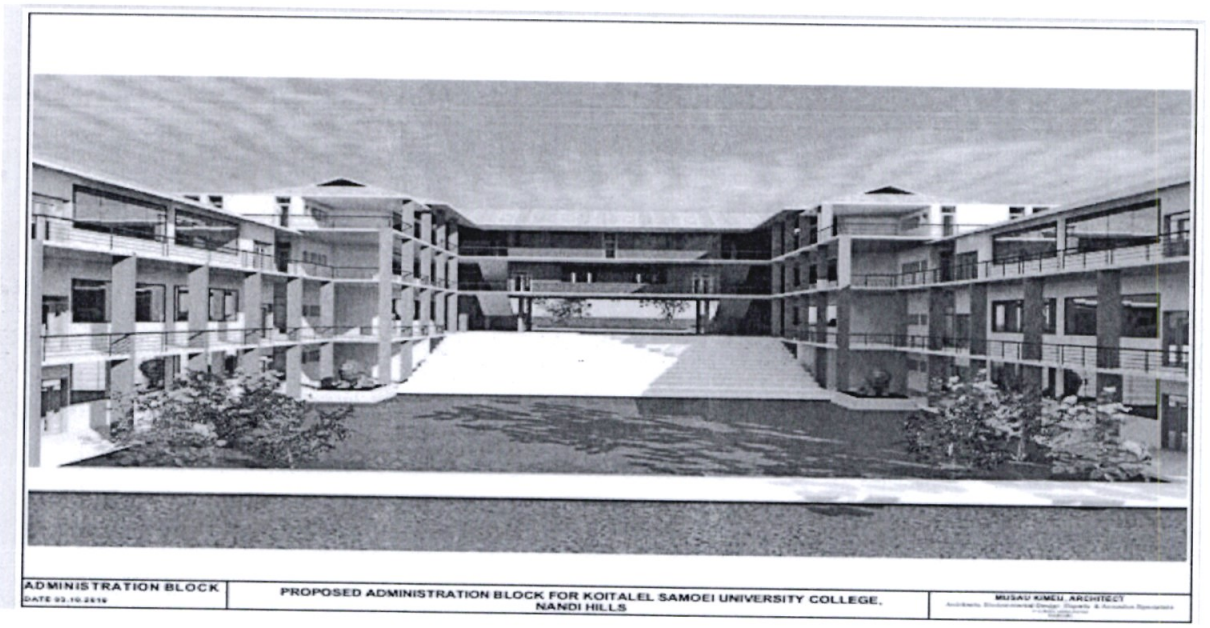
S/NO	PROJECT NAME	LOCATION	COMPLETION STATUS	ACREAGE	CHALLENGES	REMARKS
1.	NANDI HILLS CAMPUS LAND	NANDI HILLS	TITLED	100 acres	NO FENCE	BUDGETED
2.	MOSORIOT CAMPUS LAND	CHESUMEI	TITLED	50 Acres	NO FENCE	BUDGETED
3.	KAIMOSI LAND	EMGWEN	NEGOTIATION ONGOING	-	YET TO BEGIN THE PROCESS	TO BE INITIATED
4.	KIMWANI LAND	TINDIRET	ADJUDICATION PROCESS ONGOING	33 Acres	AWAITING CONCLUSION OF TITLING	FENCING TO BE BUDGETED UPON TITLING
5.	KAPTUMO BOYS LAND	ALDAI	EARMARKED	-	YET TO BEGIN THE PROCESS	TO BE INITIATED
6.	KABIYET BOYS LAND	MOSOP	EARMARKED	-	YET TO BEGIN THE PROCESS	TO BE INITIATED

Projects Status Report as at March 2024

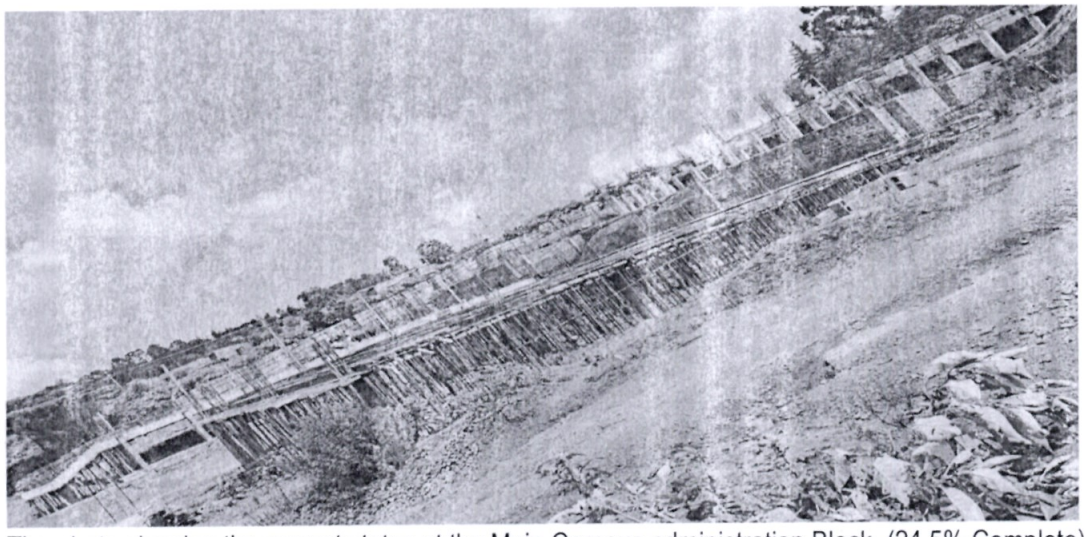
PROJECT DESCRIPTION	TOTAL ESTIMATE COST (Ksh.)	AMOUNT PAID	ALLOCATION FOR FY 2023/24 (KSHS.)	BUDGET DEFICIT	CURRENT STATUS OF PROJECT COMPLETION
Construction of Main Campus Administration Block at Nandi Hills	681,757,622.30	156,544,698	60,000,0000	525,212,924.33	24.5%

Action Required: *Management to Renew the Contract and mobilize the resources for completing the project.*

(a) The render for the completed Main Campus administration block in Nandi Hills



- **START DATE:** June 12, 2020 **PLANNED END DATE**: November 27, 2022



(b) The photo showing the current status at the Main Campus administration Block. (24.5% Complete)

Challenges experienced in the construction of main campus administration block in Nandi Hills:

i. Insufficient development capitation from the government occasioning delay in the projected date of completion. The current completion rate stands at 24.5% instead of 100%.

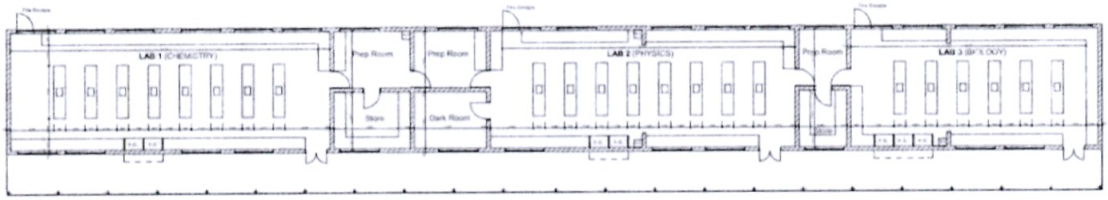
ii. Difficult and challenging geotechnical conditions suctioning change in foundation designs

iii. The current project cost stands at **Kshs. 681,757,622.30,** which is **Kshs. 53,253,559.30** above the contract price of **Kshs. 628,504,063**. The reasons for the additions can be attributed to change in foundation designs and adjusted prime cost sums for electrical and mechanical installations after the works were tendered and sub-contractors nominated to undertake the implementation

Priority Projects in the Strategic Plan 2023-2027

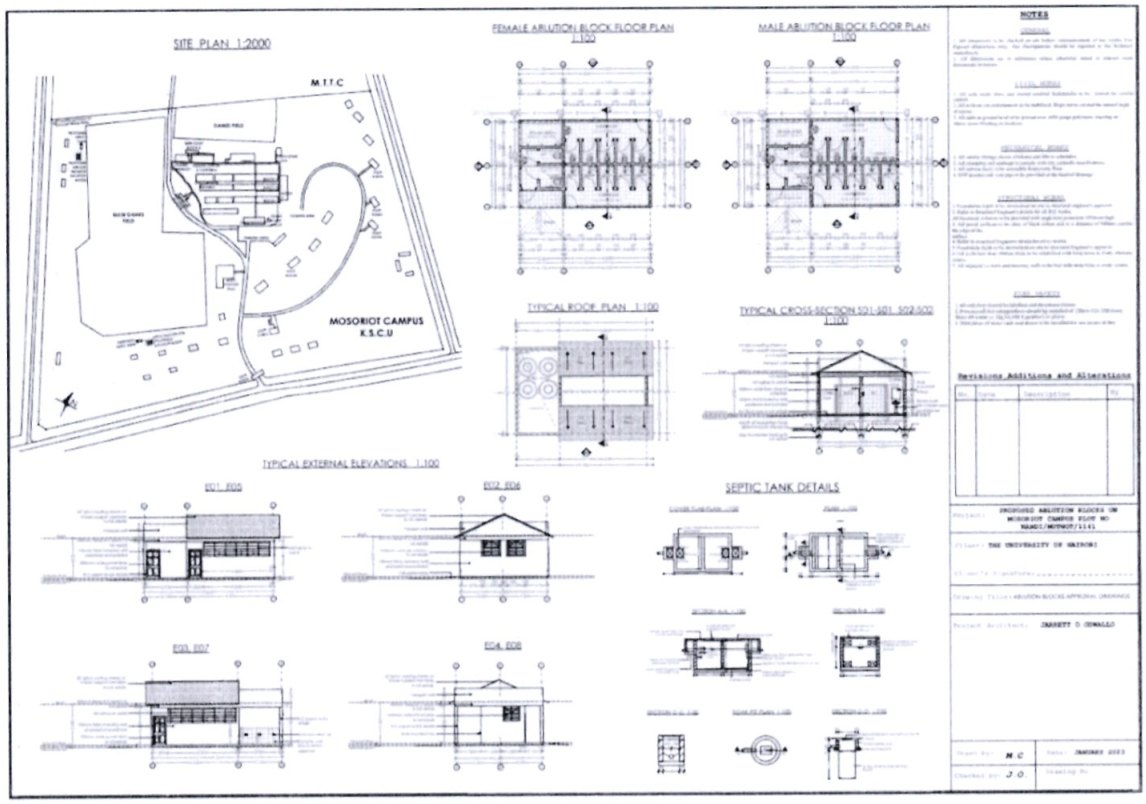
NO.	PROJECT NAME	ESTIMATED COST	SOURCE OF FUNDING
1.	Furnishing and Equipping of Laboratories (Biology, Physics and Chemistry)	11,200,000	GOK
2.	Construction of 2 Ablution blocks for at students hostels at Mosoriot Campus	4,200,000	GOK
3.	Expansion of ICT Infrastructure	2,000,000	GOK
4.	Removal and Disposal of Asbestos and Replacement of with Box profile iron sheets.	50,000,000	GOK
5.	Adjudication and Fencing of Tinderet Land.	1,000,000	GOK
6.	Fencing of Mosoriot Campus Phase I	1,800,000	GOK
7.	Fencing of Nandi Hills Main Campus Phase I	1,200,000	GOK
8.	Construction of Mosoriot campus Sports complex	603,914,775	GOK
9.	Construction of Multipurpose hall in Mosoriot	10,000,000	GOK
10.	Development of Mosoriot Campus Masterplan	2,000,000	GOK
11.	Proposed construction of auditorium in Nandi Hills main campus	680,000,000	GOK
12.	Proposed construction of school of business in Nandi Hills main campus	700,000,000	GOK
13.	Proposed construction of school of law in Nandi Hills main campus	780,000,000	GOK
14.	Proposed construction of the Main Library Nandi Hills main campus	700,000,000	GOK

7.1 Drawings for Science Laboratories at Mosoriot Campus



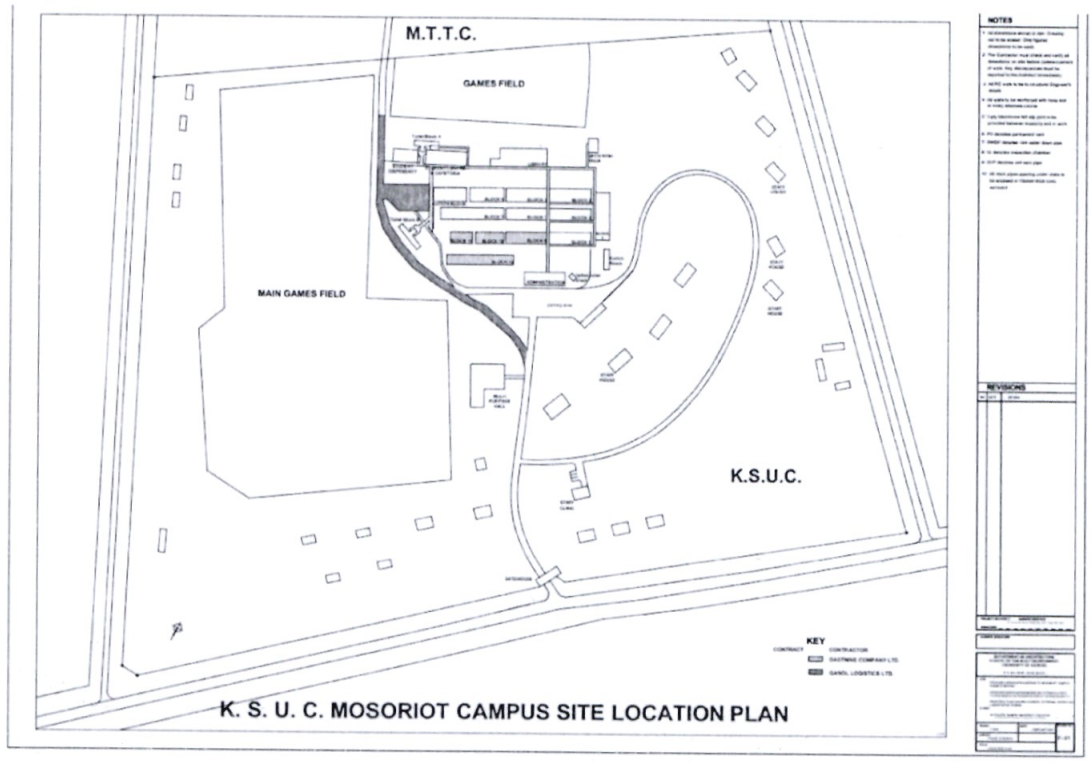
BLOCK 12 PROPOSED LABORATORIES LAYOUT

7.2 Drawings for Ablution Blocks for Students Hostels at Mosoriot Campus

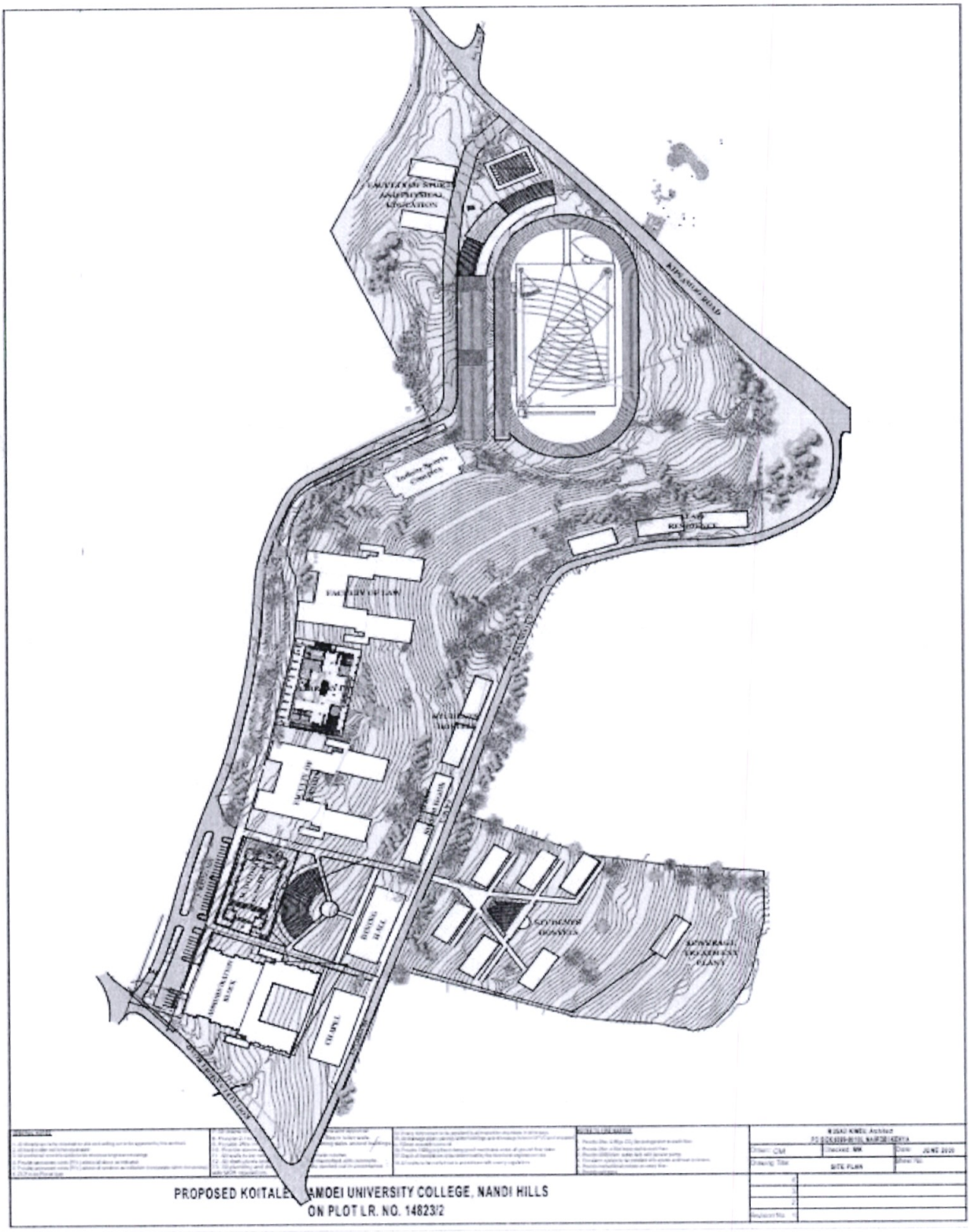


Estimated Project Cost: Ksh: 4,200,000

7.3 Layout for Mosoriot Campus

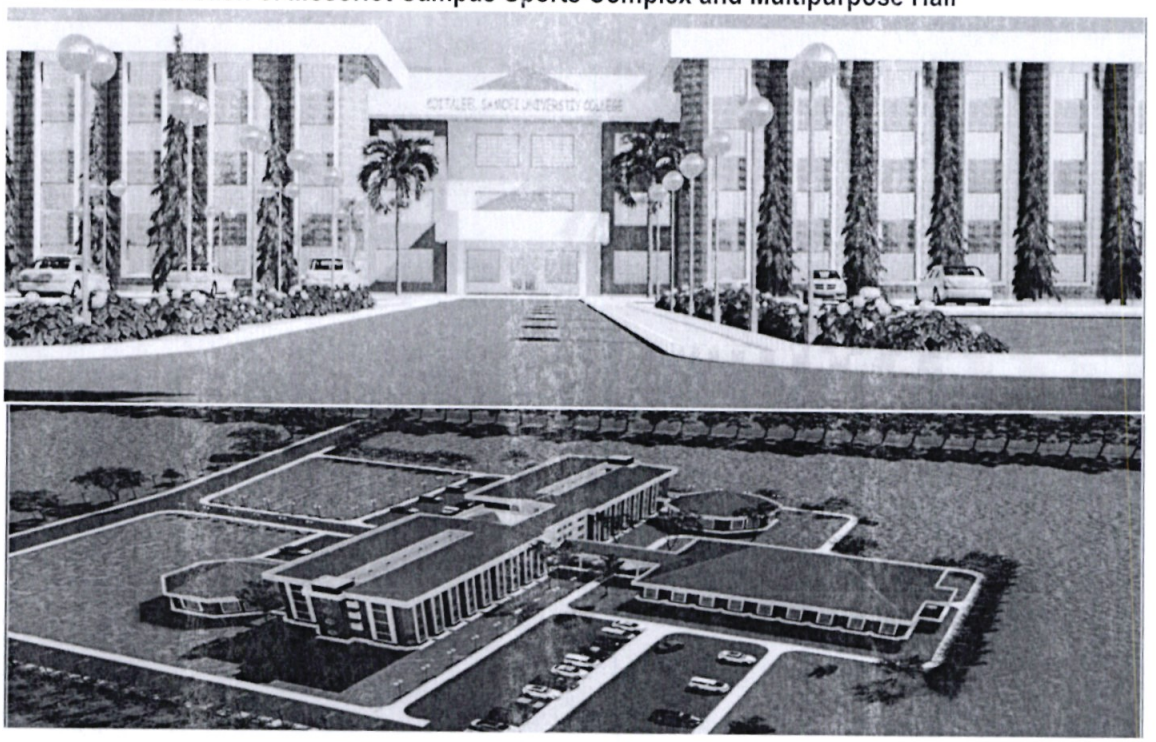


7.4 Master Plan for Nandi Hills Main Campus

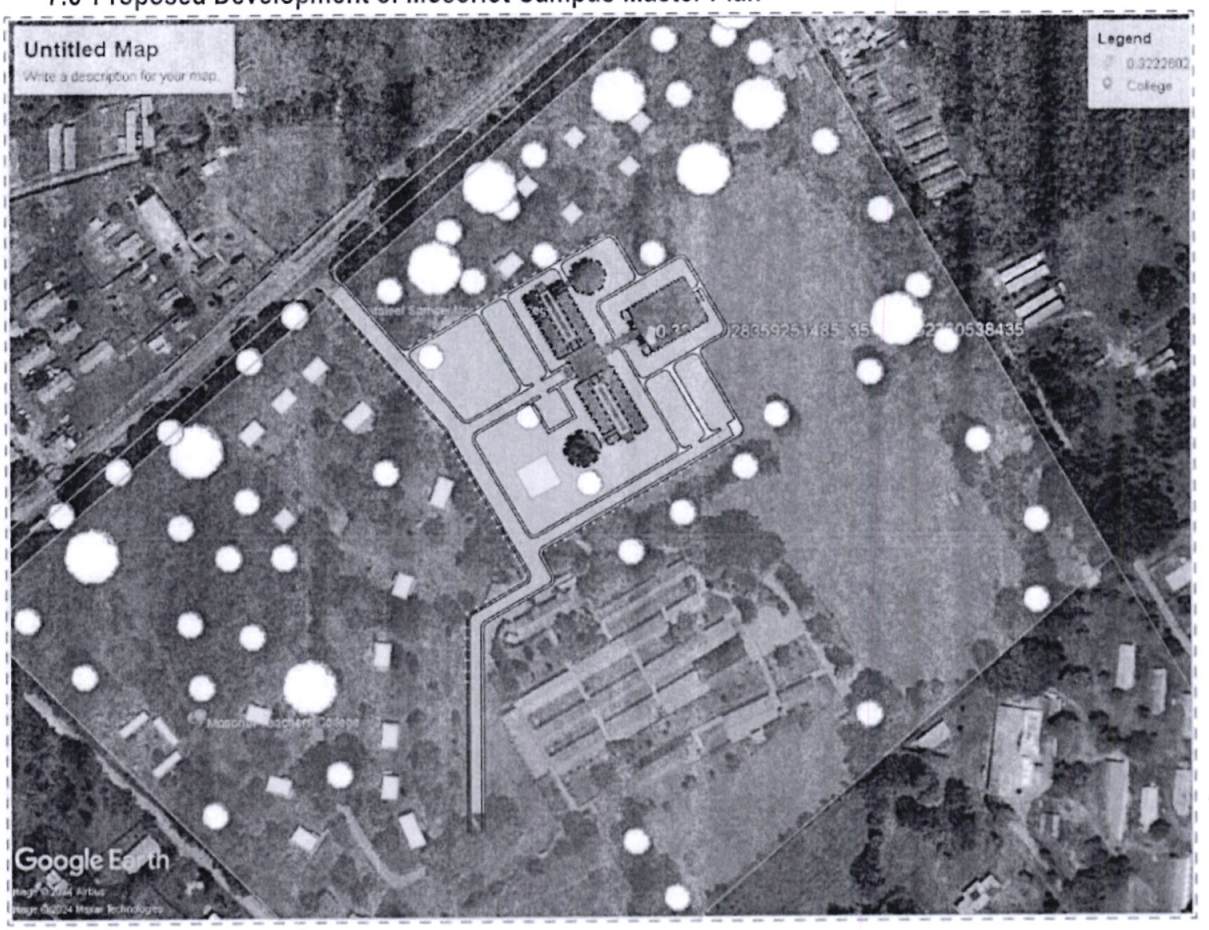


TOTAL COST OF IMPLEMENTING THE PROJECTS IN NANDI HILLS MASTERPLAN: 12,000,000,000

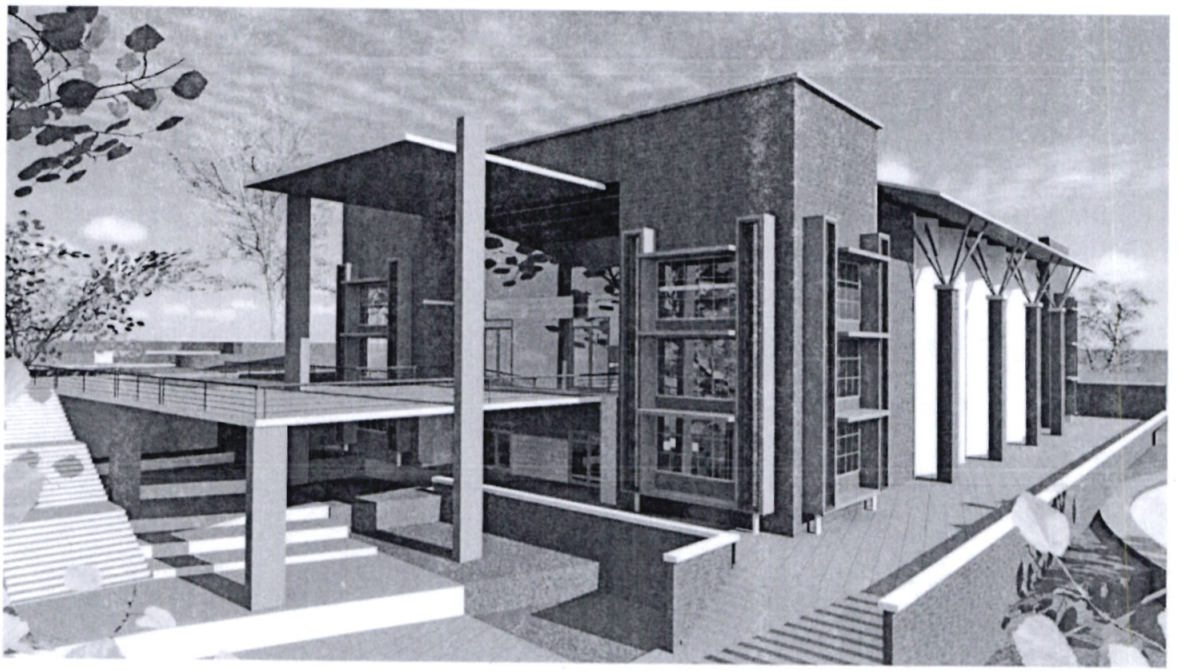
7.5 Construction of Mosoriot Campus Sports Complex and Multipurpose Hall



7.6 Proposed Development of Mosoriot Campus Master Plan



7.7 Proposed Construction of Auditorium in Nandi Hills Main Campus

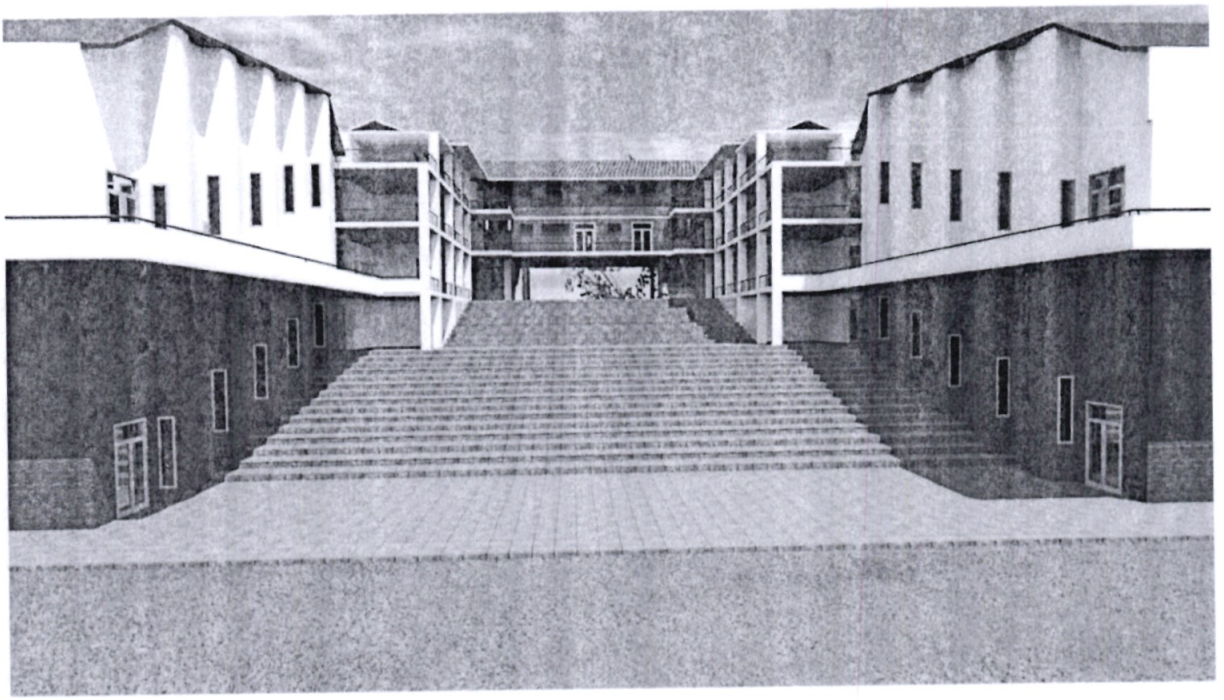


AUDITORIUM AS SEEN FROM THE STEPPED WALKWAY

AUDITORIUM DATE 03.10.2016	PROPOSED AUDITORIUM FOR KOITALEL SAMOEI UNIVERSITY COLLEGE, NANDI HILLS	MUSAU KIMEU, ARCHITECT Architects, Environmental Design Experts & Acoustics Specialists

Estimated Project Cost: Ksh. 680,000,000

7.8 Proposed Construction of School Of Business in Nandi Hills Main Campus Site

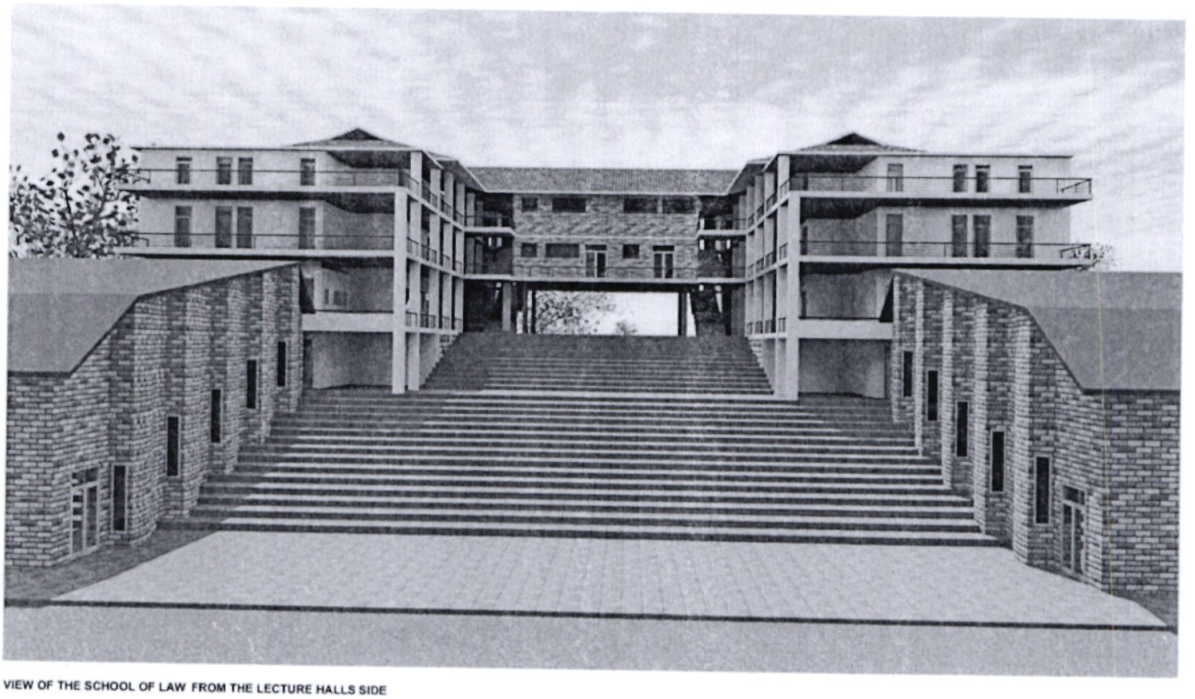


VIEW OF THE SCHOOL OF BUSINESS FROM THE LECTURE HALLS SIDE

SCHOOL OF BUSINESS DATE 03.10.2016	PROPOSED SCHOOL OF BUSINESS FOR KOITALEL SAMOEI UNIVERSITY COLLEGE, NANDI HILLS	MUSAU KIMEU, ARCHITECT Architects, Environmental Design, Experts & Acoustics Specialists

Estimated Project Cost: Ksh. 700,000,000

7.9 Construction of School of Law in Nandi Hills Main Campus Site



VIEW OF THE SCHOOL OF LAW FROM THE LECTURE HALLS SIDE

SCHOOL OF LAW DATE 03.10.2016	PROPOSED SCHOOL OF LAW FOR KOITALEL SAMOEI UNIVERSITY COLLEGE, NANDI HILLS	MUSAU KIMEU, ARCHITECT Architects, Environmental Design Experts & Acoustics Specialists

Estimated Project Cost: Ksh.780,000,000

8.0 EFFECTIVENESS OF THE NEW UNIVERSITY FUNDING MODEL AND WHETHER THERE ARE CHALLENGES FACED AT INSTITUTION LEVEL

The new funding model was embraced in the current 2023/2024. The model is pegged on the premise of number of students in programme with variations in cost of the program thus an increase in the University capitation.

However the University College is facing the following challenges in the implementation:-

- Uncertainties in budgeting – The University may not be able to budget in advance on the expected amount of revenue. University budgets timelines may require adjustments.
- Failure to apply by some students - There is ignorance from some students hence more sensitizations right from high school on the government funding need to be enhanced.
- Student categorization- The categorization in terms of banding is not clear as students who are vulnerable are placed as less needy requesting for appeal which is time consuming and outcome uncertain.
- Interfaculty transfers – students have option to change to program of their choice after admission if they qualify and there is capacity. Programmes vary in terms of fees hence need for reconciliation to either seek more funds or reimbursement for less costly programmes.
- Inter – University transfers – The transfers were done after allocation of funding, reconciliation of the funds between various universities takes a lot of time.

9.0 KOITALEEL SAMOEI UNIVERSITY COLLEGE VIEW ON IMPLEMENTATION OF VARIOUS HIGHER EDUCATION SUBSECTOR AS PER PRESIDENTIAL WORKING PARTY REPORT.

Universities in Kenya play a critical role in economic development through teaching and learning, research and innovation, and community engagement services. The Universities' activities of research and innovation continue to contribute to the achievement of SDG objectives.
The Presidential Working Party on Education Reforms (PWPER) made recommendations that will provide a roadmap to improving the Education sector in Kenya.

KSUC views on PWPER covers:

PWPER recommendations on university education

The Presidential Working Party on Education Reforms (PWPER) made the following recommendations on the Higher Education Subsector;

On Governance

1. Amend the Universities Act, 2012:
    i. To provide for the identification of Chancellors in public Universities by a selection panel constituted by the Cabinet Secretary to recommend three nominees for appointment by the President.
    ii. To provide for the appointment of a selection panel to identify and recommend nominees for consideration as Chairperson and Members of Council, by the Cabinet Secretary in charge of Ministry of Education.

iii. To have the University Council carry out the recruitment and appointment of Vice-Chancellor and Deputy Vice-Chancellor, Principals of Colleges and Deputy Principals in Public Universities without the involvement of the Public Service Commission.

2. Amend the Universities Act to provide for the recruitment of Deans of Schools and Faculties through competitive appointment rather than elections.
3. Amend the State Corporations Act, 2015 to include Universities in the list of exempted entities to make them autonomous. In addition, income-generation entities by Universities should be allowed to operate under their respective Universities.
4. All Technical Universities should be Chartered under Section 25 (2)(a). Technical University of Mombasa (TUM) and Technical University of Kenya (TUK) should be re-chartered under this provision.
5. The Government to provide enhanced support to University research by:
   i. Allocating one-third of the 2% provided in the STI Act, 2013 annually to Universities and TVET.
   ii. Exempting the University scholarly research and innovation levies.
   iii. MoE to develop a framework for institutionalizing University and industry linkages by promoting University and industry staff engagements in training and practical experience
6. CUE to develop a Higher Education Qualification Framework (HEQF) to equate and provide learners with deficits in some discipline an opportunity to bridge to meet admission requirements for university-level education.

On Open University and ODeL

1. MoE to operationalize an Open University in Kenya by the 2023/2024 financial year.
2. CUE to Review the University's Standard and Guidelines, 2014, to provide criteria on minimum admission qualifications for OUK.
3. MoE to develop a National Policy Framework on Open Distance and eLearning (ODeL).
4. MoE and ICT Authority to fast track affordable broadband high-speed Internet connectivity to Tertiary educational institutions.

On Competency-Based Education and Training

1. The Commission for University Education to spearhead the development of the University Competency-Based Curriculum Framework (UCBCF).
2. Universities should retool all academic staff to implement the CBE.
3. Universities to review their Bachelor of Education degree programmeme to align with the CBC by the start of the 2023/2024 academic year

KSUC's Implementation Strategy for PWPER Recommendations

KSUC has implemented the PWPER recommendation by adopting different approaches;

Workshops on ODeL, development of modules, UNESCO E-learning and Developing LMS

i) KSUC has organized various workshops where academic staff were retooled on ODEL and employability skills of the 21st Century.
ii) KSUC academic staff have been trained in module writing and currently they are in the final stages of developing modules that will be peer-reviewed.
iii) Currently, KSUC is in the process of launching a Learning Management system (LMS) to enhance education access and equity.
iv) KSUC is at its final stages in developing ODeL policy and Employability Skills Framework

Training on CBC in collaboration with University Deans of Education

i) KSUC has made efforts to build the capacities of academic staff in readiness to receive the CBC students in the 2028/2029 academic year. Several Academic staff have attended the Training on Teacher Education Methodologies Kenya (TOTEMK) training and other related training.
ii) The Director School of Education at KSUC is among a team of Deans of Education from all the universities offering teacher education programmes that are developing a retooling framework that will provide uniformity on matters CBC and CBE in all universities in Kenya.

Currently reviewing education programmes

i) The Bachelor of Education curriculums together with other programmes are under review to align with CBC and the University of Nairobi (The mentor University) champions the process.

CUE workshops on Competency-Based Curriculum Framework

i) KSUC academic staff attended CUE workshops and actively participated in the development of the framework guiding the implementation of CBC.

Strategic Plan development and implementation

i) KSUC is in the final stages of developing a new strategic plan for 2023-2027 that is aligned to the Bottom Up Economic Transformation Model (BETA) which will facilitate the transition of academic programmes and research to CBC.

Collaboration

i) KSUC is in collaboration with other universities both locally and internationally to develop new market-responsive programmes. The current collaborations are between KSUC and Tampere University of Applied Science, and Varala Sports Institute in Finland

10.0 ACCREDITATION PROCESS OF VARIOUS PROGRAMMES OFFERED AT KOITALEEL SAMOEI UNIVERSITY COLLEGE.

Koitaleel Samoei University College was established through a legal notice No.177 dated 6th September 2018. Part 11 section 5(1) of the legal notice describes that "*The degrees and postgraduate diplomas to be awarded by the University College shall be the degrees and postgraduate diplomas conferred by the University of Nairobi.*"

The process of accreditation starts from departmental level where departments identify programmes to be mounted depending on the need/ requests from potential clients. The department deliberates on the resources required and recommends to the school board for discussion by the School Faculty Board.

The School Faculty Board resolutions are tabled in Directors meeting for discussion and approval. Once approved the resolutions are recommended to the College Academic Board. The college Academic Board meeting deliberates and if satisfied, the minutes and resources available are compiled and forms a request to the University of Nairobi Senate requesting for mounting of the programme.

The University of Nairobi if satisfied, approves the programmes and communicates back to the College academic Board. The University College make a request to the Commission for University Education to plan a confirmatory inspection to accredit the programmes that the University College intend to mount.

The Commission for University Education (CUE) visits the Institution and once satisfied, issues approval of the programmeme. The Commission for University Education (CUE) asses among others; the university staff, facilities and equipment as well as relevant materials to support the programmes.
Once approved the University Colleges mounts the programmeme and communicates to Kenya Universities and Colleges Placement service (KUCCPS) for undergraduate students to be placed.

The University College currently offers seven programmes comprising five (5) undergraduate and two (2) postgraduate as listed :-

i. Bachelor of Commerce
ii. Bachelor of Project planning and management
iii. Bachelor of Education (Arts)
iv. Bachelor of Education (Early Childhood Education)
v. Bachelor of Arts
vi. Master of Business Administration
vii. Master of Education

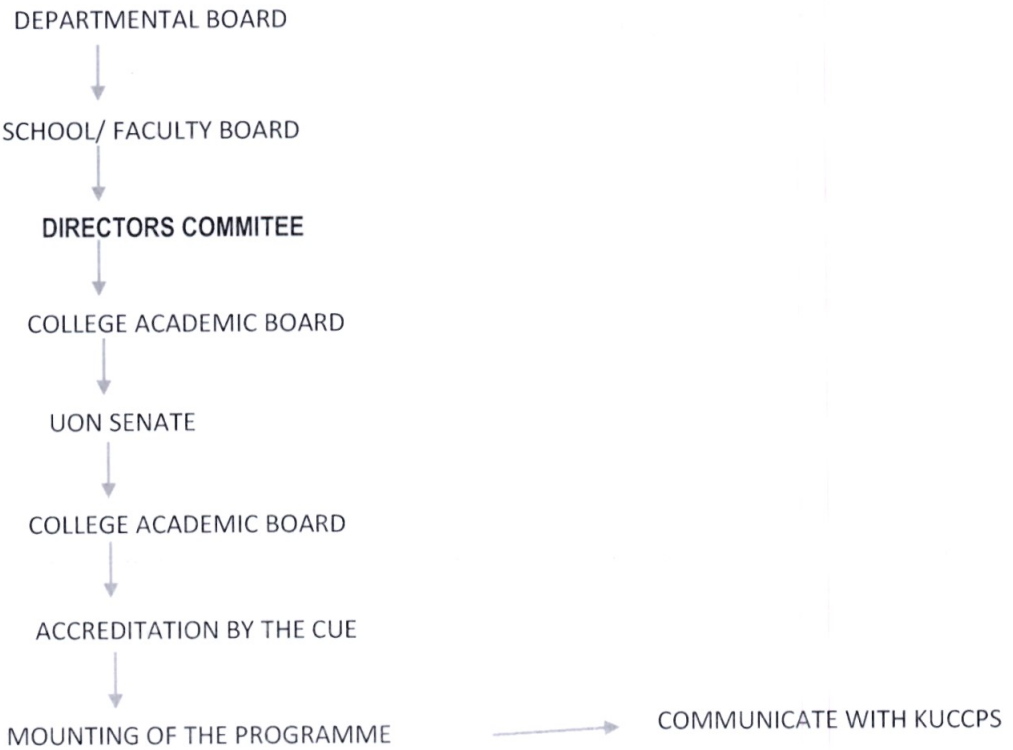
The University College has approval by the University of Nairobi Senate to mount additional thirty (**30**) programmes listed below:-

i. Bachelor of Education (Science)
ii. Bachelor of Education Physical Education and Sports
iii. Bachelor of Science (Finance)
iv. Bachelor of Education (ICT)
v. Bachelor of Education (Adult Education and community Development)
vi. Postgraduate Diploma in Education (PGDE)
vii. Master of Arts in Geography
viii. Master of Arts in Religion
ix. Master of Arts in History
x. Master of Human Resource

xi. Master of science in finance
xii. Master of science in marketing
xiii. Master of science in supply chain management
xiv. Mater of Entrepreneurship and innovation management
xv. Master of Science in operation and technology Management.
xvi. Master of Arts in Linguistics
xvii. Master of Arts Religious Studies
xviii. Master of Arts Geography and Environmental studies
xix. Master of project planning and Management
xx. Master of Arts in Kiswahili studies
xxi. Doctor of Philosophy in Education
xxii. Doctor of Philosophy in Business Administration
xxiii. Doctor of Philosophy Religious Studies
xxiv. Doctor of Philosophy Geography and Environmental studies
xxv. Doctor of Philosophy in Linguistics and Languages
xxvi. Doctor of Philosophy in project planning and Management
xxvii. Doctor of Philosophy in literature
xxviii. Doctor of Philosophy in Kiswahili Studies
xxix. Doctor of Philosophy in History
xxx. Doctor of Philosophy in Philosophy

The programmes will be implemented in phases as resources and infrastructure are put in place. The University communicated to the Commission of University Education for confirmatory visit.

ACCREDITATION PROCESS



11.0 WAYS IN WHICH THE UNIVERSITY DIVERSIFIES ITS REVENUE STREAMS TO REDUCE DEPENDENCE ON GOVERNMENT ALLOCATIONS.

1. Tea project – KES. 1,255,279M
2. Project Grants – KES. 1.3 M

OTHERS

The future activity to undertake so as to generate income;

1. Launch of new academic Programmes
2. Dairy Farming
3. Bee Farming
4. Water Bottling

12.0 INITIATIVES BY KSUC TO SUPPORT THE BOTTOM UP ECONOMIC TRANSFORMATION AGENDA (BETA) ESPECIALLY IN THE AREAS OF RESEARCH AND INNOVATION

KSUC fully supports the government BETA anchored on five pillars which creates impact in the economy, households and creates a generally conducive business environment for socio-economic transformation.

The university being an institution of higher learning disseminates knowledge towards having a skilled workforce to support the economy and has aligned its programmes both directly and indirectly through the enablers as shown below;

S/No	Pillar/Enabler	Initiatives
1.	Agricultural Transformation	• Established a model tea farm at Nandi Hills Campus as a farmer's demonstration facility. • Developed curriculum on agriculture to champion agriculture related programmes.
2.	Micro, Small and Medium Enterprise (MSME) Economy	• Integrated entrepreneurship into the curriculum to graduate entrepreneurs who can take up self-employment. • Incubating student projects into cottage industry merchandise at the college for own income generation. • Development of employability framework to inform the quality of graduates which meets the labor market demands.
3.	Healthcare	• Medical camps to community on Non-Communicable Diseases (NCDs) • Provision of medical cover to employees. • Training students on HIV and AIDS awareness • Sensitization on mental health, and Drug and Substance abuse.

S/No	Pillar/Enabler	Initiatives
		• Hosting community sports activities for fitness and health. • Registered university health clinic to enable sharing of health data and access to government medical consumables. • Facilitated blood donations to the regional blood transfusion center.
4.	Housing and Settlement	• Compliance with the Housing Levy as per government directive. • Collaboration with landlords on provision of affordable, quality housing to our students.
5.	Digital Superhighway and Creative Industry	• Development of performing arts including sports science and management to tap on the talents in the catchment. • Hosting of the Ajira programme at KSUC to enable youth access online gainful engagements. • Development of Learning Management System to enhance access to real-time learning by citizens. • Undertaking periodical talent shows to showcase student's innovativeness. • Migrating fee payment to e-citizen platform to enhance efficiency and transparency. • Research publications being undertaken by our students and lecturers deposited in digital space to further knowledge.

SUBMITTED BY

.....

PROF. WINSTON J. AKALA
PRINCIPAL KOITALEEL SAMOEI UNIVERSITY COLLEGE

University of Eldoret
flame of knowledge and innovation

THE REPORT SUBMITTED TO THE PARLIAMENTARY COMMITTEE ON EDUCATION ON 3RD APRIL 2024



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EXECUTIVE SUMMARY

University of Eldoret (UoE) was established under the Universities Act, 2012, through the award of the University of Eldoret Charter, 2013, succeeding Chepkoilel University College and Chepkoilel Campus of Moi University. The University is located about 9 km from Eldoret Town along the Eldoret–Ziwa Road. The University is largely a Science, Agriculture and Technology based, although the student population for arts-based courses is showing an upward trend.

During the month of April, the Parliamentary Committee on Education carried out inspection visits to 13 public Universities, including the University of Eldoret, which was inspected on 3rd April 2024. In response to the TORs of Parliamentary Committee visit, the University reports as follows:

1) **Institutional Governance**

The term of the Chancellor expired in June 2023 and no replacement has been made. In addition, the Council is operating with a shortage of one independent member. The position of Deputy Vice-Chancellor (Academic and Student Affairs), one of the three (3) DVCs, has not been filled since July, 2023. Filling these vacant positions will enable the university operate optimally.

2) **Student Enrollment**

The current student population, totaling 12,000 distributed across 53 academic programs in 7 schools as shown in table below.

Students Enrolment 2023/2024 Academic Year

	Programme Levels	GSSP	PSSP	Total
1	Doctorate	0	86	**86**
2	Masters	0	185	**185**
3	Post Graduate Diploma	0	51	**51**
4	Bachelor	10386	738	**11124**
5	Diploma	0	155	**155**
	Total	**10386**	**1215**	**11601**

3) **Staff Establishment**

The University has a staff establishment of 1,054 consisting of 418 academic and technical staff and 636 administrative and support staff. This presents a ratio of 40:60 for academic to administrative staff as opposed to the ideal of 70:30. Owing a moratorium on promotions and recruitment, the University staffing levels have continued to decline as a result of natural attritions (retirements and

deaths) as well as resignations, which has adversely affected operations. Of the 15 professors in position, 7 will retire this year. **The Committee is therefore requested to support the University get enhancement in capitation to enable it promote staff, some who have remained in the same grade for over 30 years.**

4) **Development Projects**

The University is currently implementing one capital development project, namely the School of Education Amphitheatre. The project commenced in June 2019 and was anticipated to be completed by October 2020. However, due to COVID-19 and funding problems, the projected had stalled at the finishing stage. Currently, Kshs.164M out of Kshs.373M contract sum has been disbursed and the project stands at above 70% physical completion. Contractors have abandoned the site due to unsettled certified payments, totaling Kshs. 70,240,312 for the main contractor and several sub-contractors. The main contractor has initiated contract termination process, citing failure to honor payments. Unfortunately, in 2023/24 FY this project had only been allocated Kshs 15M this financial year against the Kshs 210M required to finish the project if there is no variation. This 15M has not been disbursed. Owing to inadvertent cost overruns occasioned by inflation, changes in exchange rates and escalation of fuel prices, we anticipate cost variations. **Consequently, we request for an additional Kshs.90 million, which is less than 25% of the initial contract sum, to cover for the variation. The total requested sum of Kshs.300 million which will complete the project.**

As part of re-engineering/digitization of its operations, the University is planning to expand its ERP and ICT operations. **Funds for this venture are estimated at Kshs50 million, which will include access control and time management systems to promote staff productivity and efficient utilization of time and human resources.** We seek the committee's support for this venture.

Finally, the University of Eldoret is essentially a science-based university five (5) out of the seven (7) schools have sciences ingrained in their curricula. The university is still using labs constructed for the Diploma Training College and some make-shift labs constructed to temporarily accommodated the double intake during the phasing out of A-levels. The University is therefore seeking funding to construct a school of science complex, estimated to cost Kshs2.5B.

There is also an issue with land encroachment by local community, including the County Government of Uasin Gisu. **The University seeks the intervention of the Committee to resolve this issue as well as funds to enable the**

university secure its property. An estimated budget for this is approximately Kshs.150M.

5) **Assets and Liabilities**

The University's main campus is located on 1052 acres of land registered as LR No. 22427, in Eldoret Uasin Gishu County. The University also operates an Eldoret Town campus and a liaison office in Nairobi on rented premises. In addition, the University has a dispute with Moi University on the ownership of two pieces of land which were used as field research centers by the School of Environmental Studies, i.e. Malindi Research Station L.R 8000 measuring approximately 35.0Ha (Kilifi County) Homa Hills Research Station L.R 22712 measuring approximately 18.72Ha (Homa Bay County). **The Committee is requested to facilitate transfer of assets that have not been transferred to the University by Moi University.**

The current pending bills stand at Kshs.369.03 million comprising of Kshs.209.85 million for projects, 96.03 million for creditors/medical bills and Kshs.63.15 million which were presented to the pending bills committee in January 2024 for consideration.

6) **New Funding Model and its Challenges**

The University has implemented new funding model (NFM) and notes the following challenges. The mean testing instrument (MTI) in the NFM did not properly identify the vulnerable and needy cases and thus, were not properly banded. The NFM needs to be reviewed to ensure equity among all the students in access to Education. The fees in public universities have become relatively higher compared to those in the private universities and the model loads higher loan burden on the students. In addition, unless the mode of disbursement is regularized, the two installments basis may create cash flow problems. If possible, the amounts allocated to each University should be determined and spread to twelve months.

7) **Proposed New Revenue Streams**

There is need for all government agencies to expand their financial resource base. To this end, the University is in the process of commercializing its farm and develop a seed development and multiplication center. Efforts in the pipeline include research and develop of new crop varieties (wheat, potatoes, cassava and pyrethrum), livestock embryo transfer and production of high value breeds of milk goats and dorper sheep for the local and regional market. The University is also venturing on tree seedling production for timber trees, indigenous trees as well as fruit trees.

8) **Initiatives on BETA**

The University carries out research and outreach programmes in line with BETA. Through, the Outreach Center, the University carries out farmers' trainings and capacity building programs within the NOREB and LOREB counties. The center also hosts incubates for different agricultural value chains including fisheries, mushroom production, dairy and horticulture. Staff are also encouraged to write research proposal in food security, affordable housing and digitalization.

Prioritized Summary of Requests

(i) Kshs.300M for completing the amphitheater project
(ii) Kshs.150M for replacement / upgrade of ERP system
(iii) Kshs.2.5 B for development of the School of Science
(iv) Enhanced capitation for staff review and promotions
(v) Kshs.150M for securing University land at the main campus

THE PARLIAMENTARY COMMITTEE ON EDUCATION IS REQUESTED TO CONSIDER THE REQUESTS OF THE UNIVERSITY IN THIS REPORT

Prof. Thomas K. Cheruiyot
Vice Chancellor

1.0 UNIVERSITY PROFILE, LEADERSHIP AND GOVERNANCE

1.1 University of Eldoret Profile

1.1.1 Background

University of Eldoret (UoE) was established under the Universities Act, 2012, through the award of the University of Eldoret Charter, 2013.The growth and development of University of Eldoret is guided by government and institutional policies, and plans. The University is located 9km from Eldoret Town along the Eldoret–Ziwa Road at an Altitude of 2154m above sea Level and is located at a latitude of 34′ 55′′, a Longitude of 0350 18′ 19′′. The University is largely a science, agriculture and technology based and has grown steadily from the initial schools of Forestry and Science to fully fledged schools, and directorates with departments. The University has since grown to seven (7) schools with 34 academic departments. The total student enrolment now stands above 12,000 which includes; undergraduates, MSc. Ph.D. Diploma and certificate students. Both teaching and non-teaching staff number 1054 in post.

In addition, the University operates 2 Nursery Schools, 2 Primary Schools and a Secondary School. The total University acreage is 1052, part of which is set aside for agricultural production. The University has, since its inception in 1990, had seven principals as a University Campus and College, after which UoE has had an Acting Vice-Chancellor, a substantive one who served two terms and then the present Vice-Chancellor.

1.1.2 Historical Perspective

The University of Eldoret was started in 1990 as a Campus of Moi University to deal with increased student numbers following a double intake that was occasioned by the change of Kenya's education system from 7-6-3 to 8-4-4.

The University is currently headed by Prof. Thomas Kimeli Cheruiyot who is the 2nd Vice-Chancellor after establishment. The 1st Vice Chancellor was Prof Teresa A. O. Akenga. As a constituent college of Moi University, the institution was headed by Prof Elijah Biamah as the principal. Previous principals include: Prof. Battan Khaemba, Prof. Justin Irina (who later became Secretary, Commission of Higher Education), Prof. Alfred M. Mutema (who later became Deputy Vice-Chancellor; Egerton University and former Vice-Chancellor Kenya Methodist University), Prof. David K. Some (who later became Vice-Chancellor; Moi University; and the immediate former Secretary, Commission for University Education), Prof. Margaret J. Kamar (who later became the Deputy Vice-Chancellor Moi University and Minister, MoHEST, and is currently the Senator, Uasin Gishu County) and Prof. John K. Lonyangapuo

(who later became Permanent Secretary Ministry of Industrialization and Senator, West Pokot County).

1.1.2 Institutional Framework

The mandate of the University of Eldoret is as established by a Charter awarded in February 11, 2013. It is an institution of Applied Sciences, Business, Technology and Education, Agriculture and Biotechnology, and other allied disciplines. The vision, mission, and core values have been developed in line with the prevailing circumstances. This is in response to the goals and objectives of the Ministry of Education Science and Technology, the goals and pillars enshrined in the Kenya Vision 2030, BeTA and other emerging issues.

1.1.3 Our core values

i. Integrity
ii. Innovativeness
iii. Customer Satisfaction
iv. Competitiveness
v. Equity
vi. Responsiveness
vii. Inclusivity

1.1.4 Key Functions of the University

According to the University of Eldoret Charter of 2013, UoE is mandated to:

i. Provide directly or indirectly or in collaboration with other institutions of higher learning, facilities for quality training, research and innovation in agriculture, engineering, technology, enterprise development, health sciences, social sciences and other applied sciences, and integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of citizens of Kenya;
ii. Promote technological innovation as well as discovery, preservation, transmission and enhancement of knowledge and stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;
iii. Play an effective role in the development of science, technology, engineering, agriculture and natural resource management in conjunction with the industry and to provide extension services to contribute to the social and economic development of Kenya;
iv. Develop market-driven programmes of study including those that culminate with degrees, diplomas and certificates.

1.2 Leadership and Governance

The leadership and governance structure is based on the Universities Act 2012 and the University of Eldoret Statutes which establish functions of the University, membership and governance, financial provisions and miscellaneous provisions. The University is run by a Council as the supreme organ, with day to day activities being managed by University Management Board under the chairmanship of the Vice-Chancellor.

1.2.1 University Council

The Council is the Governing Body of the University through which it establishes policies and strategies for implementation.

Members of the Council are:

1. Dr. Ismail Buro Hassan -Council Chairman
2. Dr. Peter Onchari Kereri -Council member
3. Mr. Archer Arina (Rep. PS ME) -Council member
4. Ms. Elizabeth Shungula (Rep. CS Treasury) -Council member
5. Ms Margaret Gitonga -Council Member
6. Hon. David Koech -Council member
7. Ms. Grace Sugut -Council member
8. Prof. Thomas Cheruiyot - Vice-Chancellor – Ex officio/ Secretary

1.2.2 University Management Board

The University management is carried out by the University Management Board, Chaired by the Vice-Chancellor. Members of the University Management Board are:

1. Prof. Thomas Kimeli Cheruiyot- Vice-Chancellor
2. Prof. Wilson Ng'etich - Deputy Vice-chancellor(AF)
3. Prof. Beatrice A. Were - Ag. Deputy Vice-Chancellor (ASA)
4. Prof. Philip Raburu Deputy Vice-Chancellor (PRE)
5. Prof. Paul K. Tarus - Registrar Academics
6. CPA. Dr. Francis Ikapel - Ag. Registrar Administration
7. Dr. Benjamin Mwasi - Registrar Planning
8. CPA, FA. Ereu Totona - Ag. Finance Officer
9. Mr. Stephen Anditi - Senior Legal Officer

1.2.3 University Directorates

University of Eldoret has nine (9) Directorates and the respective Directors are as follows:

1. Dr. Victor Kimeli - Information and Communication Technology
2. Dr. Gertrude Were -Quality Assurance,;
3. Dr. Betty Korir -Strategic Planning & Performance Contracting,

4. Prof. Samuel Lutta -Board of Postgraduate Studies,
5. Prof. Lizzy Mwamburi -Research and Innovation;
6. Dr. Frank Masese -Industrial Linkages, Partnerships & Collaborations
7. Prof. Julius Ochuodho -Resource Mobilization and Strategic Initiatives,
8. Dr. Judith Makwali -Gender, Equity and Diversity,
9. Prof. Linnet Gohole -UoE, Eldoret Town Campus
10. Dr. Nicholas Makau ODeL
11. Prof Balozi Bekuta IGU

1.2.4 University Deans

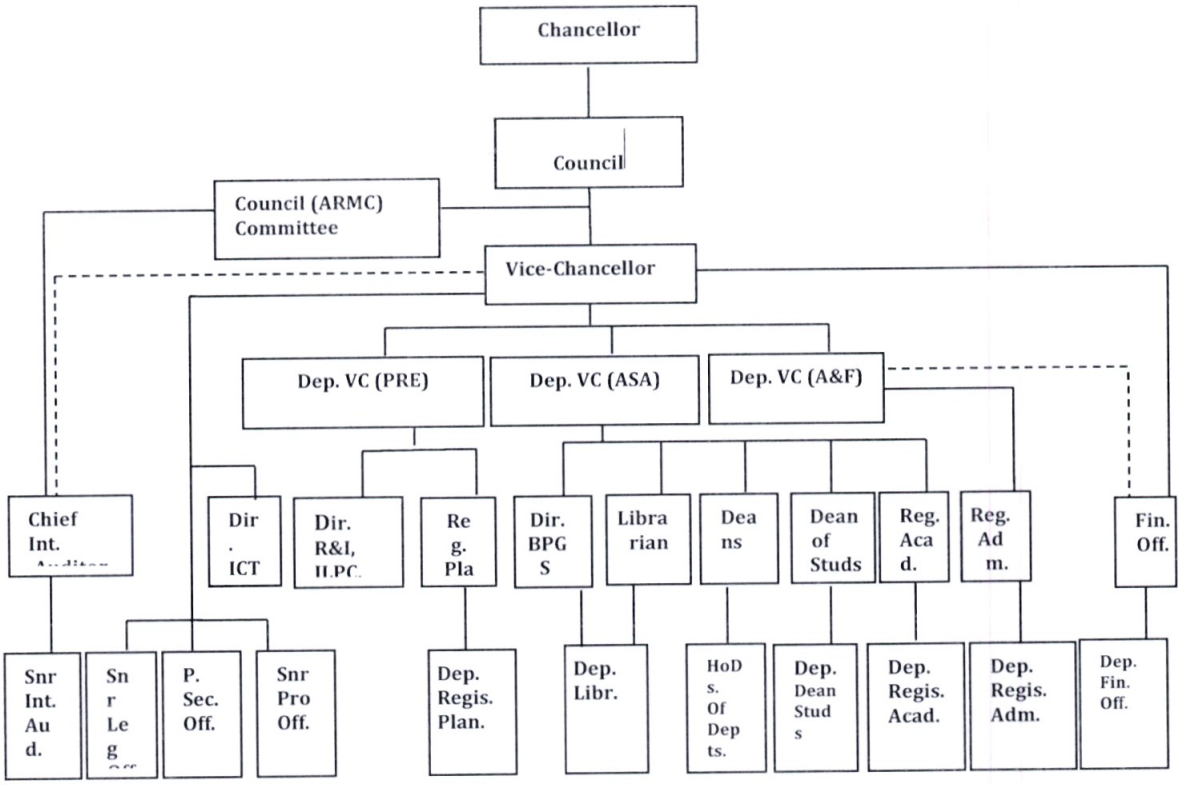
University of Eldoret has nine (9) Schools and a Dean of Students. The respective deans are as follows:

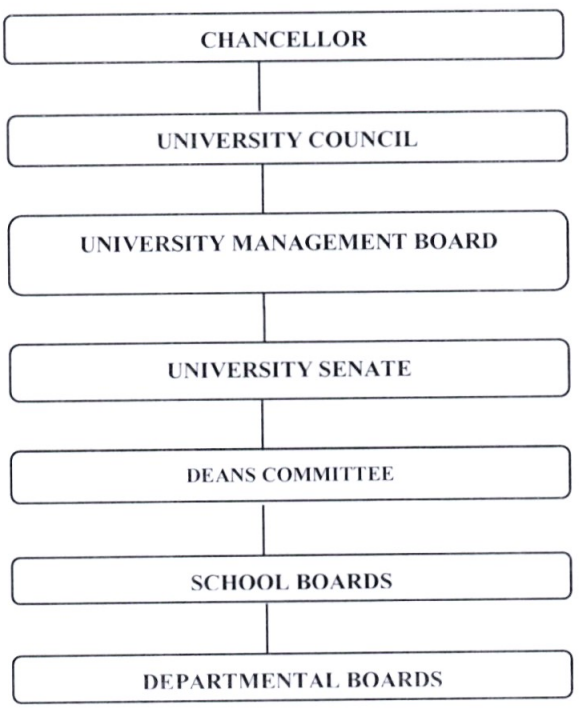
1. Dr. Nicholas Rop -School of Agriculture & Biotechnology
2. Dr. Carolyne Ayuma -School of Business Economics & Management Sciences
3. Dr. Hosea Kiplagat -School of Education
4. Dr. Clement Kiptum -School of Engineering
5. Dr. Mark Kiptui -School of Environmental Studies & Natural Resource Management
6. Dr. Jacob O. Onyango -School of Arts & Human Development
7. Prof. Donald Otieno -School of Science
8. Dr. Lelei K. Kiboiy -Dean of Students

The overall University organogram is shown in figure 1 below:

organogram is shown in figure 1 below:

Figure 1: Overall University Organogram





1.3 Strategic Priorities

The University of Eldoret's strategic priorities are anchored in the strategic plan 2019-2024.

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

1.3.1. Academic Programmes and Student Enrolment

University of Eldoret currently runs twenty-seven (27) Diploma, Fifty-four (54) undergraduate programmes, 54 Masters, two (2) Postgraduate Diplomas and thirty-nine (39) Doctorate programmes in the thirty-one (31) academic departments. The University has submitted ten (10) undergraduate and postgraduate programmes to Commission for University Education for accreditation.

	SCHOOLS	PhD	Masters	PGD	Bachelors	Diploma	Total
1	School of Agriculture and Biotechnology	10	15	1	11	10	**47**
2	School of Arts and Development					2	**2**
3	School of Business, Economics and Management Sciences		4		7	7	**18**
4	School of Education	11	12	1	8	2	**34**
5	School of Engineering		1		3		**4**
6	School of Environmental Studies and Natural Resources	13	14		12	5	**43**
7	School of Science	5	8		13	1	**26**
	Total	**39**	**54**	**2**	**54**	**27**	**176**

1.3. 2 Student Enrolment from 2019

1st Year Students Reporting Trends (Bachelors)

Academic Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 (projection)
Students Reported	**1,883**	**2,492**	**2,426**	**2,506**	**3,109**	**4100**

1.3.3 Programmes Awaiting Accreditation

1) Bachelor of Science in Nursing
2) Bachelor of Arts in Human Resource Management
3) Bachelor of Arts in Social Work
4) Bachelor of Arts in Development Studies
5) Bachelor of Arts in Disaster Management
6) Bachelor of Arts in communication and Media Studies

1.3.4 Postgraduate programmes

1) Master of Science in Sanitation and Sanitary Engineering
2) PhD in Agricultural and Biosystems Engineering
3) PhD in Business Administration
4) PhD in Animal Science

Students Enrolment 2023/2024 Academic Year

	Programme Levels	GSSP	PSSP	Total
1	Doctorate	0	86	**86**
2	Masters	0	185	**185**
3	Post Graduate Diploma	0	51	**51**
4	Bachelor	10386	738	**11124**
5	Diploma	0	155	**155**
	Total	**10386**	**1215**	**11601**

2.0 THE HUMAN RESOURCE OF THE UNIVERSITY

As of 31st March, 2024, the staff population stood at 1,054. A total of 955 are on permanent and pensionable terms while 99 are on contract. The summary is shown in Table 1.

Table 1: General Staff Statistics

S/No.	Terms of Service	FY 2023/2024
1.	Permanent and Pensionable	955
2.	Contract	99
	Total	**1054**

The summary of Academic & technical staff and Administrative staff is shown in table 2.

Table 2: Academic & Technical and Administrative Staff

Quarter	FY 2023/2024
Academic & Technical Staff	418
Administrative	636
Total	**1054**

The Human Resources of the University has continued to stabilize with academic to administrative staff of 40:60 while the target in the strategic plan (2019-2024) is 49:51. The ratio of male to female staff stood at 57:43 which is within the one-third gender rule. Persons living with disabilities (PWDs) comprised 2% of the total staff, against an expected national target of 5%, while the youth were 5.8% pointing to an aging staff. Indeed, 55.74% of the staff are aged above 50 years.

2.1 Staff Complement

The approved staff establishment for 2023/24 stands at 1295. The in-post staff stands at 1054. The numbers have been declining since there has been no recruitment for a while. In 2018, the staff population stood at 1271, of which 346 were academic staff. The current staff population stands at 1054 of which 322 are academic staff.

The University has serious shortages for academic and technical staff due to moratorium on recruitment by the Government. There is need for budgetary support to recruit staff to replace those who exited. The new requirements have been occasioned by the increase in the number of programmes. The current

ratio of Administrative to Academic Staff is 40:60 against the recommended 30:70.

A summary of the sampled departments with staffing shortages is shown below;

Department	Staff Category	Staff In Post	Staff Exited	Required
Biological Sciences	Teaching	25	8	52
	Technical	16	8	41
Sub-Total Biological Sciences		***41***	***16***	**93**
Physics	Teaching	11	10	14
	Technical	3	9	5
Sub-Total Physics		***14***	***19***	***19***
Mathematics & Computer Science	Teaching	24	18	71
	Technical	4	1	18
Sub-Total Maths and Comp Science		***28***	***19***	***89***
Chemistry & Biochemistry	Teaching	14	5	19
	Technical	12	7	8
Sub-Total Chemistry & Biochemistry		***26***	***12***	***27***
School of Science Total		**109**	**66**	**228**

2.1.1 Academic & Technical Staff Gender Distribution

Figures 1(a) & (b) shows the total number of academic & Technical staff. The category of academic & technical comprises all staff directly supporting the core mandate of the University; i.e. lecturers, laboratory technicians, Library and ICT staff. In this category, the male to female ratio is 63:37.

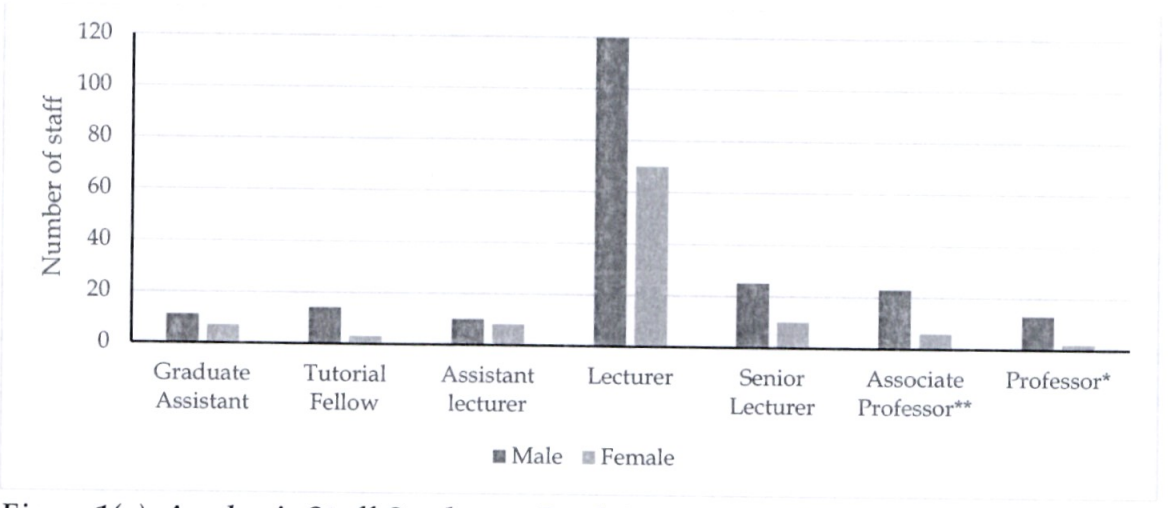


Figure 1(a): Academic Staff Gender per Rank in Q3 (2023/24)

**The professors exclude one (1) male Professor currently holding administrative positions in the University as Vice-Chancellor respectively. ** Three male Associate Professors serving in the UMB are also excluded.*

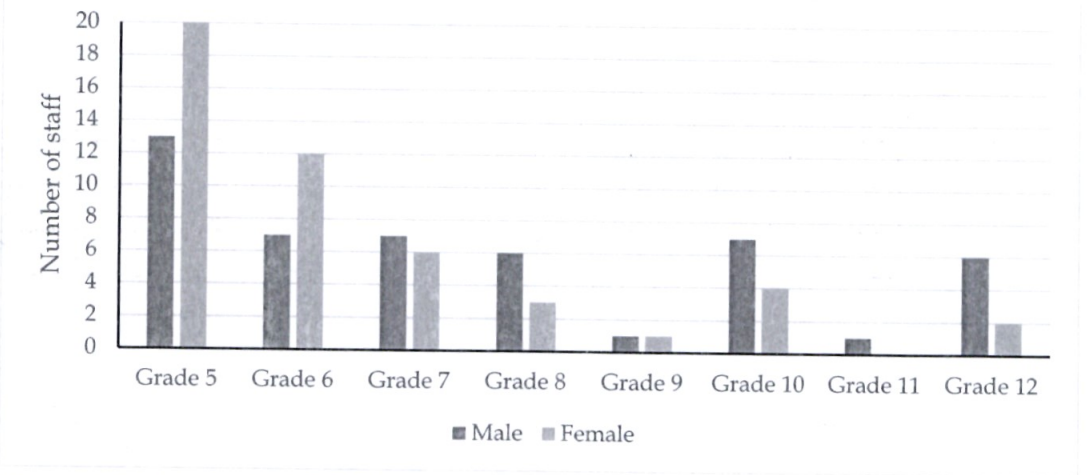


Figure 1(b): Technical & Library staff

From fig 1 (a), there is a clear need for succession planning where the numbers of tutorial fellows and graduate assistants need to increase, both to create a constant pool who will be lecturers and also reducing the overall age of this crucial human resource.

2.1.2 Administrative & Technical Staff Gender Distribution

The gender distribution for the administrative staff is shown in Table 3. For this category of staff, the male to female ratio is 53:47.

Table 3: Administrative & Technical

S/No.	Grades	Male	Female	Total
1.	19-20	3	0	3
2.	13-15	11	5	16

S/No.	Grades	Male	Female	Total
3.	5-12	92	99	191
4.	2-4	234	192	426
	Total	**340**	**296**	**636**

2.1.3 Staff Distribution by Age

The university academic & technical staff is an aging work force with 55.74% aged above 50 years. For administrative staff, 44.34% are aged above 50 years. The summary is shown in tables 4(a) and 4(b). There is need for strategic replacement of staff by the university to ensure the core mandate of the university is not affected.

Table 4(a): Academic & Technical Staff Distribution by Age

S/No.	Age Band	Male	Female	Total	%
1.	18-29	10	7	17	4.07
2.	30-39	33	20	53	12.68
3.	40-49	61	54	115	27.51
4.	50-59	86	56	142	33.97
5.	60-69	59	16	75	17.94
6.	70-79	12	1	13	3.11
7.	80 & above	3	0	3	0.72
	Totals	**264**	**154**	**418**	**100**

Table 4(b) Administrative Staff Distribution by age

S/No.	Age Band	Male	Female	Total	%
1.	18-29	5	6	11	1.73
2.	30-39	52	39	91	14.31
3.	40-49	136	116	252	39.62
4.	50-59	122	113	235	36.95
5.	60-69	25	22	47	7.39
	Totals	**340**	**296**	**636**	**100**

2.1.4 Youth (Age: 18-34 Years)

Fifty-seven (57) staff are categorized as youth (below 35 years old), representing 5.8% of the total population. The male to female ratio among the youth is 63:37. The youth largely comprise Graduate Assistants and Tutorial Fellows under the staff development programme of the university.

2.1.5 Staff with Disability

As part of affirmative action, the university has continued to ensure that part of its staff complement comprise people living with disability. During the period under review, the University had a total of twenty-one (21) staff registered as People Living with a Disability (PLWD). 13 were male and 8 females. Of this, five (5) under academic and technical staff while the rest were administrative staff. This cadre of staff is exempted from paying PAYE tax and comprises 2 % of the total University population against a national target of 5%. The university continues to provide equal opportunities for PLWDs during recruitment of staff.

2.1.6 Staff training, capacity development and internship

The University as part of capacity building, and to fulfil the quality objective of training at least 2% of staff annually, has continued to support staff training and development in line with its staff training and development policy. During the period, a number of staff were supported to undergo CPD training in their arears of specialty while others were on study leave undertaking Masters and PhDs in various fields. Thirty (30) staff of Town Campus were trained on Customer care.

2.1.7 Internship and attachment

During the period under review, the university received thirty-eight (38) Cohort 6 interns under the Public Service Internship Programme who were then deployed to various departments. Further, 108 students from various institutions were offered attachment in the University. This provides the interns and attaches' an opportunity for training and development and to gain working experience in line with the Government agenda.

2.1.8 Industrial relations in the university

A key part of retention of staff is their welfare, which is catered for mostly in the collective bargaining agreements (CBAs). As part of strengthening industrial relations to ensure peaceful coexistence with staff unions, the university submitted to the SRC the request for beacons for the 2017/2021 KUDHEIHA local CBA. This will facilitate conclusion of the said CBA with the union. However, the 2013/2017 local CBA cycles for UASU and KUSU are still pending. There is need for budgetary support to facilitate conclusion of the CBA cycle.

2.1.9 Staff Recruitment and Promotion

These has been affected by the Government moratorium and budget cuts against the university's strategic objective of attracting and retaining competent staff. In the FY 2023/2024, the university however sought and obtained approval from the National treasury to recruit in Senior Positions. Consequently, the University advertised for senior administrative positions of Finance Officer, Registrar Administration, Chief Internal Auditor and University Librarian of During the period. The process of recruitment is ongoing. Further budgetary support is needed for promotion of staff to ensure business continuity. It should be noted that a number of staff have not been promoted for more than 33 years as shown by the staff audit report.

3.0 BUDGET AND PROCUREMENT PLANS IMPLEMENTATION FY 2023/2024

3.1 Budget Performance for 2023-2024

In the approved budget, the University was allocated a net recurrent budget of **Kshs.1,431,455,194** with an A-I-A of **Kshs.1,136,116,584** and a capital development budget of **Kshs.15,000,000** for 2023/2024 FY that was the basis of the initial budget realignment.

3.1.1 Recurrent Income and Expenditure Performance

During the 9 months period to 31st March, 2024, the university was expected to record **Kshs.1.826 billion** on the recurrent income while the actual income recorded was **Kshs.1.941 billion** with a favorable variance of **Kshs.15.0 million**.

On expenditure, the university was expected to spend **Kshs.1.925 billion** while actual expenditure was **Kshs.1.891 billion** with a positive variance of **Kshs.33.161 million**.

SUMMARY REVISED 2023/2024 & PROPOSED 2024/2025					
Approved Budget	Description	Expected Budget 31/03/2024	Actual 31/03/2024	Variance 31/03/2024	
Kshs.		Kshs.	Kshs.	Kshs.	%
	INCOME				
1,431,455,194	Exchequer Grants (Recurrent)	1,073,591,396	1,073,591,396	1	0%
1,136,116,584	A-I-A Income	852,971,190	867,961,387	14,990,197	2%
2,567,571,778	**Total Income**	**1,926,562,586**	**1,941,552,783**	**14,990,197**	1%
	EXPENDITURE				
2,029,187,211	Compensation to Employees	1,521,890,408	1,506,906,174	14,984,234	1%
538,384,568	Operating Expenses	403,788,426	385,611,170	18,177,256	5%
2,567,571,779	**Total Expenses**	**1,925,678,834**	**1,892,517,344**	**33,161,490**	2%
(0)	**Surplus/(Deficit)**	**883,752**	**49,035,439**	**(18,171,293)**	
	CAPITAL EXPENDITURE				
Kshs.	Description	Kshs.	Kshs.	Kshs.	
	Capital Expenditure				
15,000,000	Capital Expenditure - GOK	15,000,000	-	15,000,000	100%
28,291,231	Capital Internal-Expenditure - A-I-A	21,218,423	15,982,695	5,235,728	25%
82,870,000	Acquisition of Assets	62,154,074	14,528,600	47,625,474	77%
126,161,231		**98,372,497**	**30,511,295**	**67,861,202**	69%

3.1.2 Capital Expenditure Performance

In capital related expenditure, we had provided for **Kshs.15.0 million** for Amphitheater but capital release was received last week. Therefore, we are

going to process the outstanding certificates in quarter four. Further, Capital projects financed from internal sources was budgeted at **Kshs.28.291 million**.

The expected expenditure in the 9 months was **Kshs.21.218**, while **Kshs.15.982** was actual utilized with positive variance of **Kshs.5.236 million**. We had expected to utilize **Kshs.62.154 million** for Acquisition of other assets but we used **Kshs.14.528 million** in the period with a balance of **Kshs.47.625 million**.

3.1.3 Acquisition of Software

The university invested in an ERP in 2013/2014 FY as a way to automate manual processes and unified stand-alone systems into an ERP eco-system. As a first experience, the university adopted a vendor driven solution. This meant that processes and the modules were vendor driven. While the ERP has served us for the last 9 years, it's important to observe that performance gaps are still evident. The identified gaps in the implementation of the ERP are documented. The experience has raised Value for Money (VM) concerns. Therefore, the university is considering acquisition and/or in-house development of an ERP to address the gaps in the 2024/2025 financial year.

3.1.4 Pending Bills

The following pending bills exist at the university.

a) The amphitheater project has a pending bill of **Kshs.209.9 million** owing to gross under provision in the budget.
b) The university has trade payables arising largely from medical bills which are a subject of audit queries.
c) The University has continued to comply with the 1965 NSSF Act where we were required to deduct KSh.200 from both the employer and employee. On the other hand, NSSF pending bill was occasioned by the ruling on the NSSF Act, 2013 where we are required to pay NSSF contribution and penalties in compliance with the Court of Appeal ruling. However, there is an ongoing appeal on the matter.

	PENDING BILLS		
S/N	Category	No. of Bills	Amount Kshs.
1	Capital Projects - Amphitheater	7	209,850,593
2	Trade Creditors	669	30,214,403
3	Employment Cost -NSSF	1	96,026,720
	Total		**336,091,716**

3.1.5 Assets and Liabilities

The University Assets grew from **Kshs.1.730 billion** in 2019/2020 to **Kshs.1.837** billion in 2023/2024 mainly from work in Progress. Further, our working capital has been positive owing to prudent cashflow management.

Assets and Liabilities for the last Five Years Property, Plant and Equipment (PPE) in Ksh."000"					
Type of Property	**2019/2020**	**2020/2021**	**2021/2022**	**2022/2023**	**2023/2024**
Land	141,863	139,888	137,912	135,937	135,937
Buildings	910,807	829,555	802,637	807,486	807,486
Motor Vehicles	9,380	989	2,798	15,897	15,897
Computer and Appliances	6,294	16,341	10,500	15,631	15,631
Furniture & Fittings	35,465	28,237	22,682	28,719	28,719
Plant and Equipment	45,984	45,050	37,170	33,544	33,544
Library Books	29,140	29,693	27,328	35,830	35,830
Work in Progress (W.I.P)	330,780	397,512	462,784	522,185	538,997
Biological Assets	23,813	20,709	22,056	21,504	21,504
Software				6,003	12,009
Total PPE	**1,533,525**	**1,507,974**	**1,525,866**	**1,616,733**	**1,633,545**
Working Capital in Ksh. "000"					
Working Capital	**2019/2020**	**2020/2021**	**2021/2022**	**2022/2023**	**2023/2024**
Cash and cash equivalents	460,610	614,520	572,993	307,945	324,920
Receivables from exchange transactions	379,764	310,334	250,083	257,328	367,945
Receivables from Non-exchange transactions	253,432	-	-		119,288
Inventories	44,585	59,146	43,780	54,042	54,042
Trade payables	(71,524)	(95,016)	(100,633)	(72,015)	(114,710)
Students transactions payables	(164,086)	(203,589)	(206,544)	(209,972)	(203,741)
Payroll dues payables	(116,097)	(172,152)	(82,214)	(57,517)	(150,344)
Provisions	(510,311)	(193,336)	(127,125)	(99,266)	(84,486)
Donor Research Fund Accounts	(71,532)	(107,887)	(82,647)	(63,307)	(98,511)
UoESO Fund Accounts	(6,940)	(9,872)	(5,854)	(1,185)	(8,695)
Agent Liability Accounts	(888)	(4,327)	-	(2,438)	(1,891)
Bank Overdrafts	-	-	-	-	
Net Working Capital	**197,014**	**197,822**	**261,838**	**113,615**	**203,817**
Net Assets	**1,730,540**	**1,705,796**	**1,787,704**	**1,730,348**	**1,837,362**

3.1.6 Encroachment on University Land

The University of Eldoret has not instituted legal proceedings against the County Government in the quest to exert property rights over the land and instead sought to address the issue through the available Alternative Dispute Resolution mechanisms i.e through engaging the Ministry of Education, the National Land Commission, and the Inter-Governmental Technical Relations Committee.

On the 5th of July 2021, the National Land Commission and a team from the IGTRC visited the University of Eldoret and visited the area illegally occupied by the County Government of Uasin-Gishu, at the meeting brief submissions were made by the University of Eldoret through Counsel and Uasin-Gishu

County through the County Attorney, it was agreed that a meeting would be called at a later date when parties would make submissions and call witnesses if they wished. To date that has not been done.

The University is of the view that since it has the indefeasible title to the land which is conclusive evidence in law denoting the registrable interest in the land the same should be maintained in the name of the University and as such the University requests the Committee to assist in fending off the undocumented/unsubstantiated claim to the University land by the County Government of Uasin-Gishu.

3.1.7 PSSP Revenues

The number of privately sponsored student (PSSP) has continued to decline over the years due to changes in the cut-off points for admission into the GSSP. This affected the number of students joining the university under the PSSP which affected the revenue stream.

Previously, the PSSP revenues were utilized to support service delivery and infrastructure development especially on supporting completion of the perimeter wall and the school of business, economics and management sciences.

3.2 The Old Funding Model

Universities in Kenya are in a serious financial crisis because there is a continuous decline in government funding of universities amidst increased cost of administering education. Due to inadequate funding, most universities are struggling with paying salaries and providing services. Similarly, capital projects on campuses are delayed while existing infrastructure are hardly maintained. The funding to universities has remained steady over the years against the backdrop of increased public universities without requisite funding support therefore the inability of universities to adequately fund their programmes, there was a need to diversify and mobilize resources. This necessitated the development of clear, fair and transparent criteria for funding universities in Kenya: **Differentiated Unit Cost (DUC).**

3.2.1 The Tuition Fees based on Differentiated Unit Cost (DUC)

- Household contributed 20% (Needy Students apply for HELB Loan)
- GOK Scholarship 80% (Uniform grants to all students)

The model was based on Equality principle.

3.2.2 Justification for the New Model

The new model became necessary when it was clear, that qualifying students were increasing every year with the same budget allocation. Therefore, the scholarship was unable to meet 80% of funding leading to universities shouldering the deficit further creating pending bills.

3.3 The New Funding Model (NFM)

The new funding modeling was part of the Kenya Kwanza Education Charter, which indicated doubling the Higher Education Loan Board Funding from **Kshs.11 billion** to **Kshs.22 billion**. Amalgamate HELB, TVET and University Funding Boards with a view of harmonizing and merging all tertiary education funding entities. Further, the President appointed; **the Presidential Working Party on Education Reforms**. On tertiary and university education, governance and financing framework for TVET training and development, university education, research and training is the focus under the **Education Reforms** by the Government. The New Funding Model is a major part of the reforms in universities. Under the new funding mode, University offered **15%** on actual program cost, while the Government would finance as follows:

Vulnerable	Extremely Needy	Needy	Less Needy
Scholarship- 82%	Scholarship-70%	Scholarship -53%	Scholarship - 38%
Loan -18%	Loan -30%	Loan-40%	Loan – 55%
Household -0%	Household -0%	Household -7%	Household -7%

3.3.1 Equity not Equality

The model is premised on Equity Not Equality.

3.3.2 Student Centered

The model is based on a student-centered funding formula.

3.3.3 Implementing Agencies

The following are the implementing Agencies:

- HELB
- University Fund
- Kenya Universities and Colleges Placement Services (KUCCPS)
- Ministry of Education State Department for Technical Education

3.3.4 Differences Between the Old and New Funding Models

S/N	DUC	NFM
1	Placement= GOK Funding	Delink placement & Funding
2	Uniform Grant	Funding-based need level
3	DUC Tuition	Actual Cost Funding
4	80/20 Cost Sharing	Varied GOK Funding
5	University Funding	Student Funding

3.3.5 The Means Testing Instrument (MTI)

The HELB dynamic MTI introduced in 1995 is used to determine the level of need. MTI takes into consideration, the following parameters;

- Family economic background (Poverty Probability Index (PPI)).
- Affirmative Active Action (PWD), Orphan, Marginalized, Gender.
- Socio-Demographic data (Family size, Marital status).
- Family Education expenditure.

Based on this metrics, the students are categorized as;

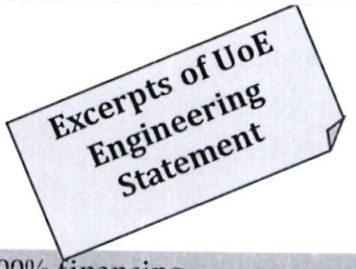
- Vulnerable,
- Extremely Needy,
- Needy and
- Less Needy.

MTI Scores	0-45	46-60	61-80	[illegible]
Categorization	Less Needy	Needy	Extremely Needy	Vulnerable
Tuition Scholarship (%)	38%	53%	70%	82%
Tuition Loan (%)	55%	40%	30%	18%
Upkeep Loan Amount	Kshs.45,000	Kshs.50,000	Kshs.55,000	Kshs.60,000

3.3.6 Categorization of Students

Under the DUC **Funding Model** that has been discontinued, students catered for **20%** of the tuition fees. But under the New Funding Model, Needy and Less Needy students will only pay **7%** of the tuition fees, while the Vulnerable and Extremely Needy students will not pay any tuition fees.

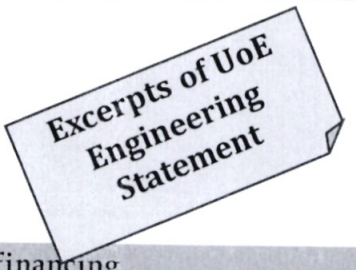
Category of students	Scholarship per cent	Loan Per cent	Household contribution
Vulnerable	82%	18%	0%
Extremely needy	70%	30%	0%
Needy	53%	40%	7%
Less needy	38%	55%	7%



%

Vulnerable case – 100% financing

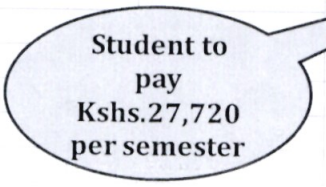
		DR.	CR.	BALANCE
Billing -Tuition Fees		396,000		396,000
Payment- GOK Scholarship)	0.82		324,720	71,280
Payment- GOK Loan	0.18		71,280	-



%

Less Needy case – 93% financing

		DR.	CR.	BALANCE
Billing -Tuition Fees		396,000		396,000
Payment- GOK Scholarship)	0.38		150,480	245,520
Payment- GOK Loan	0.55		217,800	**27,720**



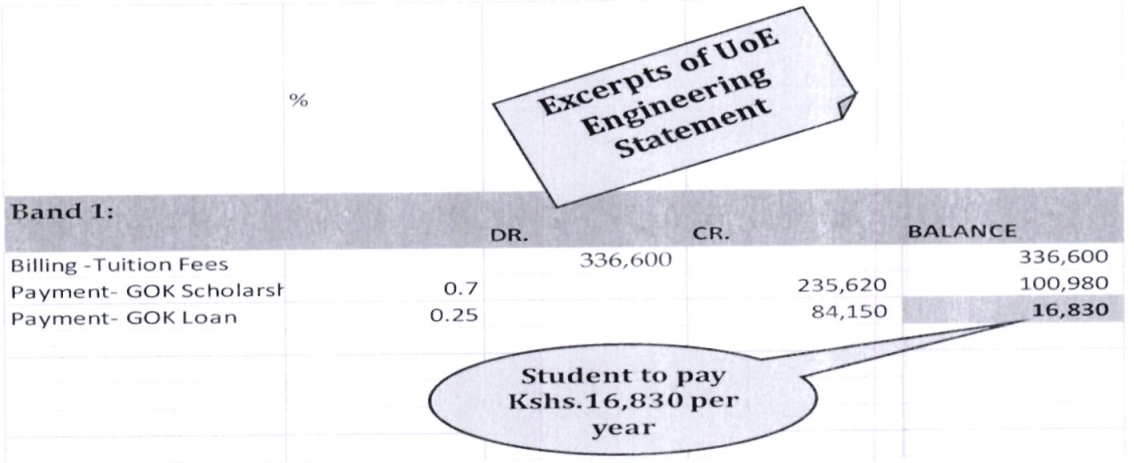
3.3.7 Implementation of the New Funding Model

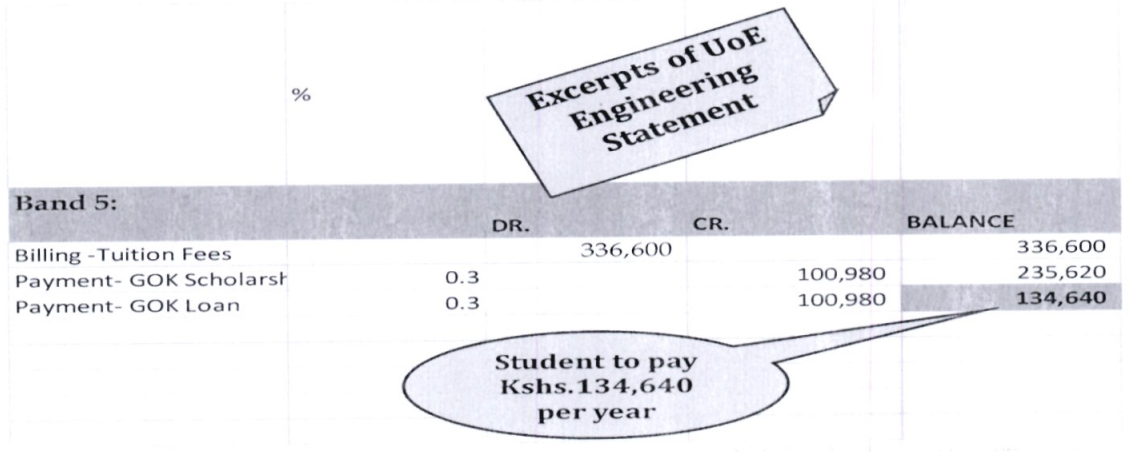
3.3.7.1 New Categorization of Students

The Government publicized 4 categorizations but on implementation, a new categorization of the NFM was used. Now, the new NFM has 5 Bands as indicated below.

MTI Scores Categorization	Band 5	Band 4	Band 3	Band 2	Band 1
Tuition Scholarship (%)	30%	40%	50%	60%	70%
Tuition Loan (%)	30%	30%	30%	30%	25%
Household	40%	30%	20%	10%	5%

The implication of implementation of the NFM based on the two extreme cases is has indicated below.





3.3.7.2 Performance of the NFM

The New Funding Model has been implemented for first years (KCSE 2022) in the first and the second semesters. The scholarship has contributed **41%** of the programme costs (fees), while HELB Tuition component is **30%**. Household has

contributed 34% of programme fees. In total, the Government bears 71% of the programme cost.

Summary of Expected and Received Scholarship and HELB Tuition

Student Ba	No. Of Students No.	Program Cost Kshs.	Scholarship Allocated Kshs.	Scholarship received Kshs.	HELB Tuition Expected Kshs.	HELB Tuition Received Kshs.	Household Amount Kshs.
Band 1	581	133,232,400	74,463,060.00	38,149,020.00	37,423,470.00	21,925,310.00	28,853,070.00
Band 2	606	141,249,600	72,675,000.00	36,768,960.00	43,985,460.00	29,217,505.00	31,484,340.00
Band 3	749	174,726,000	72,598,500.00	37,255,500.00	53,797,620.00	36,266,240.00	57,846,480.00
Band 4	1305	304,602,600	96,141,120.00	49,188,480.00	91,713,060.00	58,489,500.00	136,189,620.00
Band 5	123	30,508,200	7,411,320.00	4,183,020.00	9,025,500.00	9,054,535.00	15,234,180.00
Total	**3364**	**784,318,800**	**323,289,000**	**165,544,980**	**235,945,110**	**154,953,090**	**269,607,690**
Percentage			41	21	30	20	34

This shows that we have not received scholarship totaling **Kshs.157.7 million** and HELB Tuition totaling **Kshs.81.0 million**.

3.3.7.3 Outstanding Fees First Years

The table below shows that only **45** students have completed paying the fees including the household component. The outstanding fee stands at **Kshs.213.5 million** for first year's student. This could point to inability to pay the household component of the fees.

New Funding Model Students Fees Status Summary as at 31.03.2024		AMOUNT
Description	No.	Balance "Kshs."
Reported for sem 2_Paid fee in full	45	-998,699.50
Reported for Sem 2_Not completed paying fees	2379	192,611,965.50
Not Reported_paid Sem 1 fees in full	58	-725,300.00
Not reported for Sem 2_with Sem 1 balance	485	22,610,709.50
Outstanding fee balance from 1st Year Students	**2967**	**213,498,675.50**

3.3.7.4 Challenges of New Funding Model

a) The MTI did not properly identify the vulnerable and needy cases and thus were not properly banded.
b) The NFM was modified without communication to stakeholders
c) The fees in public universities are relatively higher compared to those in the private universities.
d) The model loads higher loan burden on the students
e) The household component is too high to be sustained by the humble families.
f) Compared to monthly capitation which is certain, disbursements in the NFM is irregular and may hamper service delivery.

3.4 Recommendations for the NFM

a) The MTI needs to be improved to enable proper identification and banding of students.
b) The new categorization needs to be publicized to stakeholder for information.
c) Disbursement of scholarship and HELB should be processed in a timely manner or monthly, based on the determined amounts from HELB and scholarship.
d) The NFM should be reviewed to make it affordable and sustainable.

4.0 STATUS OF PROJECT IMPLEMENTATION

4.1 Introduction

During the FY 2023/24 the University of Eldoret had two ongoing capital projects namely: completion of the perimeter fence and the School of Education (Amphitheater). The University is also preparing documentation for the proposed school of science complex, consisting of teaching and research laboratories, auditoria and lecture halls and offices.

4.1.1 Perimeter Wall

The perimeter fence, phase VII is the last phase of a 7.6km masonry wall perimeter fencing project that commenced in 2016. This last phase consisted of a 850m masonry wall, razor wire and a watch tower was completed and handed over in March 2023. The project was initiated during the upsurge of terrorism as a security measure as well as a means for securing the University property for encroachment.

This project commenced with direct GoK funding, which paid for the first 3 phases, 3km costing Kshs99,227,300 which translates to 40.5% of the total cost of Kshs 245,285,387. After funding stopped, the University was forced to complete the last 4 phases measuring 4.6km using A-in-A funds at a cost of Kshs 146,058,087.

4.1.2 Amphitheatre

School of Education Amphitheatre consists of a fully furnished 1,500 capacity auditorium and some committee rooms. Its main function is for teaching large classes, training performance arts students as well as for hosting events. The project details are as follows:

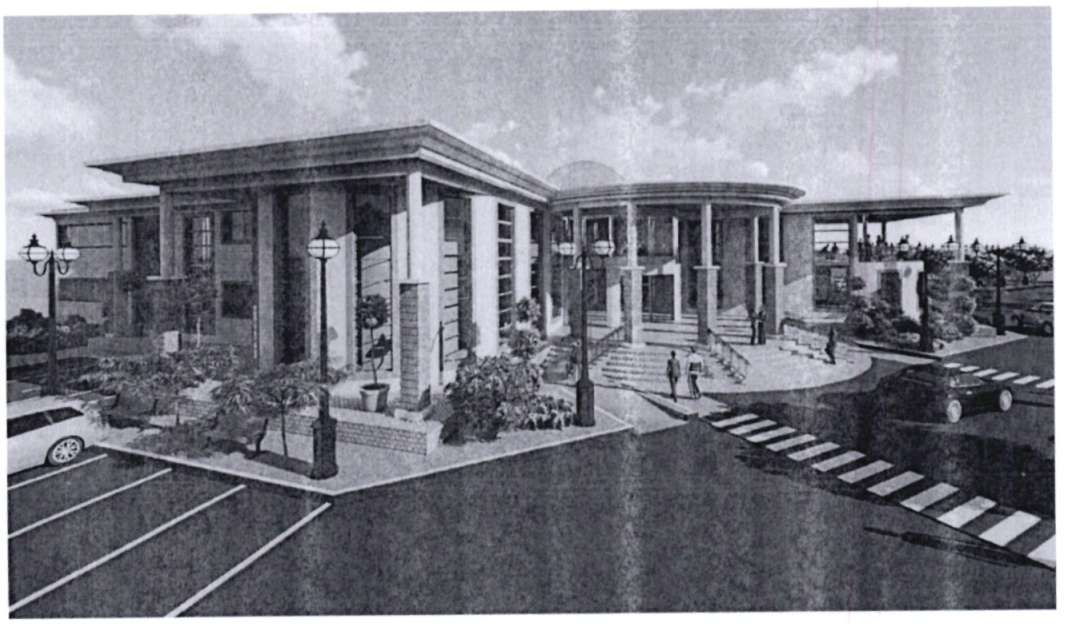
Project Summary

Contractor: Arcon Works Ltd
Contract Sum: KShs. 373,000,000
Duration: 78 weeks
Start Date: 10/6/2019
End Date: 10/12/2020 Revised to 29/07/2023
Funds Disbursed to Date Kshs 164,227,567 approximately 44%
Certified Work to date approximately 70% physical completion
Status: Stalled
Funding GoK

As indicated above, the project has stalled due inability to pay contractors, certified payments totaling Kshs.70,240,312 for the main contractor and several

sub-contractors. The main contractor has initiated contract termination process, citing failure to honor payments. Unfortunately, this project had only been allocated Kshs.15M this financial year against the Kshs.210M required to finish the project if there is no variation. This 15M has not been disbursed. Owing to inadvertent cost overruns occasioned by inflation, changes in exchange rates and escalation of fuel prices, we anticipate cost variations. Consequently, we request for an additional Kshs.90m, which is less than 25% of the initial contract sum, to cover for the variation. Thus, the total requested sum is Kshs.300M which will complete the project.

It is important to note that this project was adversely affected by the COVID-19 outbreak, just after 6 months of commencement. This resulted in slowed down works for 3-4 months and a complete shutdown for another 4 months. After resumption, the project started experiencing underfunding problems, which have persisted to date.



Proposed School of Education Amphitheatre

The project is of immense importance to the University and can result in significant cost savings if large classes, currently being taught by up to 10 lecturers are handled by 1 or 2 lecturers.

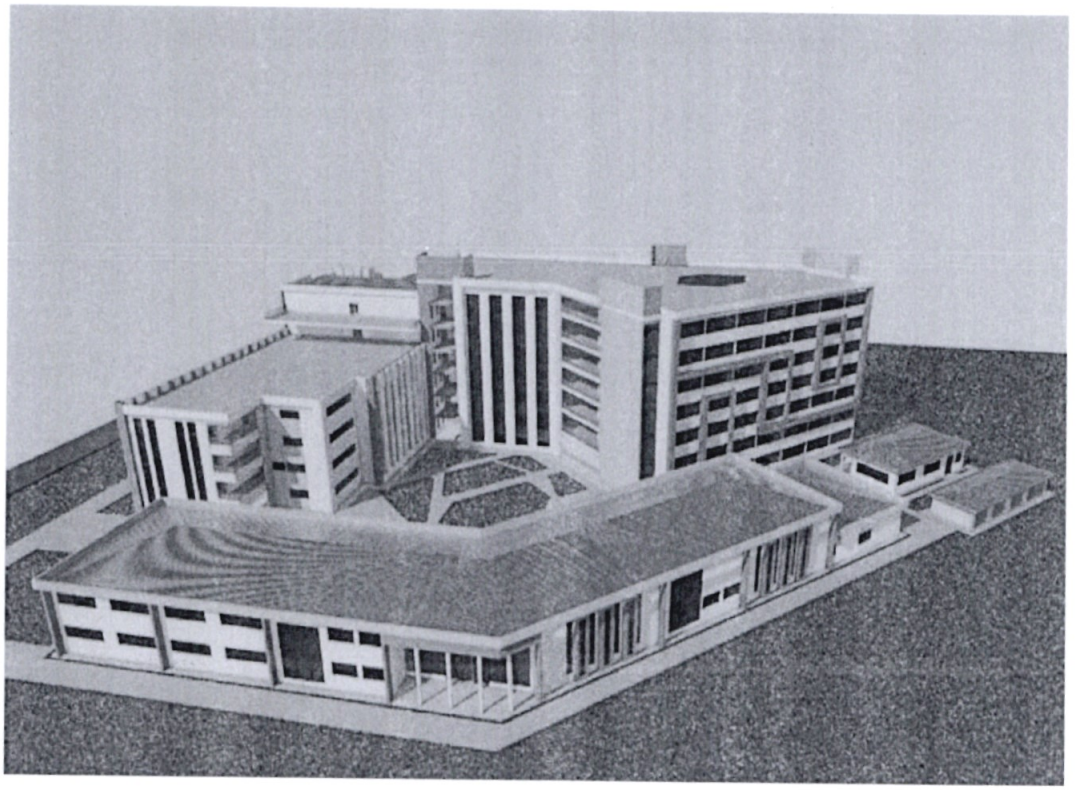
After several demands for payment of certified works, the main contractor Arcon Works Ltd is resorting to taking a legal action and has written to the University, through their lawyer, giving notice to the same. In the final communication, the MC has sought and has been granted an arbitrator by their professional body, i.e. Association of Architects of Kenya (AAK). The

arbitration process is due to begin anytime, unless the University pays all the monies they are demanding which total Kshs.168,349,862 consisting of certified payments of Kshs.28,739,587 and the value of uncertified works and materials delivered.

4.1.3 The proposed School of Science

University of Eldoret is essentially a science-based university five (5) out of the seven (7) schools have sciences ingrained in their curricula – agriculture, education, engineering, environment and natural resource management and the school of science teaches sciences in one form or another. The university still uses labs constructed for the Diploma Training College and some make-shift labs constructed to temporarily accommodated the double intake during the phasing out of A-levels.

The University is currently finalizing the documentation for the proposed school of science complex. This flagship project is being designed to host the departments of mathematics, computer science, physics, chemistry and bio-chemistry, botany and zoology. These departments offer basic science courses to the entire university as well as the science specialists.



Proposed School of Science Complex

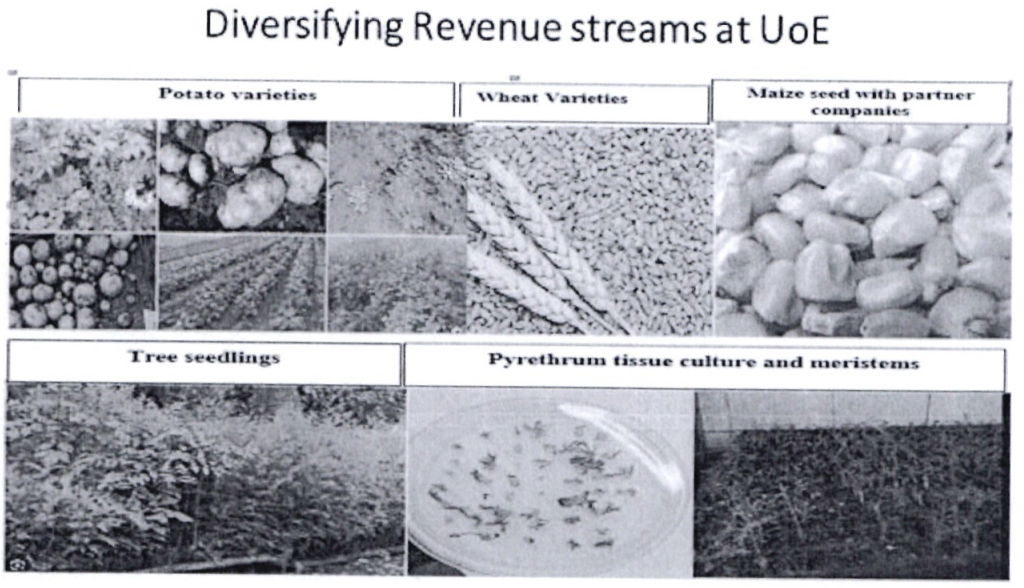
5.0 THE UNIVERSITY'S VIEW ON SUB-SECTOR RECOMMENDATIONS

The university adopts the views and recommendations submitted by the Committee of Vice-Chancellors to the Principal Secretary dated 18th February, 2024.

6.0 DIVERSIFICATION OF REVENUE STREAMS

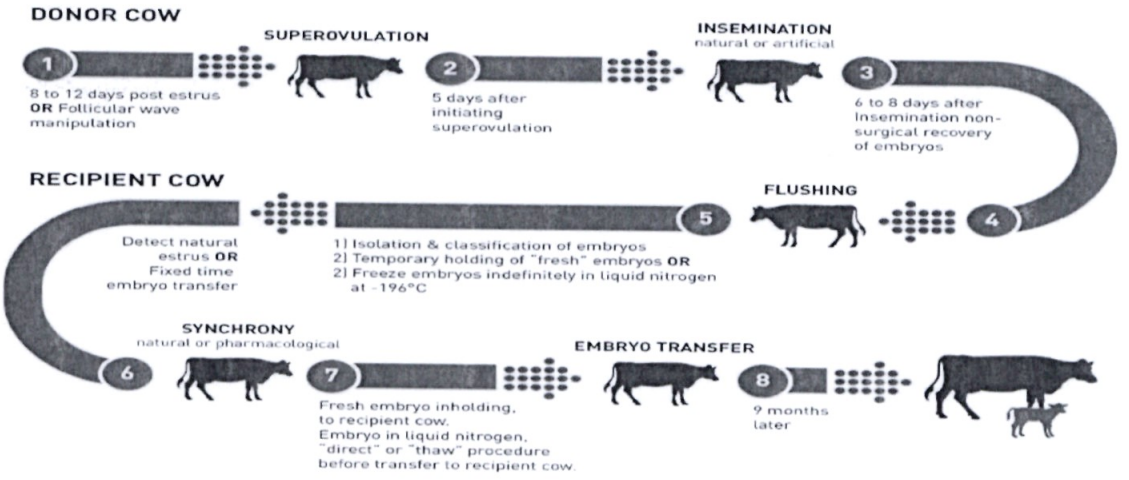
The university has adopted the following initiatives to diversify its revenue streams to reduce dependence on Government funding.

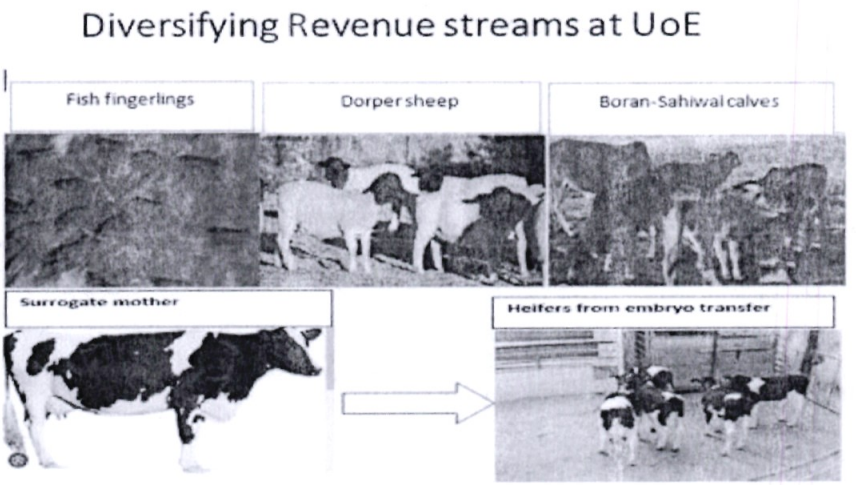
6.1 New Crop varieties



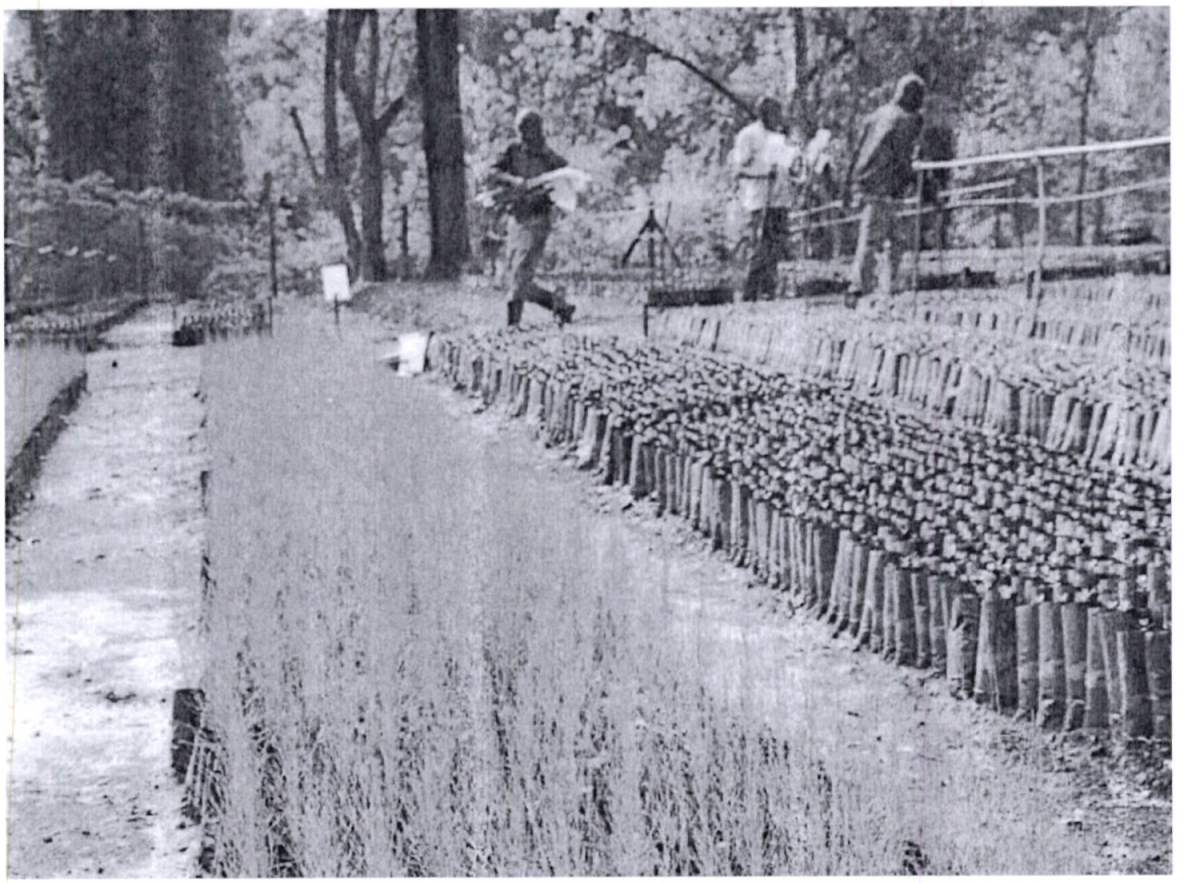
6.2 Animal varieties

6.2.1 Embryo Transplant

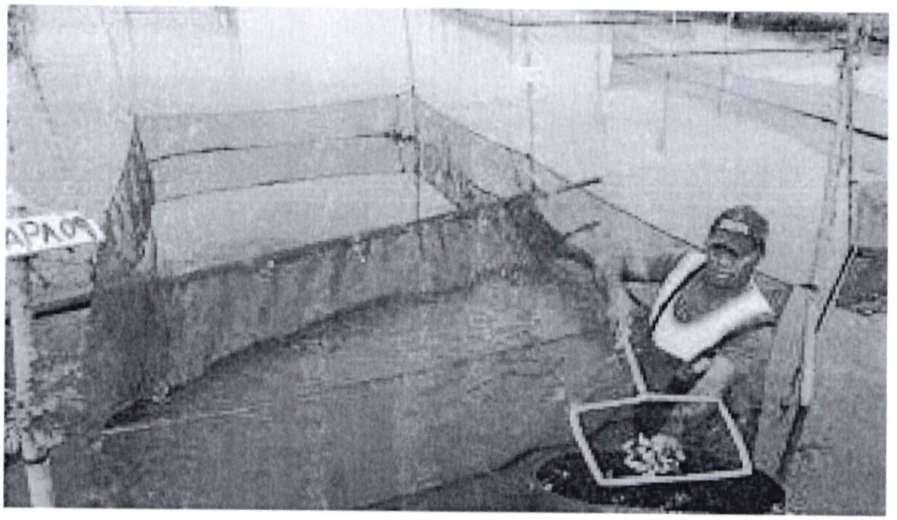




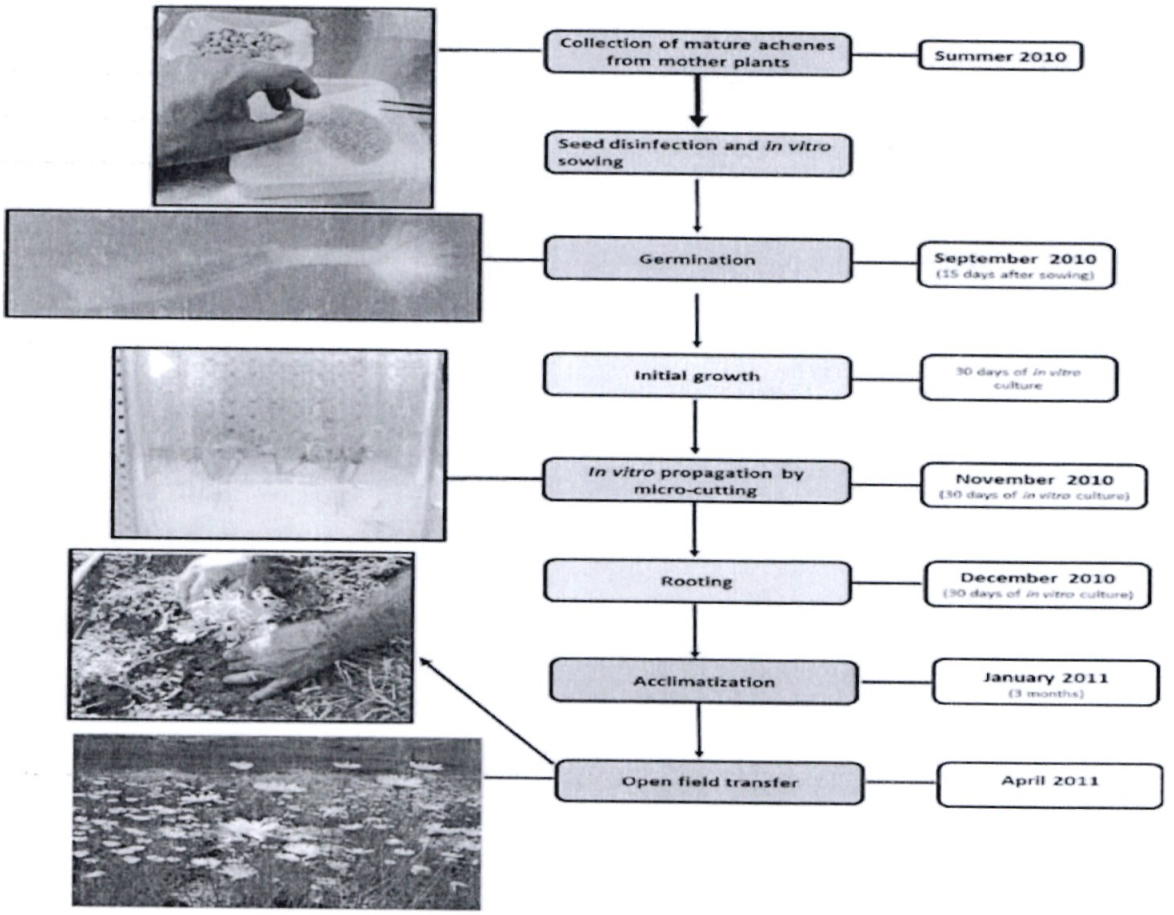
6.2.2 Tree Nursery



6.2.3 Fingerlings Production



6.2.4 Pyrethrum Planting Materials Production



7.0 RESEARCH ACTIVITIES

The University has over time engaged in several research activities which addresses the Bottom-up economic transformation agenda (BeTA). This has been done under research through both internally and externally funded research projects.

7.1 Publications

Table 1 summarizes the publications done by faculty and students addressing different BeTA thematic areas. The full list of publications is presented in Annex 1.

Table 1: Publications FY 2022-2023 and 2023-2024

S/No.	Priority Areas	Publications by Number
1	Agriculture	48
2	Health and Nutrition	38
3	Education	34
4	Mining and Blue Economy	15
5	Environment and Forestry	10
6	Water and Irrigation	7
7	Roads and Transport	6
8	Macro and Micro Economic Issues	4
9	Housing and Urbanization	4
10	ICT and Digital Transformation	4
11	Trade and Industry	2
12	Tourism	1

7.2 Research Projects

The University carries out research activities internally funded through A-in-A and externally funded collaborative research projects. Table 2 summarizes the research activities by University of Eldoret addressing different areas of the Bottom-Up Transformational agenda.

Table 2: Internally and externally funded research projects addressing BeTA

S/No.	Internal Projects (ARGS)		External Projects	
	Priority Areas	Numbers	Priority Areas	Numbers
1	Food Security	6	Agriculture	17
2	Health	1	Health	6
3	Affordable Housing	1		
4	Digital Transformation	1		

7.3 Innovations

The University has the motto of flame of knowledge and innovation and as such focuses on innovations that answers the challenges faced by the community. The tables below summarizes innovations at the University at different levels of patentint to commercialization.

Table 3: List of Patented/Protected Innovations under the BETA Pillars

S/No	Innovation	Category	Significance of Innovation
1.	Tourguide Finder (App)	Tourism	Effective connection of tourist guides with visitors and remote monitoring of guides.
2.	Wheat Variety Eldo Mavuno and Eldor Baraka	Agriculture and Livestock	Wheat variety resistant to stem rust for food security
3.	Potato Variety Eldo Amani, Eldo Baraka, Eldo, Bidii	Agriculture and Livestock	Mutant Irish potato with resistance to late blight, and high yielding.
4.	Extruded Instant flour containing sorghum-maize-amaranth blend, fortified with natural fortificants and preparation method of thick and thin porridge	Health and Nutrition	Flour that makes instant thin and thick porridge and offers convenience in preparation
5.	Novel portable clean biogas packaging for sustainable bio-energy utilization	Health and Nutrition	A gas cylinder that can withstand pressure and used to contain pressurized biogas
6.	Dolichos Beans ELDO – KT MARIDADI, ELDO – KT CREAM	Agriculture and Livestock	Dolichos bean that is high-yielding and early-maturing
7.	Novel gluten-free bread prepared from green banana pumpkin seed and avocado seed composite flour	Health and Nutrition	Nutritious and gluten free flour made from locally available materials

Table 4: List of Innovations under Patenting Progress

S/No	Category	Category	Significance of Innovation
1.	Deployment of a brooder to minimize ammonia gas emission	Agriculture and Livestock	Mitigation of environmental impact, improve health and safety,

2.	Solar cabinet omena drier	Agriculture and Livestock	Reduction of post-harvest losses
3.	Development of crude palm oil clarifier	Agriculture and Livestock	Removal of impurities and solids from the crude oil
4.	Variable pitch potato grader	Agriculture and Livestock	sort and grade potatoes based on size and weight
5.	Nutrient-Dense and Sensory-Enhanced Sorghum-Based Stiff Porridge (Ugali) for Children	Health and Nutrition	Improving health and nutrition of young children
6.	Wheat-Sorghum Biscuits Fortified with Omena (*Rastrineobola*) for alleviation of Malnutrition in Young Children	Health and Nutrition	Improving health and nutrition of young children
7.	Seed pelleting machine	Agriculture and Livestock	Improving their handling, planting, and germination characteristics.
8.	Novel umbrella plastic parts	Environment	Reduction of pollution from use of waste plastic
9.	Bean threshing machine	Agriculture and Livestock	Separation of beans from their pods or husks after harvesting.
10.	Production of biofuel from sisal	Energy	Source of cheaper and renewable energy
11.	Medicinal uses of *Ximenia americana* L	Health and Nutation	

Table 5: Commercialized Innovations

SNo.	Innovation	Category	Significance of Innovation
1.	Dolichos Beans ELDO – KT MARIDADI, ELDO – KT CREAM	Agriculture and Livestock	Dolichos bean that is high-yielding and early-maturing
2.	Wheat Variety Eldo Mavuno and Eldor Baraka	Agriculture and Livestock	Wheat variety resistant to stem rust for food security
3.	Potato Variety Eldo Amani, Eldo Baraka, Eldo, Bidii	Agriculture and Livestock	Mutant Irish potato with resistance to late blight, and high yielding
4.	Extruded Instant flour containing sorghum-maize-amaranth blend, fortified with natural fortificants and preparation method of thick and thin porridge	Health and Nutrition	Flour that makes instant thin and thick porridge and offers convenience in preparation

Table 6: Innovations for Commercialization

S/No	Category	Category	Significance of Innovation
1.	Value added beet root	Health and Nutrition	Improving the taste, palatability, and usability of beetroot
2.	Development of Production line for manufacturing umbrellas from waste plastic	Environment	Reduction of pollution from use of waste plastic
3.	Omena biscuits	Health and Nutrition	Improving health and nutrition of young children

7.4 University Industrial Linkages

Table 7: Collaborations and activities at the University of Eldoret that are supporting the Bottom-Up Economic Transformation Agenda (BETA).

#	BETA Thematic Area and or Enabler	Collaborations to achieve/enable the BETA thematic area	Activities
1.	Education and Training	MoUs with local and international institutions/ universities such as University College London, University of Liberia, Vives and Ghent Universities (Belgium), Life University (USA), IHE Delft Institute for Water Education (Netherlands)	• Joint research, staff exchange programmes • Staff and student exchange • Data sharing and joint publications • Curriculum development and /or enhancement
2.	Public Administration and International Relations	MoUs with international institutions such as Hanze University of Applied Sciences, Paris 1 Panthéon-Sorbonne University, Life University, University of Liberia, Vives University, Cape Peninsula CPUT, Chukwuemeka Odumegwa Ojiukwu University, among others	• Strengthening academic cooperation • Internationalization of academic programs and outreach activities that improve the image of the University and the country

#	BETA Thematic Area and or Enabler	Collaborations to achieve/enable the BETA thematic area	Activities
3.	Healthcare	MoU with Life University, USA	• Infrastructure development, including a wellness center • Establishment of Chiropractic and Holistic Health degree programs • Joint research and training, including staff and student exchanges
		MoU with University of Arizona, USA	• Infrastructure development • Provision of healthcare • Establishment of the School of Medicine at UoE • Joint research and training, including staff and student exchanges
4.	Environment Protection, Water and Natural Resources - Infrastructure - water & irrigation, Blue Economy, Environment and Climate Change	MoUs with Kenya Climate Innovation Center, Kenya National Lands Commission, and other international institutions of higher learning such University of Eastern Finland, Finland, University of London, and IHE Delft Institute for Water and Education	• Data sharing and joint research • Environmental mgt, Capacity building for students, Green Economy & Energy
		MoU with Agro Chemical Foods Ltd	• Waste management to prevent pollution • Infrastructure improvement for sustainability and energy recovery • Joint research
5.	Agriculture Transformation and Inclusive Growth - Manufacturing – Leather, Dairy, textile, edible oils, tea	MoUs with Purdue University, Syngenta	• Joint research, staff exchange programmes • Improved varieties of crops and animal breeds

#	BETA Thematic Area and or Enabler	Collaborations to achieve/enable the BETA thematic area	Activities
		MoUs with Unga Group of companies, Equatorial Nut Processors Limited, North Rift Herbalist Association	• Joint product development and manufacturing • Joint research
		MoUs with Turkana, Uashin Gishu, Elgeyo Marakwet and Nandi Counties	• Joint research and data collection and agriculture • Supply of improved breeds e.g., Eldo-Mavuno wheat variety and sex-reversed fish fingerlings • Infrastructure development • Training of farmers on improved practices
6.	Social Protection, Culture and Recreation - Women Agenda, Social Protection, Sports, Culture and Arts, Youth Empowerment and Development	MoU with Galilee International Management Institute, Israel	• Joint research, staff exchange programmes Training of the Youth on Sustainable Agriculture and Entrepreneurship
7.	Transforming the Micro Small and Medium Enterprise (MSME) Economy	MoUs with local organizations such as Kenya Agricultural Value Chain Enterprise (KAVES), South Teso Fish Farmers Cooperative Society	• Training on entrepreneurship skills • Provision of outreach services • Supply of improved seed varieties of fish fingerlings (South Teso FFCS)

7.5 University Outreach Activities Related to BETA Agenda

The Bottom-Up Economic Transformation Agenda 2023-2027 (BETA) include Agricultural transformation and inclusive growth, transforming the micro, small and medium enterprises (MSMEs) economy, housing and settlement, healthcare and digital superhighway and creative economy. The University through outreach activities engages in activities that are aligned to these objectives as follows:

7.5.1 Agricultural transformation and inclusive growth

The OISC carries out farmers' training and capacity building within the NOREB and LOREB counties. This is achieved through collaboration with the sub-county agricultural officers (SCAOs) and ward agricultural officers (WAOs). These trainings are demand-driven where the WAOs send requests for training. The OISC then plans the activities on the basis of first come first served. The trainers are drawn from the experts within the university.

The trainings are carried out in two ways; on-site trainings where farmers are invited to the centre or off-site training where the staff visit the farmers on their farms and carry out the trainings. Some of the trainings requested regularly include soil testing and fertilizer use, climate smart agriculture, dairy farming, poultry farming, horticulture, pests and diseases management among others. The University carries out at least eight (8) such trainings and at least one (1) farmers field day every financial year. During the trainings, the centre is accompanied by other partners in agriculture such as seed companies, agro-chemical companies, solar water pumps distributors among others. The trainings help in making sure that the farmers adopt best practices which optimize their production, thereby ensuring food security.

Table 9: Farmers' Trainings in the last three (3) years:

25th February 2022	2022	Dairy Production and Value Addition	56
22nd February 2022		Mushroom Production	48
21st April 2022		Spray Application Technology	40
26th May 2022		Poultry Farming	57
31st May 2022		Nursery Practices & Agroforestry	27 33
6TH – 10TH March 2023	2023	Total Diet Formulation – Rumen8	33
31st March 2023		Climate Smart Agriculture	59
25th May 2023		Pests and Diseases	70
31st May 2023		Dairy Management	82
10th – 14th July 2023		Business plan development	80
28th July 2023		Improved indigenous chicken rearing	15
12th – 14th September 2023		Conservation agriculture and mechanization	70
28th February 2024			
15th March 2024	2024	Coffee farming	61
		Climate Smart Agriculture	113

Additionally, the centre mobilizes farmers to attend the annual ABTF held at the University of Eldoret where the farmers can interact with other stakeholders in the agricultural sector, ensuring knowledge transfer.

Numbers mobilized to attend the annual ABTF:

2022	7,863
2023	13,716
2024 Target	20,000

TV and Radio talk shows are also carried out annually to address current issues facing farmers in the region. The shows held in the last 3 years are as summarized below:

Table 10: TV and Radio Talk Shows Targeting Farmers in the last Three (3) years:

18th February 2022	2022	Upendo Studio FM-Live Radio Talk Show-Climate Smart Agriculture and Emerging Issues	10,000
22nd to 24th September 2022		Farmers attending the UoE Annual Agribusiness Trade Fair	7,863
8th May 2022		Upendo Studio FM-Live Radio Talk Show-ICT in Agriculture	10,000
December, 2022		*KASS FM-Live Radio Talk Show-Climate Smart Agriculture	5,000,000
17th March 2023		KASS FM Talk show on Competency Based Curriculum	5,000,000
25th March 2024		KASS FM Talk show soil testing and fertilizer use	5,000,000
26th March 2024		KASS TV show soil testing and fertilizer use	5,000,000

*KASS FM has a coverage of over 5 million listeners daily.

7.5.2 Transforming the micro, small and medium enterprises (MSMEs) economy

In supporting this objective, the OISC carries out incubation of novel ideas and technologies. This is where business ideas especially from the youthful

population are nurtured. Currently, the centre runs two programs under this project. The ENABLE Youth – Kenya is a project run through the Ministry of Agriculture (MOA) financed by the African Development Bank. The OISC is one of the centres running the project in the country. Through this activity, business ideas in three value chains are supported; dairy, fisheries and mushrooms value chains. There are two types of trainees; accelerators who already have a business and need support to improve them and standards who have business ideas but have not yet started. The two groups are taken through training and develop business plans. These are vetted and the ideas worth funding and given a start-up loan. In cycle 1 of the project, the OISC incubated about 30 ideas. This doubled in cycle 2 as shown below:

Table 11: Number of ENABLE Youth Incubatees in 2023

	Value Chain	**Standard**	**Accelerators**	**Total**
Cycle 2	Dairy	32	16	48
	Mushroom	6	1	7
	Fisheries	7	5	12
	Total	**45**	**22**	**67**

The second program is the Venture for Change (V4C), an idea competition supported by Boehringer Ingelheim and Ashoka (Germany). In this program, young people come up with ideas on solving problems in low-income urban settlements in the country. They are taken through a 6-month training/mentorship after which a boot-camp and idea competition is held. The winning teams get funding to implement their idea.

Table 12: Incubated Youth Project Ideas

Year	**Team**	**Proposed Project**
2022	Change	Vermiplast
	Great Developers	Biogas production
	Revivers	Bio-energy production
2023	Les Optimiste	Opti-Grow; vertical gardens for growing vegetables in congested spaces
	Nova	Nova tiles made from recycled plastic waste
	Beyond Innovation	Plastigas; cooking gas produced from plastic waste

The centre also runs collaborative activities with partners in agribusiness. For instance, the Kenya Climate Innovation Centre (KCIC) supports start-ups through the agribiz project. Through an MOU that exists between the University and KCIC, the OISC is involved in training the incubatees in the project.

Table 13: Capacity Building Activities with Collaborating Partners

Year	Partner	Nature of collaboration	Number of participants
2024	CORTEVA Agriscience	Conservation agriculture and crop protection - Ongoing	10 demo plots in 10 counties within Uasin Gishu
Sept. 2023	Hello Tractors	Mechanization in agriculture	90
July 2023	KCIC	On-boarding of incubates to the *Agribiz* project	80

a. Digital superhighway and creative economy

The centre adopts technology in achieving its objectives. For instance, after every farmers' training, a Whatsapp group is created for the trained group. This ensures continuous engagement. The centre also participates in a regional and a national Whatsapp group on mushroom production. Apart from social media, the centre also uses mass media in reaching out to the community. This is done through radio and talk shows. Such shows are recorded and later distributed through other channels such as YouTube. This increases the number of people who receive the message.

WhatsApp Group	Description	No of participants
Continuous activity	Whatsapp Platform for Mushroom Growers Association of Kenya (MGAK)	234 members
Continuous Activity	Whatsapp Platform on Soil Testing and Fertilizer Use	Over 30 members
Continuous Activity	Whatsapp Platform on Passion Fruit Production	Over 30 members
Continuous Activity	Whatsapp Platform for Naiberi Farmers-Poultry Farming	Over 50 members
Continuous Activity	Whatsapp Platform for Kaptagat CFA-Nursery Practices & Agroforestry	Over 30 members
		Over 40 Members

WhatsApp Group	Description	No of participants
Continuous Activity	Kaptuiyot (Nariri) farmers' group on Horticulture and Dairy Farming	Over 100 Members
Continuous Activity	Koibatek Smart Farmers' group on Climate Smart agriculture and Horticulture	Over 500 members
Continuous Activity	Mushroom Growers (MGAK) – National	

8.0 OBSERVATIONS

a) That the MTI in the NFM did not properly identify the vulnerable and needy cases and thus, were not properly banded. The NFM needs to be reviewed to ensure equity among all the students in access to Education. The fees in public universities have become relatively higher compared to those in the private universities and the model loads higher loan burden on the students.

b) That the disbursements under the NFM are uncertain and irregular. That this needs to be regularized to ensure effective the delivery of services.

c) That to support the BeTA, there is need for more resources to help in the commercialization of innovations towards the objectives of BeTA and to establish incubation hubs to provide youths with skills for innovation and employment and to Link national / industry research needs to research funds for the universities.

8.1 Requests by the University

a) The University is seeking the support of the committee to enable it Complete the School of Education Amphitheater project. This project commenced in 2019 and has stalled due to lack of funding.

b) The university is facing challenges on financing the payroll with a shortfall of **KES45 million.** The capitation from GoK has been very minimal (40%) making it very difficult for the university to finance her infrastructural projects.

c) To enhance its capacity to deliver on its core mandate, the university has developed a proposal for construction of the new School of Science Complex. The committee is therefore requested to support the university through budgetary provision to enable implementation of the Proposed School of Science Complex in the next financial year.

d) The Committee is requested to facilitate transfer of assets that have not been transferred to the University by Moi University hitherto. These include:

- Malindi Research Station L.R 8000 measuring approximately 35.0Ha (Kilifi County)
- Homa Hills Research Station L.R 22712 measuring approximately 18.72Ha (Homa Bay County)

e) The University staff complement is an aging workforce. Majority of the staff are aged 50 years and above with only 5.8% comprising the youth. The university therefore requests for budgetary support for recruitment and promotion of staff, especially academic staff to ensure continuity.

f) The university seeks support for implementation of internal CBAs which have not been concluded due to low funding levels. Indeed, the university is still implementing the CBAs for 2012-2013 period. There is need to conclude the 2013-2017, 2017-2021 and the 2021-2025 CBA cycles.

Thank you,

Prof. Thomas K. Cheruiyot
Vice Chancellor

MASENO UNIVERSITY

REPORT PRESENTED ON THE PROPOSED INSPECTION VISIT TO THE UNIVERSITY BY THE PARLIAMENTARY DEPARTMENTAL COMMITTEE ON EDUCATION

4TH APRIL, 2024

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Hereunder we address each of the specific issues required by the Departmental Committee on Education:

1. **An Overview of the University Governance Structure, Including the Composition of the Council**

The Governance Structure of Maseno University is in accordance with Section 35 (1) of the Universities Act, 2012 and the University Charter, which provides for the Council, the Senate, and the Management Board as the governing organs.

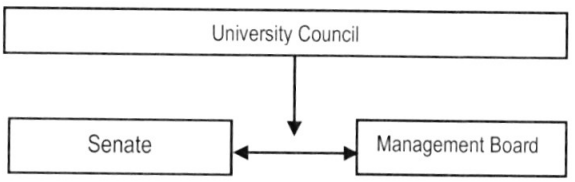

Figure 1: University Governing Structure

Within the framework of the governance structure above, each of these organs executes its mandate as follows:

(a) The Council

(i) Employs staff;

(ii) Approves the Statutes of the University and causes them to be published in the Kenya Gazette;

(iii) Approves the policies of the University;

(iv) Approves the Budget and the Procurement Plan

(v) Recommends for appointment of the Vice-Chancellor, Deputy Vice-Chancellors and Principals of constituent colleges in consultation through the Cabinet Secretary, after a competitive process conducted by the Public Service Commission; and

(vi) Undertakes other functions set out under the Universities Act and the Charter.

(b) The Senate, which is in charge of all academic matters of the University and undertakes the functions assigned to it in the Charter of the University.

(c) The Management Board

(i) Is responsible for implementation of the policies of the University;

(ii) Assists in the day-to-day management of the University; and

(iii) Undertakes such other functions as shall be set out in the Charter.

Both Senate and Management Board are chaired by the Vice-Chancellor.

1.1. Composition of the Council

In line with Section 36 (1) of the Universities Act, 2012, the Council shall consist of nine persons appointed by the Cabinet Secretary as follows—

(a) Chairperson;

(b) The Principal Secretary in the Ministry for the time being responsible for the university education;

(c) The Principal Secretary in the Ministry for the time being responsible for Finance;

(d) Five (5) members appointed by the Cabinet Secretary through an open process in such a manner as may be prescribed in guidelines issued by the Cabinet Secretary; and

(e) The Vice-Chancellor shall be an ex-officio member of the Council.

Vide Gazette Notice no. 6761 dated 23rd May, 2023, the following were appointed as members of the University Council.

i. Naftali Omolo Ongati (Prof.) – Chairman
ii. Matilda Chemutai Sang (Dr.) – Member
iii. Darius Getanda Isaboke – Member
iv. Ponyochi Kunyobo – Member
v. CPA Judy A. M. Nyakawa - representative to the Principal Secretary National Treasury.
vi. Prof. Julius O. Nyabundi – Vice-Chancellor, & Secretary.

Currently the Council is not fully constituted as it lacks two (2) independent Council members, and a substantive representative to the Principal Secretary in charge of higher education.

2. University's Strategic Priorities and whether they align with Budget Allocations

As per the Revised Strategic Plan 2022-2027, the strategic priorities of the University are as listed below: -

a) Academic Excellence and Student Services
b) Research, Linkages, Consultancies and Outreach
c) Quality Assurance and Quality Management Systems
d) University Revenue Base and Infrastructure
e) Human Resource Management and Development
f) Mainstreaming of Pertinent Cross-Cutting Issues

The approved rationalized Budget for the year 2023/2024 has taken into consideration these strategic priorities allocating resources to the priority areas as captured below: -

i) Academic Excellence and Student Services

The University focuses on providing excellent university education, training and research by integrating Information Technology (IT) into quality programmes to suit the needs of a dynamic world. To this end, the University strives to build efficient and effective delivery systems of academic services as well as embrace flexible modes of delivery. The University shall also continue to review the curriculum as per the Commission for University Education (CUE) and other accrediting bodies, develop market-driven programmes, embrace new modes of teaching and learning, and strengthen quality assurance systems. The University focuses on providing excellent university education, training and research by integrating Information Technology (IT) into quality programmes to suit the needs of a dynamic world. To this end, the University shall strive to build efficient and effective delivery systems of academic services as well as embrace flexible modes of delivery. The University shall also continue to review the curriculum as per the Commission for University Education (CUE) and other accrediting bodies, develop market-driven programmes, embrace new modes of teaching and learning, and strengthen quality assurance systems.
In the FY 2023/2024, the School of Education has just carried out a Capacity Building workshop to align Curriculum Review and pedagogical skills to CBET and to develop a Bachelor of Education in Fine Arts, with IT Programme. The School of Law was launched in and is now operational. The University was allocated 7,702 students from 2022 KCSE Cohort who reported in September 2023.

There are four new programmes that were approved at Senate and application has been made to Commission for University Education for accreditation. They include Master of Medicine in Family and Emergency Medicine, Master of Medicine in Internal Medicine, Master of Medicine in Paediatrics and Child Health and Master of Arts in Medical

Anthropology. In the FY 2023/2024, a total of **Kshs.128,030,000** was allocated to support teaching related activities.

ii) Research , Linkages, Consultancies and Outreach

Research remains one of the core mandates of the University. Consequently, the University has to strive to improve not only on the number of funded research projects but also focus on the quality and impact of these activities within Kenyan region and beyond. The University has now continuously expanded its research funding targets to include the Kenyan-based National Research Fund (NRF), Ford Foundation, DfiD, Wellcome Trust, National Institute of Health (NIH), UK Research and Innovation (UKRI), the European Union (EU), LACUNA, Bio Innovate among others while expanding its research facilities and partnerships. The University has also scaled up capacity building for both new and young researchers with the aim of expanding its capacity to attract fundable multidisciplinary projects. Academic staff and postgraduate students have embraced the idea and continue to generate research funds through the competitive proposal development and submission to local and international funders.

In the FY 2023/2024, additional research strategies will include the following: supporting teams to develop proposals, actualizing the Recognition and Reward Policy to motivate researchers, enhance support for innovation and commercialization of research outputs, continuously forming research groups for development of both solicited and unsolicited proposals in line with SDGs and Vision 2030 in collaboration with partners; enhanced partnership with the County Governments within the LREB region to undertake donor funding to address community generated challenges and, encourage match making between senior and young researchers to mentor and act as role models for the upcoming researchers. In addition, the existing linkages and collaborations will be operationalized while engaging in the initiation of more of such productive partnerships. In the FY 2023/2024, the university has earmarked **Kshs. 105,100,000** for research activities

iii) Quality Assurance and Quality Management Systems

Maseno University continues to be committed to quality of teaching, research and development. In this financial year, Monitoring and Evaluation of the University's processes will be strengthened. This is also the year when the University will be preparing for ISO 9001:2015 re-certification. For this reason, the University will focus on ensuring continued conformity not only with the ISO standards but also with all other standards and guidelines

that govern our operations and that will help us maintain our position as the most preferred University in the country. In the FY 2023/2024, **Kshs.12,452,000** was allocated on all aspects of quality assurance. Over an above the budgetary allocation, quality assurance being across cutting issues also benefits from budgetary provisions from other key departments such as Academic and Students Affairs.

iv) University Revenue Base and Infrastructure

The University plans to complete the Students' Hostels Phase II at a cost of **Kshs.218,000,000** in the FY 2023/2024 with a credit facility from Equity Bank. Additionally, plans are underway to enhance utilization of the amphitheatres by installing audio-visual appliances during the FY 2023/2024. In the FY 2023/2024, the University allocated **Kshs. 69,250,000** towards improvement ICT infrastructure.

v) Human Resource Development and Management

The University recognizes academic excellence and strengthen growth of its programmes through training practice-oriented manpower to the level of doctoral (PhD) and beyond. It is fully committed to the best structured and systematic Human Resource models of attraction and retention of the most qualified and high performing staff to contribute towards research, innovation and academic development of staff and students. It has therefore developed Human Resource guidelines to offer support for effective, efficient and consistent personnel management. Also, the University has developed productivity and performance framework which will recognize fundamental component for competitiveness and measure staff productivity and performance in order to facilitate rewards and sanctions. Despite the financial constraints, this budget has provisions for training and capacity building programmes establishing optimal staffing levels, rationalized recruitment of Human Resources based on knowledge, skills and experience and providing for succession plan management.

Maseno University envisage to expand and develop its pool of academic staff, hence will institutionalized the Scholarship Fund and grant leave for postdoctoral fellowship opportunities for purpose of capacity development in critical professional fields so as to have broader impact and address a variety of socio-economic challenges such as health, energy and food security to ensure relevance of the research for impact in society. The National Industrial Training Authority (NITA) supports training efforts for technical and administrative cadres and the University intends to fully utilize this facility as a means of manpower development. Additionally, the implementation of the 1.5% Housing Levy which

came to effect in 1st July.2023 has been factored in the rationalized budget. Over and above the personal emolument of **Kshs. 2,510,637,404,** the University has allocated **Kshs. 8,009,998** for staff welfare

vi) Mainstreaming of Pertinent Cross-Cutting Issues

Social and sustainability programmes

In order, to promote social and environmental sustainability, the University intends to engage the community at local, county and national level in a variety of programmes;

a) Training and research on Agricultural practices relevant to local community.
b) Offering certificate and professional courses
c) Promotion of art and culture through programmes in social sciences

In the FY 2023/2024, **Kshs. 1,700,000** was allocated towards mainstreaming of cross cutting issues and quality assurance.

3. Student Enrolment Data, Number of Students in the University

The University presently has a total population of Twenty Five Thousand, Four Hundred and Seventy Three (25,473) students distributed in Main, Odera Akang'o and Kisumu campuses.

Table 1: Student Enrollment Data

Level	Number
Undergraduate	24,551
Postgraduate	589
Diploma	319
Certificate	14
Total	**25,473**

4. Staff Establishment Levels Both Academic and Non-Academic

The University's staff establishment stands at One Thousand, Seven Hundred and Eighty Three (1,783) staff of which a total of One Thousand and Eighty Eight (1088) staff are in post consisting of Five Hundred and Fifty-Five (555) teaching staff and Five Hundred and Thirty Three (533) non-teaching staff serving on Permanent and Pensionable Terms and Contract Basis. Summary staff establishment is as detailed in Table 2 below:

Table 2: Staff Establishment.

CADRE	AUTHORIZED ESTABLISHMENT	IN-POST	VARIANCE
Vice-Chancellor	1	1	0
Deputy Vice-Chancellor	3	3	0
Professor	31	26	5
Associate Professor	40	33	7
Senior Lecturer	70	49	21
Lecturer	350	224	126
Assistant Lecturer	40	31	9
Instructor	20	9	11
Tutorial Fellow	20	11	9
Assistant Webmaster /Web Master	3	1	3
Chief Medical Laboratory Technologist	9	5	4
Clinical Instructor	11	7	4
Database Programmer	5	1	4
Demonstrator	14	9	5
e-Librarian	4	2	2
e-Systems Support Specialist	4	2	2
End User Support Specialist	2	1	1
Network Technician	12	7	5
GIS Studio Laboratory Technician	3	1	2
Graphics Designer/Type Setter	3	1	2
Herbarium Curator	2	1	1
Instructional Designer	3	1	2
Laboratory Attendant	29	22	7
Laboratory Technician	29	16	13
Laboratory Technologist/ Senior Laboratory Technologist	24	16	8
Learner Support Assistant	3	1	2
Medical Laboratory Technologist	4	1	3
Network Administrator	3	1	2
Nursing Skills Laboratory Asst.	2	1	1
Physiology Technologist	2	1	1
Technologist/ Senior Technologist	39	26	13
Sign Language Technician	13	4	9
System Administrator	3	1	2
Web Programmer	3	1	2
Accountant/Senior Accountant	12	4	4
Accounts Assistant	25	23	2
Accounts Clerk	5	3	2

CADRE	AUTHORIZED ESTABLISHMENT	IN-POST	VARIANCE
Administrative Assistant/Senior Administrative Assistant	48	34	14
Assistant Farm Manager	1	1	0
Assistant Front Office	3	1	2
Senior Procurement Officer	1	0	1
Procurement Officer	2	1	1
Assistant Procurement Officer	6	2	4
Assistant Public Rel. Officer-Photography	3	1	2
Assistant Registrar/ Senior Assistant Registrar	14	9	5
Security Officer	2	1	1
Assistant Security Officer	3	2	1
Audit Assistant	8	4	4
Bindery / Senior Bindery Assistant	4	2	2
Caretaker	2	2	0
Cateress/Housekeeper	22	4	18
Cleaner/Messenger	53	24	29
Clerical Officer	52	30	22
Clerk	31	19	12
Clinical Attendant	10	9	1
Clinical Officer/ Senior Clinical Officer	13	6	7
Cook	26	19	7
Deputy Director Student Affairs	1	1	0
Deputy Finance Officer	2	1	1
Deputy Hostels Officer	2	1	1
Deputy Chief Internal Auditor	1	1	0
Deputy Registrar	4	3	1
Draughtsman/Clerk of Works	3	1	2
Driver	32	21	11
Executive Secretary III	3	1	2
Farm Supervisor	2	1	1
Finance Officer	1	1	0
Food and Beverage Controller	3	2	1
Front Office Manager	2	1	1
Games Attendant	3	2	1
Games Tutor	2	1	1
Gardener	8	4	4
General Manager	1	1	0
Grounds man	10	8	2

CADRE	AUTHORIZED ESTABLISHMENT	IN-POST	VARIANCE
Hostel Attendant/Kitchen Attendant	65	41	24
Hostel /Assistant Catering Officer	5	2	3
ICT and Pensions Officer	1	1	0
Janitor	11	9	2
Kenya Enrolled Community Nurse	16	9	7
Kitchen Steward	36	25	11
Laboratory Technologist	11	5	6
Laundry Operator	3	1	2
Legal Clerk	2	1	1
Library Assistant / Senior Library Assistant	37	30	7
Library Attendant	19	13	6
Maintenance Officer	3	1	2
Marketing Officer	3	1	2
Artisan (Mason/Painter /Plumber/Carpenter / Electrician/Auto/Tailor)	81	36	45
Medical Technologist	10	2	8
Medical Officer	1	1	0
Medical Records Clerk	9	2	7
Nurse Aid	3	1	2
Office Assistant	39	30	9
Pensions Manager	1	1	0
Pharmaceutical Assistant	4	1	3
Pharmaceutical Technologist	7	4	3
Pharmacist	1	1	0
Pond Attendant	2	1	1
Procurement & Administration Officer	1	1	0
Procurement Assistant	7	4	3
Procurement Officer	1	1	0
Public Relations Assistant	1	1	0
Research Assistant	3	1	2
Receptionist	9	7	2
Room Steward	30	6	24
Sanitary Attendant	27	13	14
Copy typist / Secretary	38	27	12
Senior Administrative Assistant	17	11	6
Director Human Resources	1	0	1

CADRE	AUTHORIZED ESTABLISHMENT	IN-POST	VARIANCE
Deputy Director Human Resources	1	0	1
Senior Legal Officer	1	1	0
Assistant Legal Officer	1	0	1
Library Assistant / Senior Library Assistant	15	10	5
Senior Medical Officer	2	1	1
Assistant Counselor /Student Counselor	3	2	1
Telephone Operator	2	1	1
Transport Officer	1	1	0
Upholsterer	1	1	0
VCT Counsellor	4	2	2
VCT Receptionist	3	1	2
Waiter/Waitress	15	9	8
TOTAL	**1,783**	**1,088**	**697**

5. University's Assets and Liabilities Including Pending Bills as well as Strategies in place for dealing with Pending Bills

5.1 University Assets and Liabilities

The total assets and of University amounted to **Kshs. 7,739,625,547** while the Total liabilities for the same period is **Kshs. 984,022,097.** This is as summarized in Table 3 below:-

Table 3: Assets and Liabilities of the University

	Kshs
Assets	
Non-current assets	
Property, plant and equipment	6,524,281,682
Intangible Assets	9,415,635
Biological Assets	9,270,460
	6,542,967,777
Current assets	
Cash and cash equivalents	290,331,310
Receivables from exchange transactions	690,458,419
Receivables from non-exchange transactions	160,454,618

	Kshs
Inventories	55,413,423
Total assets	**7,739,625,547**
Liabilities	
Current liabilities	
Trade and Other Payables	508,663,351
Refundable Deposits and Prepayments	32,349,689
	541,013,040
Non-current liabilities	
Refundable Deposits and Prepayments	34,992,200
Borrowings - Equity Bank Loans	408,016,857
	443,009,057
Total liabilities	**984,022,097**

5.2 Pending Bills

The pending bills for the University stand at **Kshs. 744,616,353** as tabulated Table 4 below

Table 4: Pending Bills

S/no	Description	Amount (Kshs.)
1.	CBA Arrears	281,000,000.00
2.	Contractors Certificates	170,109,840.00
3.	NSSF Penalties	109,979,224.00
4.	Corporation tax	61,432,708.00
5.	Pension	46,898,070.00
6.	CUE Quality assurance charges	45,089,440.00
7.	Part time Claims	42,000,052.00
8.	Creditors	35,005,089.00
9	KUCCUPS	27,089,440.00
Total		**818,603,863.00**

5.3 The Strategies in place to for dealing with Pending Bills

The University has employed the following strategies to deal with the pending bills:

a) To prioritize settlement of pending bills. The following pending bills have been settled as follows:
    i. Contractors retention Kshs. 32,264,296
    ii. NSSF Principal amount Kshs. 24,765,669
b) Negotiation with National Social Security Fund (NSSF) and Kenya Revenue Authority (KRA) to waive interest and penalties after payment of the principal debt.
c) Engagement with the Government to settle the pending bills related KRA , Contractors, and NSSF
d) Negotiation with the Unions at the National level on the issue of the outstanding CBA related payment
e) Ageing and Prioritizing the suppliers' payment

6. The Status of Implementation of the Approved 2023/2024 Budget and the Approved Procurement Plan

6.1 Implementation of the Approved 2023/2024 Budget

In the FY 2023/2024, the approved revenue budget was **Kshs 3,639,813,092.** To date, the University has realized a total revenue of **Kshs.3,344,019,436.** The University is therefore on course to meet the budgetary targets for the year. On the other hand, the total expenditure for the period was **Kshs. 2,591,824,620.** the University received the bulk of funds at the beginning of quarter one (1) and quarter three (3) while expenditure spread evenly throughout the year.

The summary of the quarterly and cumulative to date performance is indicated in table 5 below;-

Table 5: Revenue Budget

		Annual Budget	Actual Cumulative
		2023-2024	**2023/24**
	Revenue	**Kshs**	**Kshs**
	Transfers from Other Government Entities	1,303,867,243	977,900,430
a)	Public Contributions and Donations - Research	120,000,000	140,572,655
b)	Rendering of Services - Tuition Fees	2,037,430,478	2,120,307,374
	Sale of Goods	53,389,000	26,538,862
	Rental Income	91,400,000	49,691,094
	Other income	33,726,371	29,009,021
	Total income	**3,639,813,092**	**3,344,019,436**
	Expenses		
	Employee Costs	2,510,637,404	1,901,200,820
c)	Use of Goods and Services	525,072,000	395,030,347
	Council Expenses	25,000,000	11,282,328
	Depreciation and Ammortization	59,450,008	118,236,308
e)	Repairs and maintenance	32,050,000	35,591,844
f)	Contracted Services	111,300,000	91,298,804
	Finance Costs	54,000,000	39,184,169
	Total expenses	**3,317,509,412**	**2,591,824,620**

6.2. Implementation of the Approved Procurement Plan FY 2023/24

During the current financial year 2023/2024, the University has an approved Procurement Plan of a total amount of **Kshs.307, 510,000.00** for procurement of goods and services. As at 31st March, 2024, being expenditure for the 1st, 2nd and 3rd quarter, the University has spent a total amount of **Kshs. 194,178,276.61** against a plan of **Kshs. 245,314,560.00**.. Table 6 below shows the Implementation status:

Table 6: Status of Implementation of Procurement Plan

S/no.	Description	Planned	Actual
1.	**1st Quarter**	54,616,575.00	48,907,016.3
2.	**2nd Quarter**	71,050,985.00	63,520,662.81
3.	**3rd Quarter**	119,647,000.00	81,750,597.5
	Totals	**245,314,560.00**	**194,178,276.61**

Within this procurement expenditure as required by law, the have expanded **Kshs 84,774,911.7** for Preference and Reserved Group (Youth, Women and PWDs) and **Kshs. 139,863,116.23** in locally made items

7. All Projects which the University is Implementing Including:

(I) The Scope, Justification and Cost of the Project;

Maseno University has continued to grow over the years, in last seven (7) years, for examples newly admitted government sponsored students have increased from 2,700 in 2016 to 6,351 in 2023. In overall, the University has over 22,000 students in all its academic programmes. This growth has stretched the physical infrastructure particularly Teaching and accommodation spaces. The University had Three (3) development projects namely; Tuition Block and laboratories Complex, Students Hostels Phase 1 and Students Hostel Phase 2.

a) **The Scope of the Three (3) projects**

Tuition Block and Laboratories Complex

The scope of the projects is provision of lecture rooms, three amphitheaters with a lecture screen and their operation rooms, Laboratories and offices for the lecturers, toilets for student and visitors and Provision of car parking lots.

The need to put up the Tuition Block and Laboratories Complex was necessitated by the fact that the University had very limited lecture halls to the that student were learning in open space and the need to improve the learning facilities for our students so as to be attractive. The project's total cost was Ksh. 549,026,473.03.

Students' Hostels Phase one and Phase Two

Provision of 800 bed capacity students complete with reading tables for individual student, solar hot water system, CCTV and provision of parking lots and civil works around the building and security lighting. Provision of voids and their roof coverings within each block.

The construction of accommodation spaces is necessitated by the fact that the University is located in largely rural environment with limited accommodation facilities as the community has not invested much in hostel development. The limited hostels available in the community are occupied by our continuing students. As we encourage students to stay within the community, the University has a policy of accommodating all first-year students as they familiarize themselves with Maseno environment. This policy is based on the principle that first year students are vulnerable and need to be inducted to the environment under the mentorship of continuing students. The total of the two (2) projects is **Ksh. 857,242,877.**

(II) The Project Implementation History, Including the Implementation Period, the Actual Expenditure Incurred in the FY 2023/24 Allocation to each of the Projects, the Source of Funding and the Current Completion Status.

In FY 2023/2024, the University has Three (3) projects being implementation as summarized in Table 7 below:

Table 7: Summary of the Projects Implementation History

S/no	Project Tittle	Implementation period	Actual expenditure in the FY 2023/24 (Ksh)	Source off Funds	Allocation in the FY 2023/24 (Ksh)	Implementation Status
1.	Tuition Block and Laboratories Complex	164 Weeks	10,750,000	GOK/ AIA	43,000,000	Handed over and in use
2.	Students Hostels 1	130 Weeks	10,821,505	Bank Loan	70,000,000	Handed over and in use
3.	Students Hostels 2	182 Weeks	31,266,342	Bank Loan/AIA	218,000,000	Ongoing

(III) A Brief on Stalled Project(s) if any and the reasons for Stalling

The University does not have any stalled project.

(IV) Challenges Facing the Project(s) Implementation, Including whether Project(s) have any Pending Bills, Disputes (Legal Issues) or Audit Queries.

(a) Challenges Facing Project Implementation

i. Pending bills amounting to Kshs. 170,109,840 arising from inadequate and delayed disbursement.
ii. Unexpected/unplanned cost escalation occasioned by delay in disbursement of funds and or increase in the cost of goods
iii. Insufficient Budgetary allocation. For instance, in the FY 2023/24 the University requested for Kshs. 1, 200,000,000 but only allocated Kshs. 43,000,000.

(b) Pending Bills

The university has a total pending bills of Ksh. 170,109,480

(c) Disputes (Legal Issues) or Audit Queries

There is no dispute or audit query on the projects.

8. The effectiveness of the University funding model and whether there are challenges being faced at the Institution level

The new funding model is effective in so far as costing for the degree programmes is concerned. However, the University faces significant challenges related to late disbursement of funds, HELB loans and scholarship. In the academic year 2023/2024, the University received 6,351 first year students with an estimated revenue of **Kshs. 1,193,577,460.**

For instance, in academic year 2023/24 the University has not received the scholarship funds from the University Funding Board, HELB loan amounting to **Kshs. 392,362,150** . This has the potential of compromising the University's ability to meet its financial in a timely manner.

(I) Challenge being faced in the University

a) Late disbursement of the funds

9. University's View on the Various Higher Education Subsector Recommendations as Contained in the Presidential Working Party Report

Arising from the recommendations of the Presidential Working Party on Education Reforms report, Maseno University views are as captured:

Clause;- Teacher Education and Management 4.5.2 (3)

Recommendation

The Schools/Faculties of Education in Universities should develop comprehensive Faculty Staff retooling programmes in preparation for Competency Based Teacher Education (CBTE) at the University level. Admission requirements for the Bachelor of Education degree shall continue to be determined by the Universities' Senates.

University's view

In this regard, the University has developed an online Teaching certificate programme aimed at improving pedagogical skills to handle CBC.

Clause 4.5.2 (10)

Ensure the current students pursuing Bachelor of Education Programmes graduating from 2023 onwards are adequately trained in CBE. All Universities offering TE should ensure their programmes are aligned with CBTE and Competency-Based Teacher Assessment (CBTA). The minimum duration for a Bachelor of Education degree in Teacher Education is four years (3 years for professional courses and 1 year for practicum)'

To that effect Maseno University has:

i. Undertaken to review Curricula for Bachelor of Education programmes to align them to Competency Based;

ii. All Bachelor of Education (Early Childhood Development and Education, with IT) and Bachelor of Education (Special Needs Education, with IT) graduates have been equipped with skills to teach in Junior High School;

iii. The School of Education recently hosted a capacity building workshop to discuss alignment of Teacher Education programmes in the University to CBC; and

iv. The University has also developed a Bachelor of Education (Fine Arts, with IT) programme and revived Bachelor of Education (Home Science, with IT). This is in preparation to receive the first batch of the CBC students in 2029.

Clause 10.5.2 Financing of Tertiary Education

Government to implement the *Variable Scholarship and Loan Funding* (VSLF) Model to replace the Differentiated Unit Cost Model. The Model combines scholarships and loans and is appropriate for different categories of students: Vulnerable, extremely needy, needy, and less needy

University's view

Late disbursement of funds puts a constraint in implementation of University programmes and activities.

10. Accreditation Process of Various Programmes being offered by University

Maseno University offers two hundred and fifty five (255) academic programmes all accredited by the Commission for University Education (CUE) in line with the provisions of Universities Standards and Guidelines, 2014 Third Schedule PROG/STD/01-20. The academic programmes are hosted across fifteen Schools:

I. School of Agriculture, Food Security and Environmental Sciences
II. School of Arts and Social Sciences
III. School of Business and Economics
IV. School of Computing and Informatics
V. School of Development and Strategic Studies
VI. School of Education
VII. School of Graduate Studies
VIII. School of Law
IX. School of Mathematics, Statistics and Actuarial Science
X. School of Medicine
XI. School of Nursing
XII. School of Pharmacy
XIII. School of Planning and Architecture
XIV. School of Public Health and Community Development
XV. School of Physical and Biological Sciences

Six programmes indicated below went through approval by the relevant professional bodies before accreditation by CUE:

I. Bachelor of Medicine and Surgery – Medical Practitioners and Dentist Board
II. Bachelor of Pharmacy – Pharmacy and Poisons Board
III. Bachelor in Nursing – Nursing Counsel of Kenya

IV. Bachelor in Nutrition and Dietetics'. Kenya Nutritionists & Dieticians Institute
V. Bachelor in Public Health – Public Health Officers & Technicians Counsel
VI. Bachelor of Law (LLB) Council for Legal Education

The University developed the following new programmes which have been approved by Senate and are awaiting accreditation by CUE:

I. Master of Medicine in Paedriatics and Child Health
II. Master of Medicine in Internal Medicine
III. Master of Arts in Medical Anthropology
IV. Bachelor of Science (Hotel & Institution Management, with IT)
V. Bachelor of Political Science & Legal Studies ,with IT
VI. Bachelor of Political Science & Economics, with IT
VII. Bachelor of Public Administration, with IT

11. Ways in which the University diversifies its Revenue Streams to reduce dependence on Government Allocations.

The University has Two (2) main revenue streams namely capitation and tuition s fees grants. In an effort to diversify to complement the above sources, the University has undertaken the following:

a) More emphasis on the Research and innovation which has increased funds from **Ksh. 111,846,760** in FY 2022/23 to **Ksh. 140,572,655** in FY 2023/24.
b) Asset monetization of Varsity Plaza and Kisumu Hotel
c) Utilization of Farm Produce to supplement students catering expenses
d) Instructional / technology transfer initiative such as electronic learning and business incubation
e) The University secured a credit facility to finance the Students Hostels phase one and two thereby reducing reliance on the Exchequer.

12. Initiatives by the University to support the Bottom Up Economic Transformation Agenda (Beta) especially in the areas of Research and Innovation

The University offers academic programmes and conducts research that resonate and supports the six (6) core pillars of the BETA namely Agriculture; Micro Small and Medium Enterprise (MSME) economy; Housing and Settlement; Health care; Digital super highway and Creative Economy; Environmental and Climate Change. Having revised Strategic Plan in line with the Bottom-up Economic Transformation Agenda (BETA), our researchers at the institution have made research and innovation initiatives in the following key BETA pillars:

I. **Agricultural Transformation**, **Healthcare** and **Creative Industry**.

The following are the detailed initiatives undertaken so far in the above key areas:

a. Agricultural Transformation

Through collaborative efforts from the School of Agriculture, Food Security and Environmental Sciences, Maseno University has made the following initiatives:

1. **Developed Agricultural Research outputs and commercial products**
    - New maize varieties developed: Six (6) hybrid varieties; (Maseno EH10, Maseno EH11, Maseno EH12, **Maseno EH14**, Maseno Sukari, Maseno T1)
    - Finger millet variety (**Maseno 60D**). Drought tolerant and early maturing variety.
    - Two new cassava varieties with resistance to African Cassava Mosaic Virus (Maseno University cassava **hybri**d and improved sweet **Selele**).
    - **Uyoma 47B**, a sorghum variety with tolerance and resistance to Striga weed.

Note. *Maseno EH14 maize variety is tolerant to Striga weed and is currently commercialized with Agri Seed Co. (under license agreement with Maseno University).*

2. **Maseno University Community engagements and Outreach Activities**

    Maseno University as part of disseminating their research outputs in Agricultural Transformation undertook the following community outreach activities between 2023 and 2024.

a) Farmer trainings on managing maize diseases in collaboration with KALRO, CIMMYT and University of Pretoria, South Africa.

b) Promotion of new maize varieties in collaboration with Seed Co. Limited.

c) Farmer training on maize postharvest technologies to manage Aflatoxin contamination. A collaboration between Maseno University and University of Maryland, Eastern Shore, USA.

d) Distribution of improved cassava planting materials to farmers.

e) Conducted farmer's training workshop on cassava and maize diseases management in western Kenya.

3. **Blue-Cycling - Integrated Aquaculture and Agriculture for Resource-efficient Food Production**

As part of supporting the Blue Economy, Maseno University has made initiatives and is currently conducting research on the conversion of bio-wastes to animal feeds using black soldier fly larvae for food and nutrition security in the rural areas of Busia County. The team has demonstrated that the community has tremendous potential for black soldier fly production but need urgent capacity building to enhance their knowledge to support the conversion of bio-wastes to animal feeds.

2.0 Healthcare

Through collaborative efforts by the School of Public Health and Community Development, School of Medicine, School of Nursing and School of Pharmacy, there has been concerted efforts to address health-related issues in the Kenyan population and beyond.

The following has been some of the initiatives supported by the institution:

1. Market Research for Global Alliance for Improved Nutrition.

   Maseno University has conducted research on resilient markets while focusing on good governance within traditional urban markets, facilitating effective multi-stakeholder engagement which includes markets and local governments, and adoption of an inclusive (with women and youth representation) and equitable food systems perspective, informed by evidence, regards investments and support for market infrastructure, operations, and food quality, food safety, nutrition, food waste and business trainings; all collectively for improved nutrition and health.

2. Conducting Proteomic Analysis to identify Molecular Markers of Severe Malaria Anemia in Children.

   Maseno University team in collaboration with multiple stakeholders have been conducting research in pediatric populations in western Kenya with the main aim of identifying molecular markers that increase susceptibility of the western Kenyan

population to infections by P. falciparum. We have previously reported differential expression of host ubiquitination genes in children with malarial anemia, and temporal changes of expression following ingestion of malaria pigment (hemozoin) by peripheral blood mononuclear cells. Further findings have identified unique genetic pathways that can be manipulated in the process of finding a long-lasting and effective vaccine against malaria.

3. Establishment of the Western Kenya Cancer Care and Research Center (WKCCRC)

   The Western Kenya Cancer Care and Research Center (WKCCRC) is a project supported by the National Research Fund to Maseno University under the infrastructure category with the objective to:

   (a) conduct cutting edge, demand-driven research in human cancers,

   (b) provide specialized diagnosis, curative, patient care and support and

   (c) establish a national training facility in cancer and related conditions.

   The WKCCRC is now fully operational and the scientists at Maseno University are making more efforts to attract additional funding to support research and diagnoses of various cancers

3.0 Creative Industry

Under creative industry, Maseno University has made initiative to support new and renewable energies research and innovations within the last 2 years.

The interest is to address SDG 7: (Ensure Access to Affordable, Reliable, Sustainable and Modern Energy for All by 2030): Maseno University has made multiple initiatives that includes:

1. Synthesis/ making Biodiesel from non-food oil sources such as used cooking oil, Plant (Jathropha) oils, Croton Oil, Others from Algae, Yellow oleander, Animal Oils (cow fats, fish oils and tissues, ect). These we make by application of solid-state catalysts such as Clays, Zeolites, Bio-Chars, Volcanic Ash, Incinerator Fly Ash, etc.
2. Making of Bio-ethanol from 2nd generation sources such as sweet sorghum stalk juice, Sugar cuttings, Tropical sugar beets, Cynic Cassava and their peels, potato peels etc. While exploring a number of yeast/enzyme sources from nature
3. Maseno University is still engaging with various communities (Tribes) and their traditional ways of producing Bio-ethanol and for what applications. The book to be published from this survey is under-composition.

4. Maseno University is also exploring various applications of computational chemistry and artificial intelligence on the production of both Biodiesel and Bio-ethanol to optimize these processes and eliminate the costly all laboratory-based explorations.

Prof. Julius O. Nyabundi, PhD, OGW

VICE-CHANCELLOR

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

A REPORT PRESENTED TO THE PARLIAMENTARY COMMITTEE ON EDUCATION

@ April 4th 2024

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1.0 OVERVIEW

Masinde Muliro University of Science and Technology (MMUST) originated as a Constituent College of Moi University in 2002, formerly known as Western University College of Science and Technology (WECO). Established by the Kenyan government, it aimed to elevate WECO's role in Technical and Vocational Education and Training (TVET) since its inception in 1972.

In 2006, MMUST attained status as the 7th Chartered Public University in Kenya, following an Act of Parliament (MMUST Act, 2006), with the inaugural Graduation Ceremony held on July 4, 2008, and subsequent ceremonies including the 18th on December 9, 2022.

Upon the enactment of the Universities Act 2012, MMUST received its Charter in 2013, affirming its compliance with academic excellence standards outlined by the Commission for University Education (CUE). Presently, MMUST offers 250 programs, with 72% focused on Science, Technology, Engineering, and Mathematics (STEM), 20% on Social Sciences, and 8% on Humanities, aligning with WECO's original vision.

1.1 University Vision, Mission and Philosophy

The Vision, Mission and Philosophy of the University are developed in line with the provisions of the MMUST Charter, 2013 and the Universities Standards and Guidelines INST/STD/01.

1.2 Vision

To be the Premier University in Science, Technology and Innovation

1.3 Mission

To provide excellent University Education, Training and Research through integrating Science, Technology and Innovation into Quality Programmes to Suit the Needs of a Dynamic World.

1.4 Philosophy

MMUST upholds the view that Education, Science and Technology are indispensable tools in harnessing resources of nature for sustainable development by creating an environment in which all individuals can realize their full potential.

To meet the requirements of the Vision, Mission and Philosophy, MMUST upholds the following core values:

i) Customer focus
ii) Accountability
iii) Collegiality
iv) Equity
v) Excellence
vi) Innovativeness
vii) Professionalism

The Core Values guide both staff and students in aligning with the University's established Statutes, Policies, Procedures, Standards, Guidelines, Rules, and Regulations. These documents are readily accessible in the University repository via staff and student portals.

Staff and students are obligated to uphold and champion the University's core values, including collegiality, accountability, innovativeness, equity, professionalism, excellence, and customer focus throughout their engagement with university affairs. These values serve as the foundation for fostering mutual respect for the dignity, property, rights, and well-being of all individuals within the university community.

1.5 MMUST Governance Structure

The governance structure of MMUST, as outlined in the MMUST Statutes of 2022, adheres to Section 35 of the Universities Act 2012, comprising three main organs: Council, Senate, and Management Board. Additionally, Sections 41 and 42 of the Universities Act 2012 designate roles for the Students' Association and the Alumni Association within the university's governance framework, with membership detailed in Part III of the Charter. Academic staff engage in decision-making through participation in various university organs, including Senate, Faculty Boards, Departmental Boards, and ad hoc committees.

Student leadership also contributes to decision-making processes as members of Senate and the Students' Council, among others. Furthermore, Section 37 of the Universities Act 2012 allows for the establishment of committees by university governing organs to perform designated functions, provided that the principal mandate is not delegated. MMUST has instituted various

Standing Committees in alignment with Statute LXV to discuss matters before presenting them to the main governance organs for deliberation.

1.6 The Council

The Council is the supreme governing organ charged with corporate governance and providing oversight to the University. Its functions *inter alia* include, mobilizing funds and providing facilities required for carrying out the work of the University in accordance with the Universities Act Section 35(1) (a); Recruitment of all the University staff, approval of the University Statutes; Policies; approval of the budget; Welfare of Staff and Students; Collaborations and Linkages with other institutions of Higher learning within and outside the Country.

The University Council has the following Standing Committees:

i) Human Resource Management Committee (HR)
ii) Finance Resource Mobilization and Planning Committee (FRMPC)
iii) Academic Research and Students Affairs Committee (ARSAC)
iv) Audit, Compliance and Risk Management Committee (ACRMC)
v) Ad-hoc Committees

The membership and terms of reference of the committees are as per the Statutes.

1.7 The Senate

The Senate exercises full responsibility over the academic standard of any programme of study in the University as stipulated under Section 35(b) of the Universities Act 2012 and the provision of Article 18(4) of the Charter; it is in charge of academic programmes and ensures quality of the programmes on behalf of Council. It recommends to Council the establishment, abolition or harmonization of Colleges, Faculties, Schools, Institutes, Departments, Centers and Parks from time to time as may deem necessary. The Senate also establishes or abolishes certificate, diploma, degree and other academic programmes including their titles. Further, the Senate promotes cooperation and linkages with other institutions of higher learning and industry and promotes the welfare of students and staff in the University. In its work, the Senate is supported by the Deans' Committee and other ad hoc Senate committees (See Appendix 1). The membership includes: -

i. Vice Chancellor
ii. Deputy vice chancellors

iii. Registrars

iv. Deans of schools/faculties and directors

v. Professors

vi. Students' leadership

vii. UASU Leadership

1.8 The University Management Board

In accordance with Section 43 of the Universities Act 2012 and Section 19 of the Charter, the University Management Board (UMB) holds responsibility for implementing university policies, overseeing daily operations, and coordinating strategic and development plans. Additionally, UMB manages human, natural, physical, and financial resources efficiently, while making policy proposals to the Council and recommending budgets for approval. Membership comprises the Vice Chancellor, Deputy Vice Chancellors, Registrars, Finance Officer, Medical Officer, University Librarian, Dean of Students, Co-opted Members, Director of Quality Assurance, Procurement Officer, ICT Manager, and any other member specified in the MMUST charter 2013 (19) 1 and MMUST Statutes 2022.

The University Management Board (UMB) has the following Standing Committees:

i) Budget and Resource Allocation Committee

ii) Human Resource Management Advisory Committee (HRMAC)

iii) Space Allocation Committee

The membership and terms of reference of the committees are as per the MMUST Statutes, 2022.

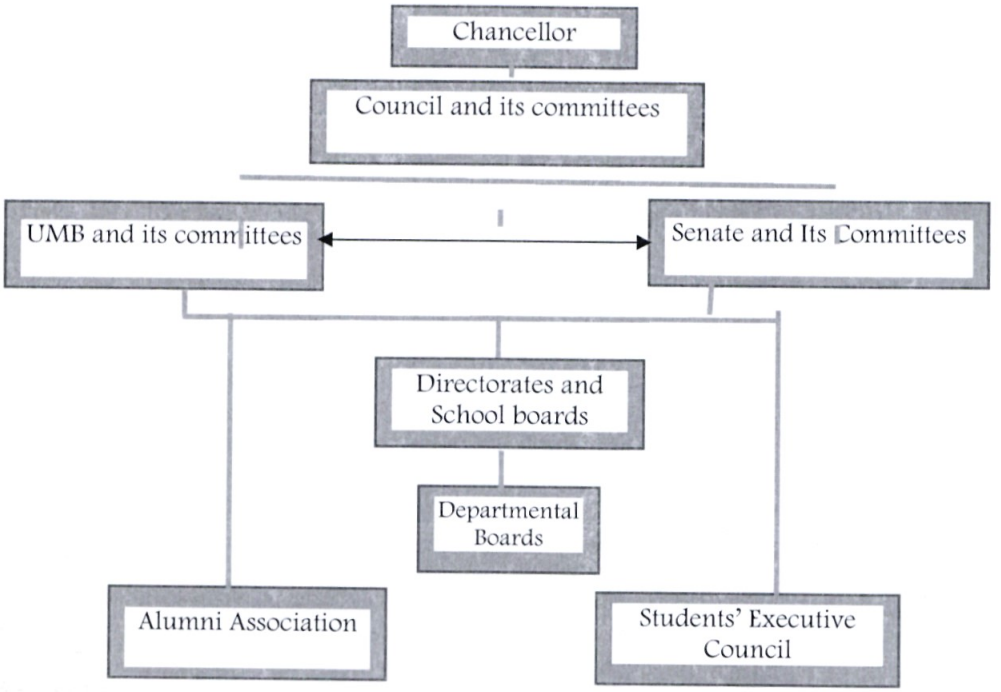

Figure 1: University Management Organs

1.9 Membership of the University

The membership of the University, as delineated in Section 9 of the MMUST Charter in accordance with Section 38 of the Act, includes: the Chancellor, the Chairman of Council and Pro-Chancellor, Council members, the Vice Chancellor, Deputy Vice Chancellors, Academic and Non-Academic Staff, Alumni Association, and Student Association. The MMUST Administration/Management structure is depicted in Figure 3.2.

1.10 The Chancellor

As per Section 38 of the University Act 2012, the appointment process and roles of the Chancellor are clearly defined. The Chancellor serves as the Ceremonial Head of the University, with

appointment criteria outlined in Statute III Section (2) and powers, obligations, and privileges detailed in Sections 3 to 8. Currently, the position is vacant.

1.11 The University Council

The University Council, the supreme organ of the University, operates in accordance with Section 35 and 36 of the Act, and Section 16 and 17 of the Charter. Coordinated by the Chairman of Council/Pro-Chancellor, who serves as Deputy to the Chancellor per Statute VII, the Council functions collectively, with the Chairman presiding over meetings as per Statutes XLI (4). The term of office for the Chairman of Council is specified in Section 11 (2) of the Charter.

1.12 The 7th University Governing Council

The composition of the University governing council is presented in table 4.

Table 1: MMUST University Council

S/No	Name	Designation	Gender
1.	Dr. Pamela Sitienei	Chairperson	Female
2.	Dr. George Lutomia	Member	Male
3.	Ms. Susan Nyasinga Nyaboke	Member	Female
4.	Dr. Kennedy Ochieng Olungo	Member	Male
5.	Mr. Peter Muhia Wanjiku	Alternate - CS National Treasury	Male
6.	Ms. Grace Wanja Kimotho	Member	Female
7.	Ms. Dorothy N. O. Kimeu	Member	Female
8.	Ms. Eunice Wakofula	REP. PS State Department of Higher Education	Female
9.	Prof. Solomon Shibairo	Secretary and Vice Chancellor	Male

1.13 Vice Chancellor and Deputy Vice Chancellors

The Vice Chancellor serves as the University's Chief Executive Officer, overseeing day-to-day operations, supported by three Deputy Vice Chancellors heading Divisions as outlined in Statutes IX, X, and XI. They govern the University in accordance with the Constitution, Universities Act, MMUST Charter, Statutes, Policies, and Mwongozo Code of Governance for State Corporations. Appointment, qualifications, and terms of service for these roles are defined in Section 39 of the Act, Sections 12 and 13 of the Charter, and Statutes VIII, IX, X, and XI.

1.14 University Staff

Conditions of employment for university staff are governed by Section 40 of the Act, Section 20 of the Charter, and Statute XXXVIII, with provisions for acting appointments detailed in Section 23 of the Charter. Appointment and promotion of academic staff adhere to the Harmonized Criteria and Guidelines for Appointment and Promotion of Academic Staff (Revised 2022), while non-academic staff appointment and promotion align with the Revised Schemes of Service for Non-Academic Staff (2022).

1.15 Student Association

The Masinde Muliro University Student Organization (MMUSO) fulfills the requirement set by Section 41 of the Act, Section 21 of the Charter, and Statute LIII.

1.16 Description of the University and its Units

Procedures for establishing Schools, Institutes, Directorates, and Science Parks are outlined in Statute XLIX, while Statute LI governs the creation of Departments. The University currently comprises eleven (11) Schools, forty-nine (49) Departments, and three (3) Institutes, detailed in Appendix 4. Each unit operates as a Cost Centre with an allocated budget line, reviewed annually to meet performance objectives. Appendix 4 lists the Directorates and other Administrative Units of the University and their subsections.

2.0 STRATEGIC PRIORITIES

In order to efficiently implement strategic initiatives, an institution must ensure that its financial allocations are aligned with its priorities. MMUST has carefully examined its strategic objectives and allocated resources accordingly. This alignment ensures that the institution's financial resources are directed towards activities that will expedite progress towards its goals.

The university regularly assesses the distribution of finances, on a quarterly, yearly, and five-year basis, across various strategic targets, thereby ensuring that the budget is closely linked to the institution's overarching objectives. By aligning budget allocations with strategic priorities, MMUST aims to optimize resource utilization, enhance accountability, and increase the likelihood of achieving its objectives.

To facilitate this alignment, the university has developed a plan comprising five key result areas (KRAs) through which resources are allocated, utilized, and evaluated.

2.1 KEY RESULT AREAS (KRA)

2.1.1 Institutional Capacity – People and Culture

MMUST prioritizes the development of institutional capacity through a focus on Science, Technology, and Innovation. Central to this effort is the implementation of a university operating system that emphasizes customer service, operational excellence, and employee empowerment. The objective is to ensure 100% employee safety and welfare, 100% customer value, and zero waste.

Culture transformation is deemed essential, recognizing that behaviour is influenced by perceived values within the organization. This encompasses aspects such as compensation structures, decision-making processes, and leadership behaviour. The goal is to cultivate an inclusive, empowered, collaborative, and engaged culture where individuals contribute their skills and perspectives towards realizing the institution's vision and objectives. MMUST endeavours to coach and empower employees to consistently enhance their performance.

2.1.2 Academic Excellence

The university is committed to providing an exceptional learning experience to all students, irrespective of their backgrounds. Our goal is to produce graduates distinguished by their aptitude for learning, employability, leadership potential, and ability to positively impact society.

This goal relies on productive collaboration between faculty and staff, as outlined in our Student Charter. To attract students who will benefit from and contribute to our outstanding learning environment, we will eliminate barriers to education. We aim to attract students seeking a robust institution focused on science, technology, and research, where they can leverage their education for societal advancement. The pursuit of producing outstanding graduates through an enriching learning environment is supported by four crosscutting themes that permeate all our endeavours.

2.1.3 Research and Innovation

MMUST prioritizes the governance of research activities internally, guided by university academics. The establishment and operation of school-based research centres are integral, alongside effective dissemination of research findings. To foster innovation, the university will establish innovation and business centres at the school level, organize innovative events, and facilitate connections between innovators and relevant sectors. Additionally, the university will ensure appropriate funding mechanisms, realistic teaching schedules to accommodate research and innovation, and administrative systems that facilitate and motivate researchers.

2.1.4 Technology and Automation

The adoption of reliable, fast, and adaptable ICT infrastructure is paramount to enhancing the university's operations across all departments. This includes provisions such as a data centre or server space, upgraded network infrastructure across all university buildings, provision of enterprise and server software, as well as bolstering e-learning and virtual library platforms.

MMUST will leverage emerging technologies such as the Internet of Things (IoT), Cloud computing, Artificial Intelligence (AI), and blockchain computing.

2.1.5 Financial Stability, Growth, and Social Value

MMUST aims to significantly contribute to the quality and prosperity of the economy, services, and society by providing skills, employment opportunities, financial stimulus, research and innovation capacity, thus fostering societal advancement while fulfilling the university's mission. To realize our full potential and competitiveness, we strive to enhance efficiency, value for money, and our standing among the top universities.

3.0 STUDENT ENROLMENT

MMUST admits students either under Government Sponsored Student Programme (GSSP) or Privately Sponsored Student Programme (PSSP) based on criteria stipulated in the Admissions Policy. The current student enrolment is at 24,049 distributed in the Eleven School as shown in table 3.1. Of the student population, 13,560 (56.4%) are male while 10,489 (43.6%) are female.

Table 3.1: Summary of the student enrolment in the 2023/2024 Academic Year

ACTIVE STUDENTS - 2023/2024 ACADEMIC YEAR				
S/No.	**SCHOOL**	**MALE**	**FEMALE**	**TOTAL**
1	SCHOOL OF AGRICULTURE, VETERINARY SCIENCES & TECHNOLOGY (SAVET)	844	467	1311
2	SCHOOL OF ARTS AND SOCIAL SCIENCE (SASS)	1521	1627	3148
3	SCHOOL OF BUSINESS AND ECONOMICS (SOBE)	1582	1079	2661
4	SCHOOL OF COMPUTING AND INFORMATICS (SCI)	857	329	1186
5	SCHOOL OF DISASTER MANAGEMENT AND HUMANITARIAN ASSISTANCE (SDMHA)	891	732	1623
6	SCHOOL OF EDUCATION (SEDU)	3389	3282	6671
7	SCHOOL OF ENGINEERING AND BUILT ENVIRONMENT (SEBE)	1248	263	1511
8	SCHOOL OF MEDICINE	126	81	207
9	SCHOOL OF NATURAL SCIENCES (SONAS)	1006	516	1522
10	SCHOOL OF NURSING, MIDWIFERY AND PARAMEDICS (SONMAPS)	538	648	1186
11	SCHOOL OF PUBLIC HEALTH, BIOMEDICAL SCIENCES AND TECHNOLOGY (SPHBS&T)	1558	1465	3023
SUB-TOTAL		13560	10489	24049
GRAND TOTAL		**24049**		

Majority of the students totalling to 20,260 are taking the Bachelors' degree programmes. The number is steady growing with the highest enrolment of 6,297 in first year.

Table 3.2: Distribution of Student Enrolment per year and level of Study

Active Students per level Per Year								
	Level	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**YEAR 6**	**TOTAL**
1	Certificate	211						**211**
2	Diploma	1747	660					**2407**
3	Bachelors	6297	5034	4946	3750	218	15	**20,260**
4	Post Graduate Diploma	25	24					**49**
5	Masters	310	412					**722**
6	Doctorate	106	294					**400**
	Total							**24,049**

4.0 STAFF STATISTICS AND STAFF ESTABLISHMENT AS AT 31ST MARCH 2024

As at 31st March, 2024, MMUST had a total staff population of nine hundred and twenty-eight (928). This is against an approved staff establishment of 1630. The short fall in staff is bridged by a part time staff of Four hundred and ninety-two (492) and twenty-eight (28) adjunct staff. **(Table 1).**

The staff are distributed in four categories thus: Academic-365 (39.33%), technical-90(9.69%), library-26(2.80%, finance – 30 (3.2%), Health – 27 (2.9%) and administrative-390(42.02%) **(Table 2).**

4.1 Administrative and Academic Units

The University has eleven (11) Academic Schools, forty-nine (49) Academic Departments and twenty-four (24) Administrative Units.

4.2 Staff Distribution by Gender

A total of 556 or 59.91 % of staff are males while 372 or 40.08% are females. This clearly indicates that MMUST is compliant to the Constitution 2010 Article 27(8) principle that requires not more than two third of the members shall be of the same gender.

4.3 Statistics on Staff Terms of Service as at 31st March, 2024

MMUST had eight hundred and thirty-two (832) staff serving on permanent and pensionable terms and ninety-six (96) staff serving on contract terms as indicated in Table 1.

Table 4.1: Staff Terms of Service

S/NO	Designation	P&P	Contract	Total
1	Professors	22	07	29
2	Associate Professors	36	-	36
3	Senior Lecturers	75	01	76
4	Lecturers	163	07	170
5	Assistant Lecturers	45	00	45
6	Tutorial Fellows	-	09	09
7	Non – Academic Staff	336	54	390
8	Finance Staff	27	03	30
9	Health Unit Staff	24	03	27
10	Library staff	26	-	26
11	Technical Staff	78	12	90
	Total	**832**	**96**	**928**

Table 4.2: Staff Summary

S/NO	Cadre of Staff	Number	Percentage
1	Academic Staff	365	39.33
2	Technical Staff	90	9.69
3	Library Staff	26	2.80
4	Finance Staff	30	3.2
5	Health Unit staff	27	2.9
6	Non -Teaching Staff	390	42.02

5.0 ASSETS AND LIABILITIES OF THE UNIVERSITY

As at 31st March 2024, the University had total assets of Kshs 7,557,072,286 made up of Kshs 1,856,881,433 of Current assets and Kshs 5,700,190,853 OF Non- current assets.

Total current liabilities stood at Kshs. 712,482,468 hence Net total asset of Kshs. 6,844,589,818 as at 31st March 2024

Table 5.1 Summary tabulation of Assets and Liabilities (As at 31st March 2024)

ASSETS	**30th Sept 2023**	**31st Dec 23**	**31st March 2024**
	Quarter 1	**Quarter 2**	**Quarter 3**
Cash and cash equivalents	289,561,349.00	284,987,530.00	500,360,154.74
Receivables from exchange transactions	1,517,034,530.00	1,111,899,390.00	1,289,358,365.85
Receivables from non-exchange transactions	35,905,087.00	37,486,372.00	53,263,925.50
Inventories	12,422,239.00	17,012,003.00	13,898,987.00
Total Current Assets	**1,854,923,205.00**	**1,451,385,295.00**	**1,856,881,433.09**
Non-current assets			
Property, plant and equipment	5,694,065,978.00	5,708,079,089.00	5,692,278,870.00
Biological assets	1,588,100.00	1,588,100.00	1,588,100.00
Intangible assets	210,173.00	210,173.00	210,173.00
Butula campus dvpt Project	6,113,710.00	6,113,710.00	6,113,710.00
Total non-current assets	**5,701,977,961.00**	**5,715,991,072.00**	**5,700,190,853.00**
TOTAL ASSETS	**7,556,901,166.00**	**7,167,376,367.00**	**7,557,072,286.09**
LIABILITIES			
Current liabilities			
Trade and other payables from exchange transactions	107,933,680.00	60,743,790.00	175,205,391.00
Refundable deposits from customers	401,248,750.00	414,754,091.00	398,732,785.02
Deferred income	53,658,830.00	64,404,905.00	73,288,755.00
Employee benefit obligation	43,778,666.00	35,705,832.00	65,255,537.00
Total current liabilities	**606,619,926.00**	**575,608,618.00**	**712,482,468.02**
NET ASSETS			
Revaluation Reserves	2,327,333,897.00	2,327,333,897.00	2,327,333,896.00

Capital Reserves	776,725,087.00	776,725,087.00	810,475,086.00
Revenue Reserve	3,846,222,256.00	3,487,708,765.00	3,706,780,836.07
Total Net Assets	**6,950,281,240.00**	**6,591,767,749.00**	**6,844,589,818.07**

*(Details are to be found in the University Assets Register)

The university has pending bills of Kshs 162,034,868 composed of part time claims detailed in the attached schedule.

5.1 Strategies in Place for Pending Bills

i. The University is progressively moving courses especially postgraduate to online platform. This will reduce the use of part time Staff
ii. Seek Government bailout.
iii. The university to put in place austerity measures that may release funds to cover the pending bills

6.0 STATUS OF IMPLIMENTATION OF THE APPROVED 2023/2024 BUDGET AND PROCUREMENT PLAN

6.1 Budget for Financial Year 2023/2024

The University presents its budget for the financial year 2023/2024. The budget has been prepared on the basis of expected growth in the face of challenging demands on scarce financial resources. The University will endeavour to continue offering quality training, research and community outreach programmes. This budget proposal outlines various issues affecting the development of the University in its quest to fulfill its mandate. The proposal further states various achievements, challenges and the role this budget is envisaged to play in the attainment of the University goals and responsibilities in line with the MDGs, Vision 2030 and Bottom-Up Economic Transformation Agenda (BETA) of the National Government.

The University has retained the budget at Kshs **3,640,062,000** of which **Kshs 3,301,000,000** is for Recurrent Expenditure and **Kshs. 339,062,000** for Capital Expenditure. The Recurrent Expenditure of Kshs **2,3993600** is to cater for the personnel emoluments and **Kshs 901,400,000** will be applied on operations and maintenance. The University will finance this budget by raising Kshs. **1,982,172,322** from internal sources and Kshs. **1,454,029,678** in grants from the National Treasury with Kshs. 1,318,827,678 and 135,202,000 from recurrent grants and capital grants respectively.

6.2 Budget Performance Report as at 31st March 2024

We present below budget performance report showing actual budget allocation vis-à-vis actuals hence a budget variance and percentage absorption of the budget.

Overall budget performance is at 74% which compares favorably to the anticipated budget absorption of 75%

Table 6.1: Budget Vis-À-Vis Actual Report- Budget absorption (As At 31/03/2024)

DESCRIPTION INCOME	FINAL BUDGET	ACTUAL	VARIANCE	BUDGET APPRORPTION
Government grants				
Government Recurrent Grants	1,318,827,678	**879,218,453**	439,609,225	67%
Total Government Grants	**1,318,827,678**	**879,218,453**	439,609,225	67%
Appropriation in Aid (AIA)				0
Tuition and other Related charges	1,869,448,322	**1,799,081,727**	70,366,595	96%
Research Income	50,000,000	**48,328,886**	1,671,114	97%
MMUST Enterprises Income	25,482,000	**9,005,894**	16,476,106	35%
Other Income	27,242,000	**34,900,073**	-7,658,073	128%
Finance Income	10,000,000	**2,637,958**	7,362,042	26%
Total Internally Generated Revenues	**1,982,172,322**	**1,893,954,538**	**64,379,636**	96%
TOTAL INCOME (A)	**3,301,000,000**	**2,773,172,991**	**503,988,861**	84%
EXPENDITURE				
Personnel Emoluments	**2,399,600,000**	**1,816,877,711**	**571,623,776**	76%
Depreciation and Amortation	129,732,000	**99,070,918**	30,661,082	76%
Repairs and Maintenance	**43,500,000**	**25,959,516**	17,540,484	60%
Contracted Services	**124,000,000**	**91,543,911**	**32,456,089**	74%
General Administrative Expenses	**187,149,630**	**126,805,016**	**60,344,614**	68%

Academic Expenses	**351,402,000**	**228,488,665**	**122,913,335**	65%
Council Expenses	**30,500,000**	**25,698,093**	**4,801,907**	84%
Finance Cost	2,826,370	**1,053,424**	1,772,946	37%
IGU Expenses	**20,290,000**	**9,910,832**	**10,379,168**	49%
Contingency Liability Expenses	**12,000,000**	**971,202**	**11,028,798**	8%
TOTAL EXPENDITURE (B)	**3,301,000,000**	**2,426,379,288**	**863,522,199**	74%
SURPLUS/(DEFICIT) (A-B)	**0**	**346,793,702**	**0**	**0**

6.2 Status of the Implementation of the Approved 2023/24 Procurement Plan

Tables 1-4 present a summary of the current status regarding the implementation of the approved 2023/24 Procurement Plan.

Table 6.2: Commitments for Financial Year 2023-2024

Indicator	**Total allocated amount in Kshs.**
Consolidated Procurement Plan	370,870,000
Access to Government Procurement Opportunities	111,261,000
Persons with Disabilities (PWD)	2,225,220

Table 6.3: Implementation of the procurement plan for the 1st Quarter of Financial year 2023-2024

1st Quarter 2023-2024			
Actual Procurements done **A**	**Target for the Quarter** **B**	**Variance (B-A)** **C**	**% of Achievement**
52,969,244	61,500,000	8,530,756	86.1%

Table 6.4: Implementation of the procurement plan for the 2nd Quarter of Financial year 2023-2024

2nd Quarter 2023-2024			
Actual Procurements done **A**	**Target for the Quarter** **B**	**Variance (B-A)** **C**	**% of Achievement**
84,856,602	92,717,500	7,860,898	91.52%

Table 6.5: Implementation of the procurement plan for the 3rd Quarter of Financial year 2023-2024

3rd Quarter 2023-2024			
Actual Procurements done **A**	**Target for the Quarter** **B**	**Variance (B-A)** **C**	**% of Achievement**
195,945,822	200,000,000	4,054,178	97.97%

Notes on implementation of procurement plan

- The implementation for the 3rd quarter of FY 2023-2024 of the procurement plan had a high target because most of the tenders were awarded in the 3rd quarter

(Details can be found in the Approved Procurement)

6.3 Capital Budget Report (As At 31st March 2024)

Table 6.6: Below is capital budget performance as at 31st March 2024

Capital Budget					
	Details	**Budget**	**Expenditure**	**Commitment**	**Balance**
1	Construction of Engineering Complex	135,202,000	70,548,565	0	64,653,435
2	Swimming Pool Completion	30,000,000	800,613	0	29,199,387
3	Footbridge	3,000,000	1,521,299	0	1,478,701
4	Butula	13,000,000	0	0	13,000,000
5	ICT Infrastructure Improvement	31,860,000	6,574,670	6,088,355	19,196,975
6	Purchase Plant & Equipment	20,000,000	13,817,876	4,738,702	1,443,422
7	Purchase of Library Books	20,000,000	16,373,968	3,597,121	28,911
8	Purchase of Furniture and fittings	10,000,000	7,914,086	487,750	1,598,164
9	Purchase of Computers	12,000,000	11,204,300	1,949,200	-1,153,500
10	CCTV Phase 2	5,000,000	1,400,000	0	3,600,000
11	Upgrading health dispensary	10,000,000	0	0	10,000,000
12	High Mast flood light	12,000,000	0	0	12,000,000
13	Solar project	20,000,000	19,080,589	0	919,411
14	Student center	10,000,000	0	0	10,000,000
15	Renovation of Milimani Hostels	5,000,000	3,885,430	0	1,114,570
16	Feasibility Study & Consultancies	2,000,000	156,100	823,115	1,020,785
	Sub-total	**339,062,000**	**153,277,496**	**17,684,243**	168,100,261

7.0 PROJECTS BEING IMPLEMENTED BY THE UNIVERSITY

This section presents an overview of the ongoing projects currently undertaken by the university.

7.1 Installation of Solar Works

Table 7.1 Summary of Contract Details

Contract Summary	
Project Title	Installation of Solar Works
Contract Number	MMUST/015/SOLAR/2022-2023
Client	Masinde Muliro University Of ScienceAnd Technology
Contractor	Gizaa Power Solutions P.O Box 14649-00100 Nairobi
Source of Funds	A-in-A
Contract Sum	Kshs. 19,084,472.00
Amount Certified to date	Kshs. 19, 080,589.00
Amount of Retention to date	Kshs. 954,029.45
Date Of Site Possession	2nd June 2023
Commencement Date	9th June 2023
Contract Period	Four (4) Weeks
Project Handing Over Date	4th November 2023
Contract Period Elapsed	N/A - Works completed
% of Work Done	100%

7.1.1 Justification of the Project

The purpose of the project is to reduce the expenditure of electricity bills by providing additional source of power to the key University Buildings – Administration Block and Main Library. It is envisioned that the installed system will offset about **50%** of the power consumption of the ABA building and **70%** of the power consumption of the Library Building and also stabilise their power supplies especially inconsideration to the frequent power outages and instabilities experienced in Kakamega

7.1.2 Scope

The following are the important details of the installation works:

i. Installation of solar ground mounted car port for the ABA and Library solar backup systems
ii. Installation of a **30KW** solar grid tide and **50 KWH** battery backup system for the **ABA building**,
iii. And **25KW** solar grid tide and **25KWH** battery backup for the Library Building all linked by an automated smart system that shall prioritize power solar, KPLC and generator power respectively

7.1.3 Current status (as at 2nd April 2024)

The project is completed and handed over.

7.2 Proposed Construction of The 3 No. High Mast Floodlights and Associated Works

Table 7.2: Summary of Contract Details

CONTRACT DATA	
Project title	Proposed construction of the 3 number high mast floodlights and associated works
Client	Masinde Muliro University of Science and Technology (MMUST)
Main Contractor	Match Electricals LTD
Contract Sum	Kshs.11,823,645.92

Source of Funds	A-in-A
Amount Certified to date to Main contractor	**Kshs. 8,887,860.82.00**
Retention Sum to date	**Kshs. 591,182.30**,
Date of possession of Site	1st August 2023.
Commencement date	8th August 2023.
Contract period	12 weeks.
Contract completion date	31st October 2023.
Contract period elapsed	N/A- Project Completed
% of contract period expired	100 %
% of work done	100%

7.2.1 Justification of the Project

The purpose of the project is to improve lighting in both Main Campus and Milimani Sections of the University thereby improving security of the students at night. Incidents of insecurity occasioned by inadequate lighting had been reported, therefore the installed flood lights will alleviate the situation.

7.2.2 Scope

The following are the important details of the installation works:

i. Installation of three (3) No thirty (30m) high-high mast at three strategic locations in MMUST Main Campus
ii. Each light pole (high mast) has a total of nine (9) LED lights of a total wattage 3600 watts
iii. Power distribution system and systems of automatic switches

7.2.3 Current status (as at 2nd April 2024)

The project is completed, handed over and the defects Liability Period for the installed systems is on-going.

7.3 Construction of the Proposed Foot Bridge and Associated Works

Table 7.3 Summary of Contract Details

Contract Data	
Project title	The Proposed Foot Bridge and Associated Works
Contract Number	MMUST/EST/005/2020-2021
Client	Masinde Muliro University of Science and Technology (MMUST)
Contractor	Hanif Construction Company Limited
Source of Funds	A-in-A
Contract Sum (This is the amount quoted by the contractor for completion of the works)	**Kshs. 11,419, 395.00**
Amount certified in interim payment certificate no 1 based on works done and materials on site	Kshs 4,293,520.00
Amount certified in interim payment certificate no 2 based on works done and materials on site	Kshs 1,921,732.11
Amount certified in interim payment certificate no 3 based on works done and materials on site	Kshs 3,894,348.93
Amount certified in the final payment certificate no 4 based on works done and materials on site	**Kshs. 1,151,468.96**
Liquidated damages	**Kshs. 250,000.00**
Total amount certified to date (total value of works approved to-date)	**Kshs. 11,207,070**
Amount of retention to-date (total amount retained by the client to-date)	**570,969.75**
Date of possession of Site	9th August 2021
Commencement date (this is the date when the construction works was to begin)	16th August 2021
Contract period (Initial period allocated for the works)	26 weeks

Contract completion date (1st scheduled date for completion)	14th February 2022
Revised Contract Completion date (Revised date upon contractors request)	26th September 2025
% of work done	100 %

7.3.1 Justification of the project

The purpose of this project is to provide a shorter and safer accessibility for students' movement between **students' hostel –hall 4** and **the Main campus section of the university.** This will also improve the safety of the students at night during their movements between these two sections of the University

7.3.2 Scope

The construction works include:

i. Construction of the suspended reinforced concrete bridge with an approach and exit pavement totalling to about 300m, from ring road near MCU to Hall 4.
ii. Installation of solar street lighting along the length of the pavements.

7.3.3 Current status (as at 2nd April 2024)

The project is completed and handed over.

7.4 Construction of The Proposed Olympic Size Swimming Pool and Associated Works

Table 7.4: Summary of Contract Details

CONTRACT DATA	
Project title	Construction of The Proposed Olympic Size Swimming Pool and Associated Works
Contract Number	MMUST/EST/006/2020-2021
Client	Masinde Muliro University of Science and Technology (MMUST)
Contractor	Wilkori Building and Civil Engineering Contractors Limited
Source of Funds	A-in-A
Contract Sum	Kshs. 78,200,692.00
Revised Contract Sum	Kshs. 96,493,278.28

Total Amount certified to date based on works done and materials on site	Kshs. 65,122,606.45
Retention Sum to date	Kshs. 3,910,034.60
Date of possession of Site	29th July 2021
Commencement date	29th July 2021
Contract period	137 weeks
Revised Contract completion date	15th March 2024
Contract period elapsed	137 + 3 weeks
% of work done	80 %

7.4.1 Justification of the Project

The purpose of this project- Construction of The Proposed Olympic Size Swimming Pool and Associated Works- is to provide requisite facilities for training courses of Bachelor Science in Physical Education, Health Promotion and Sports science. Additionally, the finished facility shall enable the University to host Olympic swimming matches therefore becoming an additional income generation to the University.

7.4.2 Scope

The installation works include:

i. Construction of the Main Olympic size swimming pool (50m x 25m)
ii. Construction of pavilions on either sides of the pool and offices underneath the pavilions
iii. External works including drainages, fences, land scapping and pavements
iv. Mechanical and electrical works

7.4.3 Completed Works as at 2nd April 2024

i. Overall completion progressed to **80%.**
ii. The contractor executed the terrazzo laying of the pavilion
iii. Processing of the time extension was also executed, based on the justifiable reasons that were presented and the project was extended to **15th March 2024** to enable the contractor complete the remaining works and hand over, however the works are not completed to-date and the liquidated damages are running
iv. The roofing for the canteen and the toilets completed

7.4.4 Works on-going as at 2nd April 2024

i. The perimeter walling are on-going and the remaining bit is fixation of the grills (masonry and concrete are completed)

ii. The Tilling of the main pool and terrazzo laying of the pavilions are on-going, so far the walls are tiled, the pool floor remaining
iii. Roofing of the VIP pavilion ongoing with the trusses already put in place

7.4.5 Pending Works

1. Installation of pumps and filters for the main pool
2. Floor finishes for the buildings (Pavilions, canteen and changing rooms)
3. Trunk sewer system

7.4.6 Challenges facing the project

The main challenge facing the project is contractor`s slow pace of works.

7.5. Construction of the Proposed Engineering and TVET Complex and Associated Works

Table 7.5: Summary of Contract Details

Contract Summary	
Project Title	The Proposed Engineering and TVET Complex & Associated Works
Contract Number	MMUST/EST/001/21-22
Client	Masinde Muliro University Of ScienceAnd Technology
Contractor	Pinnie Agency Limited P.O Box 104080-00100, Nairobi
Source of Funds	GOK
Contract Sum	Kshs. 716,991,230.00
Total amount certified to date based on works done and materials on site	Kshs. 215,862,405.00
Amount of Retention to date	Kshs. 21,586,217.00
Date Of Site Possession	16th November 2021
Commencement Date	29th November 2021
Contract Period	208 Weeks
Contract Completion Date	21st September 2025
Contract Period Elapsed	122 Out of 208 Weeks (58.6 %)

% of Work Done	30 %

7.5.1 Justification of the Project

The proposed complex is to provide additional teaching spaces and provide requisite facilities for technical and vocational education for both Engineering and TVET course. It is also envisioned to enhance Science, Technology, Engineering and Mathematics (STEM) training both in pre-service and Continual Professional Development (CPD).

7.5.2 Project Scope

The project includes the following:

1. Construction of Three Block of 25,000 sq. Metres floor space that will house Offices, Seminar Rooms, Board Rooms, Lecture Halls, Labs and Lecture Theatres.
2. Electrical and mechanical Works
3. CCTV Cameras, EPABX and Structured Cabling Installations.
4. Permanent and Movable Fixtures

7.5.3 Completed Tasks

The following tasks have been completed pertaining to the project:

1. The overall progress of work stands at 30%
2. All tendering and the award processes are complete
3. The contractor is on site and work is on-going
4. Construction of the site offices and the stores completed
5. Excavation of foundation is completed
6. Concreting of the basement and the entire ground floor slab including the suspended section of the slab

7.5.5 Works on-going as at 2nd April 2024

Formwork and reinforcement placing for the second floor slab on-going

7.5.6 Challenges facing the project

Contractor`s slow speed of executing the works

7.6. Construction of the Proposed Library and Associated Works at Butula Campus Phase 1

Table 7.6: Summary of Contract Details

Contract Summary	
Project Title	Construction of the Proposed Library and Associated Works Phase 1 (at Butula Study Center)
Contract Number	MMUST/020/BUTULA/2021-2022
Client	Masinde Muliro University Of ScienceAnd Technology
Contractor	Emricon Limited P.O Box 14649-00100 Nairobi
Source of Funds	GOK
Contract Sum	Kshs. 19,020,990.00
Amount Certified to date	Kshs. 6,004,510.00
Amount of Retention to date	Kshs. 600,451.00
Date of Site Possession	29th July 2022
Commencement Date	5th August 2022
Contract Period	52 Weeks
Contract Completion Date	31st July 2024
Contract Period Elapsed	87 out of 104 weeks (83.6%)
% of Work Done	55%

7.6.1 Justification of the Project

The proposed library is envisioned to provide library space as a requisite requirement to the University Education, according to the requirements and guidelines of the Commission of

University Education (CUE) The study centre currently has inadequate library space therefore the proposed facility shall provide both library reading area and offices for the Library Staff.

7.6.2 Scope

This construction involve construction of the foundation of the structure, finishes of the ground floor structure level to the usable state and concreting of the first-floor slab to act as the roofing for the ground floor facilities

7.6.3 Completed Tasks as at 2nd April 2024

The following progresses have been realized pertaining the project:

i. All tendering and the award processes are complete
ii. The site is already possessed by the contractor
iii. The contractor has constructed the site office and the hoardings
iv. All substructure works are completed
v. The columns on the ground floor slab are concreted

7.6.4 Works on-going as at 2nd April 2024

i. The completion works has resumed
ii. The re-mobilisation works for the contractor to embark on completion works is on-going
iii. Formwork and reinforcements for the 1st floor are already in place awaiting concreting works

7.6.5 Pending Works

i. Finishes
ii. External works
iii. Electro –mechanical works

7.6.6 Challenges facing the project

The main challenge facing the project is contractor`s slow pace of works.

8.0 EFFECTIVENESS OF THE NEW UNIVERSITY FUNDING MODEL AND CHALLENGES EXPERIENCED

The Government of Kenya unveiled the new funding model to ensure students facing financial hardships will not be required to pay any fees to colleges and universities including their upkeep. The model is on Mean Testing Instrument which categorizes students into five bands.
The First-year students were funded as follows:

Table 8.1: Summary of First-Year Students Funding

	No. Awarded Scholarship	**Number on HELB loan**	**Scholarship Amount received (Ksh)**	**HELB Amount received (Ksh)**
Semester 1	4,102	4,329	232,083,700	139,884,645
Semester 2	0	2,565	0	83, 076,040
Total			**232,083,700**	**222,960,685**

Of the 4752 Fist year Students, 650 were not awarded the first semester scholarship. In the second semester none of the student has been awarded scholarship.

8.1 Challenges of the New Funding Model

1. **Delayed remittance of funds to the University**. This has led to cash flow disruptions. Universities rely on predictable cash flows to plan their budgets effectively. When funds are delayed, it becomes challenging to accurately forecast revenue and allocate resources appropriately. As a university, we struggle to meet our financial obligations and this affects our ability to provide essential services to students and faculty.
2. **Funds meant for MMUST transferred to other Universities**. This is occasioned by the failure of the funding Board to accurately identify to recipient of the student's sponsorship funds. This denies the University access to resources meant to support its programs and service delivery.
3. **There are needy students not identified by the current funding Model.** They applied for funding but were not allocated. This may potentially result to drop out from our programs
4. **TVET students were left out.** About 1000 TVET students are not supported by the new funding models.

5. **Some students funded at low-cost programmes and transferred to higher cost programmes.** The funding Board has not adjusted the funding to the new programmes

9.0 MMUST POSITION ON THE RECOMMENDATIONS OF THE PRESIDENTIAL WORKING PARTY REPORT ON HIGHER EDUCATION SUB-SECTORS

Presidential Working Party on Education Reform (PWPER), appointed on 29th September 2022 by His Excellency the President through Gazette Notice No. 11920.

Table 9.1: MMUST View of Recommendations of The Presidential Working Party Report On Higher Education Sub-Sectors

Sn	Subsectors	Our views
1.	Financing Universities	There is need for increased/more government funding TVET Universities should be funded the way other TVET institutions are funded
2.	Enrolment in Tertiary Education	There is steady increase in demand on tertiary education There is Steady increase of TVET institutions in the Universities Therefore, it is important to let the Universities to continue to offer Diploma and certificate programs. This will allow smooth progression pathway (TVET)
3.	Students/Pupil Teacher Ratio	The report should include teacher student ratio at universities for comparison with international standards.
4.	Gender Parity in Universities	Need for more affirmative actions to address gender parity at universities.
5.	Student Financing	There is need to harmonize the new funding model with bursaries that are offered by other institutions including NG-CDF and any other donors.
6.	Public University Completion Rates	Public University student Completion Rates to be harmonized There is need for adoption of a standard measure (Formula) for completion rate of students in universities Need for harmony in accreditation of programs with clear rules.

10.0 ACCREDITATION STATUS OF UNIVERSITY PROGRAMMES

The university offers 250 academic programmes with 48 being Doctoral programmes, 75 Masters, 79 Bachelors, 31 Diploma and 14 Certificate. All the degree programmes were reviewed in the

2022/23 academic year as per the Commission for University Education Standards and Guidelines to address the emerging market trends and demands. Currently, the Teacher Education Programmes are under review as per the Commission for University Guidelines for Review of Curriculum for University Teacher Education Programmes, 2023. The summary and distribution of academic programmes on offer is provided in the table below:

Table 10.1: Summary of the current academic programs on offer per school

SCHOOL	PHD	MASTERS	PG DIPLOMA	BACHELORS	Dip	Cert	TOTAL
SEDU	8	17	1	5	2	1	**34**
SCI	1	1	0	4	1	1	**8**
SAVET	2	6	0	9	3	1	**21**
SPBH&T	6	11	1	16	8	3	**45**
SOM	0	0	0	1	0	1	**2**
SEBE	2	3	0	6	8	0	**19**
SASS	7	11	0	4	4	4	**30**
SDMHA	5	7	1	11	2	2	**28**
SONAS	16	15	0	11	1	-	**43**
SOBE	1	3	0	4	2	1	**11**
SONMAPS	0	1	0	8	-	-	**9**
TOTAL	**48**	**75**	**3**	**79**	**31**	**14**	**250**

In response to the market needs, the university has developed 21 new academic programmes and submitted them to the Commission for University Education for approval.

10.1 TVET Programmes

MMUST has an accredited TVET Institute. Of the 45 Diploma and Certificate programmes on offer, 19 of them have been accredited by TVETA. The TVET accredited programmes are presented in the table below.

Table 10.2: List of TVETA Approved CBET Programmes Per School

S/NO.	PROGRAMME	KNQF LEVEL	SCHOOL
1.	Diploma in General Agriculture	6	School of Agriculture Veterinary Sciences and Technology (SAVET)
2.	Diploma in Horticulture	6	
3.	Certificate in General Agriculture	5	

4.	Diploma in Building Construction	6	School of Engineering and Built Environment (SEBE)
5.	Diploma in Civil Engineering	6	
6.	Diploma in Disaster Management	6	School of Disaster Management and Humanitarian Assistance (SDMHA)
7.	Diploma in Security and Intelligence Studies	6	
8.	Diploma in Medical Laboratory Technology	6	School of Public Health, Biomedical sciences and Technology (SPBHS&T)
9.	Diploma in Fitness Instruction and Recreation Management	6	
10.	Certificate in Sports Coaching	5	
11.	Diploma in Community Health and Development	6	
12.	Diploma Social Work and Community Development	6	School of arts and Social Sciences (SASS)
13.	Diploma in Criminology and Criminal Justice	6	
14.	Certificate in Criminology and Criminal Justice	5	
15.	Diploma in Applied Biology	6	School of Natural Sciences (SONAS)
16.	Diploma in Information Technology	6	School of Computing and Informatics (SCI)
17.	Diploma in IT and E-Waste Management	6	
18.	Diploma in Human Resource Management	6	School of Business and Economics (SOBE)
19.	Certificate in Mortuary Science	5	School of Medicine (SOM)

10.2 Challenges

The process of approval of new academic programmes at the Commission for University Education is too slow. This disadvantages many potential students who are interested in joining MMUST for their studies.

11.0. DIVERSIFYING UNIVERSITY REVENUE

Addressing financial sustainability, this subsection delves into our institution's strategies for diversifying university revenue.

11.1 Strategies in Use

1. Utilizing MMUST Enterprises for consultancy services, leveraging the expertise of university scholars and researchers, potentially yielding KShs 50 million annually.
2. Enhancing revenue generation from existing business units like Catering, Detergent Manufacture, Commercial Farm, and Facilities Leasing, aiming for KShs 25 million annually.
3. Innovating new commercial ventures based on university-generated knowledge and patented products such as MMUST Water, MMUST Mug (Nourished Porridge Flour), MMUST Yoghurt, MMUST Honey, among others.
4. Rental income from university facilities, grounds and Laboratories including the State of the art stimulation skills lab and the anatomy laboratory.
5. External Research Funding. The table below shows revenue received from research funds.

Period	Amount (Kshs.)	Amount received by the University (5% of the grants awarded
1st quarter,	39,100,861.44	1,955,043.07
2nd quarter	19,063,581.03	953,179.05
3rd quarter	29,479,091.76	1,473,954
Totals	**87,643,534.23**	**4,382,176.12**

12.0 INITIATIVES TO SUPPORT THE BOTTOM-UP ECONOMIC TRANSFORMATION AGENDA (BETA) IN RESEARCH AND INNOVATION

The directorate of research and Postgraduate Support at MMUST has been instrumental in aligning the Research activities to the Bottom-up Economic Transformation Agenda (BETA). The following are Research activities that have been prioritized to support the BETA.

12.1 Research

Table 12.1: URF Allocation

Sector	BETA thematic area	BETA enabler	Research projects
Energy, Infrastructure and ICT	• Housing and Settlement	• Infrastructure - roads, electricity, petroleum	1. Development of "Green Concrete" From Agricultural

	• Digital Superhighway and Creative Economy – digital superhighway		Wastes Ashes for Sustainable Construction 2. An Artificial Intelligence Based Model for Gender Diversity and Biases **3. Innovation Hubs for research.**
Health	• Healthcare		4. Sexual Health Misinformation on Social Media: Supporting Adjustments and Mitigation Measures Among Youth in Kenya 5. Development of Bioavailable Herbal Antioxidant and Anticancer Compounds Through Metal-Flavonoid Complexion 6. Leadership Competencies as A Determinant of Public Healthcare Facilities' Service Delivery in Busia 7. Micro-biome Analyses of Community-Acquired Bloodstream Paediatric Infections at Kakamega County General, Teaching and Referral Hospital 8. Capacity Building for Front-Line Healthcare Workers in Level Two and Three Health Facilities on Obstetric Emergency Care in Western Region, Kenya 9. Analysis of Antibiotic Residues and Determination of Antimicrobial Resistance Towards Specific Drugs Identified in Animal Products Collected from Kakamega County, Kenya
Environment Protection, Water and Natural Resources		• Infrastructure – water & irrigation • Blue Economy • Environment and Climate Change	(Environmental Management)

Agriculture, Rural and Urban Development	• Agriculture Transformation and Inclusive Growth	• Manufacturing – Leather, Dairy, textile, edible oils, tea	10. Exploiting Polyploidy to Increase Napier Grass Forage Yield, Quality and Resilience to Abiotic and Biotic Stress
Social Protection, Culture and Recreation	• Digital Superhighway and Creative Economy – creative economy	• Women Agenda • Social Protection • Sports, Culture and Arts • Youth Empowerment and Development	11. Socio-Ecological Determinants of Gender-Based Violence and Resilience in Turkana County, Kenya 12. An Artificial Intelligence Based Model for Gender Diversity and Biases 13. Investigating The Street Children's Life Trajectories and The Effectiveness of Street Children Programmes in Selected Counties of Western Kenya

Table 12.2: Youth URF allocation

Sector	BETA thematic area	BETA enabler	Research projects
Health	• Healthcare		1. Integrated Intervention for Behavioural and Mental Health Outcomes Among Kenya University Students (Project IBEMOU) 2. Molecular Markers in Antibiotic Resistant Non-Tuberculous Mycobacteria Isolates Among HIV Patients Presenting with Presumptive Tuberculosis
Environment Protection, Water and Natural Resources		• Infrastructure – water & irrigation • Blue Economy • Environment and Climate Change	(Environmental Management)
Agriculture, Rural and Urban Development	• Agriculture Transformation and Inclusive Growth	• Manufacturing – Leather, Dairy, textile, edible oils, tea	3. Organic Fertilizer innovation project
Social Protection,	• Digital Superhighway and	• Women Agenda • Social	4. Technology And Innovation: Re-

Culture and Recreation	Creative Economy – creative economy	Protection • Sports, Culture and Arts • Youth Empowerment and Development	Addressing Challenges to Inclusive Education, Leadership and Gender Responsive Environment in Secondary Schools, Kenya, Rwanda, And Ethiopia sing Neurwell Care Classroom Intervention Programme
General Economic and Commercial Affairs	• Transforming the Micro Small and Medium Enterprise (MSME) Economy	• Manufacturing – leather, dairy, textile, edible oils, tea, building and construction materials • Services Economy – tourism	5. A Comprehensive Investigation into The Implementation and Impact of Circular Economy Practices in Masinde Muliro University of Science and Technology

Table 12.3: On-Going Research activities

Sector	BETA thematic area	BETA enabler	Project	Amount
Health	• Healthcare		6. Antibiotic Resistance and Virulence in Pseudomonas Aeruginosa Wound Isolates from A Regional Referral Hospital in Western Kenya. 7. Upscaling Novel Bio-Rational Products for Controlling Tungiasis in Eastern Africa 8. Diagnostics For African Health System. 9. Commercialization of a Tropical Treatment for giggers	1664817.7 2866361.44 4582462.17 7499950

Environment Protection, Water and Natural Resources		• Infrastructure – water & irrigation • Blue Economy • Environment and Climate Change	10. Application of Zeolite as An Absorbent for The Removal of Pollutants in Wastewater. 11. Climate Mobility Africa Research Network- Andancing Knowledge and Collaboration to Promote Evidence - Based Law and Policy Reponses to Climate Mobility in Africa	1585344.33 6288835.77
Agriculture, Rural and Urban Development	• Agriculture Transformation and Inclusive Growth	• Manufacturing – Leather, Dairy, textile, edible oils, tea	12. Research Funds for Bulking Of 4 Potato Varieties /Accessions from National Performance Trials (Npt) In New Places.	8,217,196.33
Social Protection, Culture and Recreation	• Digital Superhighway and Creative Economy – creative economy	• Women Agenda • Social Protection • Sports, Culture and Arts • Youth Empowerment and Development	13. Inclusive Home Early-Based Learning Project (Ihelp).	22000000

Table 12.4: Dissemination of Research Output (2023)

Conferences		**Impact**
	1. 15th – 17th November 2023. STEMEIC2023 Conference	People were informed on STEM and TVET learning
	2. 26th -29th March 7th Africa Council for Distance Education Conference 2024	ICT aspects disseminated to people
Workshops	1. 16th – 19th October 2023 Workshop on Documentation and digitalization of	Products from indigenous population from western Kenya

	indigenous knowledge intellectual assets in Kakamega County.	
	2. 3rd - 4th October 2023 Workshop on 90-day plan for improved service Delivery and customer care.	Workshop on how to deal with customer issues
	3. 26th October 2023 Public Lecture on Models and Policies: Lessons from Disease	Inform people on policies including Bottoms up
	4. 10th November NACADA SURVEY on Drugs in Universities	On Drug abuse among the youth
	5. 20th – 2rd November 2023 CHEMCAD, gasification AND Catalysis Training. Prof. Reina Malesa a Professor of Physical Chemistry from Brandenburg University of Applied Sciences in Germany trained staff and students on: i. gasification, the conversation of biomass to energy ii. catalysis and competition	On maximizing production for SMEs

Table 12.5: Environmental Protection

Environmental Protection		
Sector	**BETA enabler**	**Project**
Environment Protection, Water and Natural Resources	• Infrastructure – water and irrigation • Blue Economy • Environment and Climate Change	• Growing of 28,400 tree seedlings targeted in the FY 2023/24. • Tree growing on-going. Trees planted in Coast (Mangrove), Nandi Escarpment, Kakamega Forest, and educational institutions.

12.2 Innovation

The MMUST Science Park aligns with Kenya's Bottom-Up Economic Transformation Agenda (BETA), focusing on the informal sector and SMEs to create jobs and alleviate poverty. Prototypes developed by the Division of Planning Research and Innovation, filed with KIPI, form part of MMUST IP:

1. With Bio innovate support, a proposal for jigger drug treatment has been up scaled into a commercial product.
2. Value addition efforts are underway for products developed in the science park. Initiatives include:
    i. A startup using a patented local laundry machine to ease housework.

ii. Development of locally sourced shoe polish pending KEBS approval for market rollout.
iii. Collaboration with industries to upscale MMUST mug production and related food supplements for malnutrition alleviation.
iv. MoUs with tertiary institutions in western Kenya for rapid prototyping and engagement, seeking support from Fintech companies and Equity investors.
v. Community outreach for packaging indigenous technologies in line with UNESCO, such as stingless bee cultivation for local community empowerment.
vi. Engagement of a Patent agent for streamlined patent filing, industry outreach, and investor engagement, aiming to roll out at least 20 companies in the next four years from the 41-plus IPs filed.

12.3 Onboarding of Government Services and Closure of Non-Designated Payment Platforms

The Core payment processes onboarded to e-citizen are application fee, tuition fee, library charges cafeteria services and IGU.

MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY



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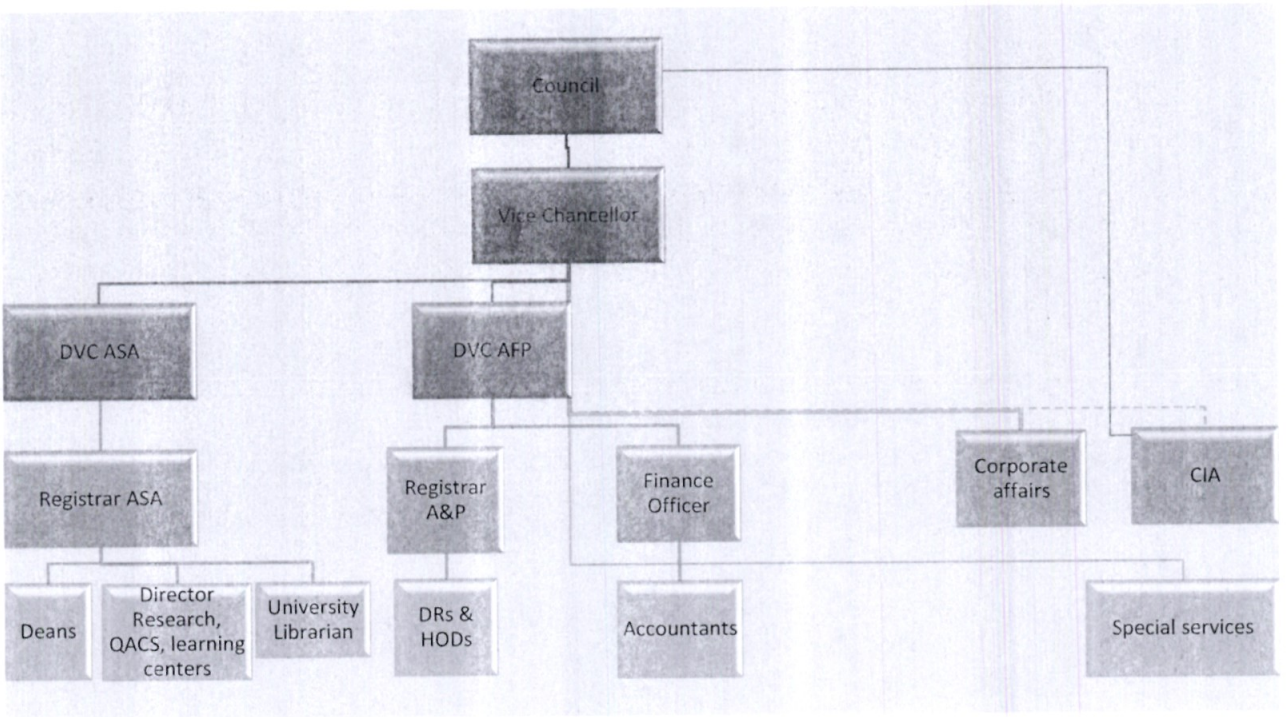
1 AN OVERVIEW OF THE INSTITUTIONS GOVERNANCE STRUCTURE INCLUDING THE COMPOSITION OF THE COUNCIL

Meru University of Science and Technology (MUST) is public university established under the Universities Act 2012 and chartered on March the 1st 2013. It is one of the science and technology universities of Kenya, chartered to develop Science Technology and Innovation human resource, research and innovate, create and transfer knowledge crucial in meeting the Kenya Vision 2030 aspiration of Kenya becoming a middle-income industrial nation. Located on the equator, MUST is strategically located to impact the northern half of the country that currently underdeveloped.

Like all other public universities, MUST is owned by the Government of Kenya and therefore subject to the Kenya Constitution. It's mandate and overall structure is spelt out in the Meru University of Science and Technology Charter 2013. The organic structure of the University is shown in figure 1 below:

Figure 1: The University Organogram



1.1 COUNCIL MEMBERSHIP AND COMMITTEES COMPOSITION

The council is composed of 9 members and is organized into four committees:

MUST is ISO 9001-2015 and ISO 27001-2013 certified

Name	Position
Dr Jane Kiringai PhD	Chairperson
Mr Fredrick Ndambuki	Rep. PS State Dept of Higher Edu and Research
Mr Joseph Mwaura	Rep The National Treasury
Ms Janet Atika Ominde	Independent Member
Dr Jacob Kwaba	Independent Member
Ms Lucy Molonket	Independent member
Mr Martin Kinoti	Independent Member
Prof Romanus Odhiambo	VC, Secretary

1.2 COUNCIL MEMBERS' PROFILES

DR. JANE WANGUI KIRINGAI, Chairperson



Dr. Jane Wangui Kiringai is the Chairperson of the Meru University of Science and Technology (MUST) Council. Dr. Wangui has a wealth of experience in governance. She is also the Chairperson, Commission on Revenue Allocation (CRA) (Executive), a position she has held since February 2017. At CRA Dr. Wangui has provided leadership, guidance and direction in discharging the mandate of Commission as provided in the Constitution of Kenya 2010. Dr. Wangui is also the Senior Kenya Country Economist and task team leader of several Knowledge Programs, Technical Assistance and Policy Dialogue and Task Team leader branded Knowledge Programs amongst them Kenya Economic Update knowledge programme (KEU), Kenya Public Expenditure Review program (PER), Kenya, Ethiopia and Rwanda, Macroeconomic monitoring and reporting for the country, Co Task Team leader Kenya Devolution Support Program, Policy Notes for the new government and Policy Dialogue and engagement.

MARTIN KINOTI; Member



Martin is an Animal Nutrition specialist and practitioner and holds a BSc. (Animal Production) from Egerton University and an MSc. (Applied Nutrition) from the University of Nairobi. He has also undertaken several practical training sessions in livestock nutrition and management in England, USA, Belgium and Israel and has been active in the regional livestock and animal feed sectors for the last 24 years. He has extensive public, NGO and private sector experience, having worked in government livestock extension services and donor funded agricultural projects before moving into the private sector 22 years ago. After 11 years with Unga Group where he rose to become Head of Technical Services, he founded Nutrimix Limited, a company specializing in the manufacture and distribution of feed supplements and additives, as well as offering consultancy services in the area of livestock feeding and management. Martin has, and continues to practice as a consultant in feed formulation and TMR for many feed millers and dairy farms respectively. He has also been active in applying proven scientific concepts in development of specialty products for the local livestock sector. Martin has undergone training in Finance for Non-Finance Managers, Pension Fund Trusteeship, Change Management, Corporate Governance and is also a member of the Technical Committee on Animal Feeds at Kenya Bureau of Standards and the Secretary General of the Association of Kenya Feed Manufacturers (AKEFEMA).

JANNET OMINDE ATIKA, Member



Jannet has a cumulative 28 years work experience attained in commercial fields specifically cutting across Sales, Marketing, Public Relations and Customer Experience. She spent a total 21 years at Safaricom PLC where she nurtured an illustrious career rising to Director, Customer Experience, a role she held for 6 years leading a team of over 2,500 staff and a budget of 5.6B annually. Jannet is the founder of CXP consulting group, a team of experts helping organizations position customer experience at the core of their daily business with the aim of making experience their competitive advantage.

Jannet is the Vice-Chairperson of Women Corporate Directors (WCD) Kenya Chapter. She is the Chairperson of the membership sub-committee at WCD- Kenya and a board member WCD Kenya Chapter Board. Jannet has been a

member of the Board at the Institute of Customer Experience-Kenya (ICX Kenya) where she served two terms.

Jannet holds a Master of Business Administration (MBA) degree in strategy from the University of Nairobi, an under graduate degree in Economics and Sociology from Egerton University, various executive and management trainings from Strathmore Business School-Kenya, IESE Business School-Spain, Cranfield School of Management-UK and Lagos Business School-Nigeria. Jannet is an Executive Coach and Holds a Diploma in Executive Coaching from the Academy of Executive Coaching (AoC).

LUCY RIMANTO MOLONKET, Member



Lucy holds a Master's degree in Business Administration from Jomo Kenyatta University of Agriculture and Technology (JKUAT). She holds a Bachelor of Commerce Degree in Marketing from the University of Nairobi (UON) and a Professional Diploma in Sales and Marketing from the University of Nairobi. Lucy is a Graduate of the Advanced Management Programme (Strathmore-IESE Business School, Barcelona Spain) and Senior Management Leadership Programme from Antai College of Economics and Management-Shanghai, China. She also holds certificates in Executive Leadership Development from Lagos Business School (Pan African University) and Gordon School of Business, in Pretoria South Africa. She is a career Marketer with over 15 years vast experience within the NGO sector, Banking Sector and the Public sector. Currently she is a consultant and runs her private businesses in the construction industry, food production and livestock farming.

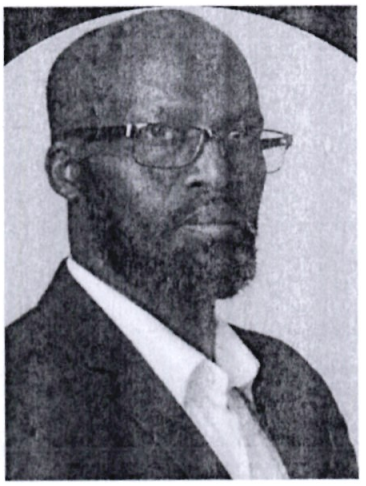
FREDRICK NDAMBUKI. Member.



Fredrick Ndambuki is the alternate to Principal Secretary, State Department for Higher Education and Research in the Council. He is a career civil servant. He joined the service in 1990. He served as a District officer and rose through the ranks to County Commissioner. He also served in various stations in the field. Mr. Ndambuki is currently the Secretary Administration having served in the former ministry of Petroleum and Mining and currently in the Ministry of Education in the State Department for Higher Education and Research.

Mr. Ndambuki holds a BA degree at the University of Nairobi and a Masters from the University of Nairobi in International studies. He is an alumini of National Defence college (Kenya)

SILVESTER KIBIWOTT KINYOR, Member



Silvester Kibiwott Kinyor is an accomplished Electrical Engineer with an extensive background in the Electrical and Telecommunications industry, spanning over 15 years. His expertise and experience have been instrumental in driving advancements and implementing successful projects across the African region.

Silvester holds a Bachelor's degree with Second Class Honors, Upper Division, in Technology - Electrical and Communications Engineering. Additionally, he possesses a Master of Business Administration (MBA) IESE Business School, which has enhanced his managerial and leadership skills in the field.

Recognizing the importance of professional development, Silvester has obtained several certifications, including the Project Management Professional (PMP)® certification and the PRINCE2 Project Management Methodology. These certifications have further equipped him with the knowledge and tools to effectively manage complex projects.

Silvester's specialization in solar energy solutions has established him as a Solar Expert, allowing him to contribute to the development and implementation of sustainable and eco-friendly energy solutions. His commitment to professional excellence is evident through his membership in esteemed professional bodies such as the Energy Regulatory Commission (ERC), Institution of Engineers of Kenya (IEK), Engineers Board of Kenya (EBK), and the National Construction Authority (NCA).

Throughout his career, Silvester has held various significant positions in renowned telecommunications organizations. These include roles such as Chief Technical Officer, Project Director, Supervision Engineer, and Implementation Engineer. He has had the privilege of working with prominent companies such as Safaricom Kenya, Huawei Kenya, Telkom Kenya, Airtel, Alcatel Lucent, Tanzania Telecommunication, and Rwandatel.

Silvester's impressive portfolio showcases his successful delivery of diverse projects. He has overseen the installation and implementation of Telecommunication Towers, ensuring seamless connectivity and coverage for telecommunication networks. Additionally, he has played a crucial role in providing green energy solutions to these towers, contributing to sustainable practices in the industry.

His expertise extends beyond telecommunication projects, as Silvester has also spearheaded the deployment of Smart Water meters, enabling efficient and accurate monitoring of water consumption. Furthermore, he has been involved in the strategic rollout of fiber

optics infrastructure to various sites, buildings, and homes, facilitating reliable and high-speed internet connectivity for clients.

Silvester Kibiwott Kinyor's unwavering dedication, technical proficiency, and leadership capabilities have earned him a reputation as a seasoned professional in the Electrical and Telecommunications industry. His contributions have significantly impacted the advancement of communication networks, the adoption of sustainable energy solutions, and the enhancement of connectivity across the African region.

DR. JACOB GEKONGE KWABA. Member



Dr. Jacob G. Kwaba holds a PhD in Administration, Management and Policies from Masinde Muliro University of Science and Technology, Master in Education and Administration and Bachelor in Education (History and CRE Option), P1 Certificate from St. Paul Teachers' Training College, and a Diploma in CRE from Nyeri Pastoral Centre.

Dr. Kwaba has over 33 years' experience in an array of specializations. He has wide experience in administration, financial management and auditing. He has been a Gusii Mwalimu SACCO (Treasurer) delegate for the last 24 years. He was also a school principal for more than twenty-five (25) years. As an Academic he has supervised a number of post graduate students, and has published widely in international journals in the field of administration and management of public sectors. He has also been a part-time lecturer at Mt. Kenya University since 2012.

Dr. Kwaba runs various mentorship programmes that target the upcoming administrators and managers. He has worked as a senior consultant in the board of Gusii Mwalimu SACCO.

JOSEPH MWAURA KAMAU, Member



Joseph Maura Kamau is a highly motivated person with interest in advancing knowledge and understanding more in Finance, Economics and Investments with an aim of helping humanity to develop economically and improve on financial management. His aspiration is to attain the highest level of experience and expertise in the aforementioned field. He has served at the National Treasury, Principal Investment Officer. Department of Government Investment and Public Enterprises; the Kenya National Bureau of Statistics Censors as Senior Supervisor and Equity Bank (K) Ltd. He has an MA Economics, Finance and Banking (Financial Sector Policy) from Moi University and MA from the University of Nairobi-BA (Mathematics & Economics)

PROF. ROMANUS ODHIAMBO – Vice Chancellor and Council Secretary



Prof. Odhiambo holds a PhD in Statistics from Kenyatta University and MSc in Statistics from Kenyatta University. He also holds an Executive Master of Science in Organizational Development form USIU and a Bachelor of Education (Double Mathematics) from Kenyatta University.

Prof. Odhiambo is a professor of Statistics with over 26 years' experience in academics and research. He has served in a number of administrative, leadership positions at JKUAT over the years as: chairman of an academic department for two successive terms, dean of a faculty for two successive terms, and Deputy Vice-Chancellor (Academic Affairs) for 10 years. He has distinguished himself in organizational development and management aspects such as resource mobilization, projects management and leading change. He has also supervised a number of students at Masters and Doctoral level. He is a member of International Biometric Society (IBS), Institute of Mathematical Statistics (IMS) and Kenya Inter-University Association of Mathematicians and Computer Science.

He has served as Vice-Chancellor since 6th August 2018.

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1.3 COUNCIL COMMITTEES

Council committee	Membership
Academic Committee	Martin Kinoti: **Chairman** Fredrick Ndambuki: Jannet Atika Jacob Kwaba
Audit Committee	Jannet Atika: **Chairperson** Joseph Mwaura Lucy Molonket Dr. Jacob Kwaba
Finance Committee	Sylvester Kinyor: **Chairman** Joseph Mwaura Martin Kinoti
Human resource Committee	Lucy Molonket: **Chairperson** Fredrick Ndambuki: Sylvester Kinyor

2 THE INSTITUTION'S STRATEGIC PRIORITIES AND WHETHER THEY ALIGN WITH THE BUDGET ALLOCATIONS

Meru university of Science and Technology has developed a strategic plan 2023-2027 in line with the government directive for all MDAs and SAGAs to align their strategic plans to the government BeTA agenda. This plan has succeeded the Meru University of Science and Technology Strategic Plan 2019-2024. The Annual work and procurement plans are drawn from the strategic plan ensuring that the procurement plan responds to the University's strategic priorities. The University's strategic priorities are shown in table 1:

Table 1: Strategic priorities of Meru University of Science and Technology 2023-2027

STRATEGIC ISSUE	GOAL	KEY RESULTS AREAS
Teaching and learning	Improve the quality of teaching and learning in the university	KRA 1: Curriculum review and reform KRA 2: Faculty capacity KRA3: Teaching and learning infrastructure KRA 4: Quality Assurance
Research and innovation	A strong and more practical and diverse research and innovation capacity	KRA 5: Research capacity KRA 6: Innovation ecosystem

Workplace satisfaction	Motivated staff and students	KRA 7: Staff Welfare and development KRA 8: Student Welfare
Outreach and linkages	Strengthen outreach and linkages	KRA 9: University-Industry linkages KRA 10: Community outreach
Pertinent and Contemporary Issues	Mainstreaming pertinent and contemporary issues	KRA 11: Climate change KRA 12: Alcohol, Drug and Substance Abuse and Mental Wellness KRA 13: Disability mainstreaming
Revenue Diversification	Diversify Revenue for the University	KRA 14: Innovative Financing Options

The FY 2023/24 annual budget, work and procurement plans were drawn up to respond to the activities of the first year of the strategic plan.

3 STUDENT ENROLMENT DATA, NUMBER OF STUDENTS IN THE UNIVERSITY

The current student enrolment in the University is Eleven thousand three hundred and seven (11307) students. Table 2 below shows a gender based students' distribution per school.

Table 3: Student enrolment by School

SCHOOL	MALE	FEMALE	
SCHOOL OF AGRICULTURE AND FOOD SCIENCE	587	431	**1018**
SCHOOL OF BUSINESS AND ECONOMICS	856	636	**1492**
SCHOOL OF COMPUTING AND INFORMATICS	1115	483	**1598**
SCHOOL OF ENGINEERING AND ARCHITECTURE	947	188	**1135**
SCHOOL OF EDUCATION	2051	1472	**3523**
SCHOOL OF HEALTH SCIENCES	554	336	**890**
SCHOOL OF NURSING	167	138	**305**
SCHOOL OF PURE AND APPLIED SCIENCES	942	404	**1346**
TOTAL STUDENTS	**7219**	**4088**	**11307**

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4 STAFF ESTABLISHMENT LEVELS, BOTH ACADEMIC AND NON-ACADEMIC

The University has 430 staff on permanent basis, which translates to 25% of the optimal staff establishment. The University has serious staffing gaps due to lack of funding and Government approval to recruit. The University has a total of 167 academic staff. These are comprised of 4 Professors, 10 Associate professors, 24 Senior Lectures, 79 Lecturers, 29 Tutorial fellows/assistant lectures. There are 263 Administrative staff, comprising of 14 librarians and 21 technicians and technologist, who support the faculty. The faculty student ration currently is 1:75 instead of the recommended 1:18. The University supplements the shortfall by engaging 169 part-time lecturers and 31 Adjunct lecturers. The current ratio of part time to full time staff is 1:2 and the ratio of Teaching and Non-teaching staff is also 1:2, the ideal ratio should be 2:1.

To improve on the staff establishment, during the planned period, the university plans to recruit 200 staff comprised of 150 teaching and 50 non-teaching staff. This will bridge the full-time: part-time staff ratio to 1:1 and also the Teaching: Non-teaching staff ratio to 1:1. During this period the university will keep to the recommended hiring ratios: 7(5%) Professors, 15(10%) Associate Professors, 45 (30%) Senior lecturers, 54 (35%) lecturers, 22 (15%) tutorial fellows, 7 (5%) Graduate assistants.

To enhance skill set and competences, in the planned period the university plans to train 200 hundred staff in various skills and competences which will include 150 academic staff and 50 administrative staff. The university will also give time to any staff member who wishes to sponsor themselves for training that benefit the university.

Using these numbers, MUST has a proposed to raise the number of staff to 630 from the current strength of 430. The staff establishment during the planned period is simulated in table 4

Table 4: Simulated Staff Establishment for the period 2023 to 2028

GRADE 2	12	12	0
GRADE 3	42	37	5
GRADE 4	17	17	0
GRADE 5	70	54	16
GRADE 6	26	25	1
GRADE 7	5	5	0
GRADE 8	74	48	26
GRADE 9	16	16	0
GRADE 10	33	26	7
GRADE 11	70	47	23
GRADE 12	138	84	54

GRADE 13	81	36	45
GRADE 14	28	13	15
GRADE 15	15	7	8
GRADE 18	2	2	0
GRADE 20	1	1	0
TOTAL	**630**	**430**	**200**

5 ASSETS AND LIABILITIES OF THE INSTITUTION, INCLUDING PENDING BILLS AS WELL AS STRATEGIES IN PLACE FOR DEALING WITH THE PENDING BILLS

5.1 FINANCIAL POSITION

The following statement of financial position shows the assets and liabilities of the university as at 31st March 2024

Assets and liabilities	KSh.	KSh.	KSh.
Non-current assets			
Property, plant and equipment			5,186,707,968
Biological Assets			1,101,000
Intangible Asset (ERP)			24,052,525
			5,211,861,493
Current Assets			
Cash and cash equivalents		144,578,552	
Prepayments		16,198,944	
Receivables from exchange transactions		374,568,866	
Receivables from non-exchange transactions		52,680,827	
Inventory		15,209,578	
		603,236,768	
Current liabilities			
Creditors	571,537,884		
Provisions for part-time	161,649,606		
Total liabilities		**733,187,489**	
			(129,950,721)
Net Assets			5,081,910,772
Finance By:			
Capital			3,423,259,603
Reserve Fund			(781,196,840)
Revaluation Reserve			2,439,848,009
Total			**5,081,910,771**

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- We have an efficient ERP system that is able to update the assets, liabilities, income, and expenditure in real time.
- In addition to the ERP, the university has a record of all assets as contained in the asset register. All non-current assets were revalued in the FY 2022/23. The gross value of non-current assets as at 31 March 2024 was KSh. 5,211,861,493.
- The current assets include "Receivables from exchange transactions" amounting to KSh. 374,568,866. This is mainly debt from our students.
- Current liabilities amount to KSh. 733,187,489. Some of the main pending bills include the following:

Pending Bills			
Part-time (January 2023-March 2024)			161,649,606
Outstanding CBA FY 2020/21			99,502,712
Projects:			
	Nursing Building	22,351,326	
	Sports field	12,391,768	
	Mariene-Administration Block	17,615,638	
	Mariene-Library Block	12,948,158	
	Mariene-Laboratories Block	7,085,552	
			72,392,442
			333,544,760

- **Part-time:** The University has students in more than 200 programmes in certificate, diploma, undergraduate and post-graduate. The number of academic staff is only 150. Part-timers are used to teach the units over and above the permanent staff workload. The part-time has not been paid since the fees paid by the KUCCPs students and the capitation from the government was not enough to cover all the expenses for the year.
- **Outstanding CBA FY 2020/21**—the university has not paid basic salary arrears for the financial year 2020/21 due to lack of budgetary allocation
- **Projects:** All the construction works have stalled due to lack of funds.

5.2 STRATEGIES TO CLEAR THE BILLS

1. No new capital projects initiated during the year
2. Suspended most of the capital expenditure during the financial year
3. Set aside funds to clear the bills. For instance, part-time figure was much bigger but we have continued to clear the debt with time. By 30 June 2024, we intend to reduce the debt by half.

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6 STATUS OF IMPLEMENTATION OF BUDGET FOR 2023/24 AS AT 31 MARCH 2024

Revenue	**KShs**	**KShs**	
Grants in Aid	632,169,924	421,446,614	67%
Tuition and other Fees	735,103,076	866,545,987	118%
Other Income	37,097,000	34,772,807	94%
Total income	**1,404,370,000**	**1,322,765,408**	**94%**
Expenses			
Operational Expenses			
a) Personnel Emoluments	1,005,000,000	788,933,552	79%
b) Maintenance Costs	31,077,000	23,654,058	76%
c) Council Expenses	18,000,000	12,121,779	67%
d) Other Operational Expenses	219,877,000	207,989,905	95%
Academic Costs	78,817,000	54,195,257	69%
Administration Costs	26,920,000	29,862,265	111%
Student Welfare	24,679,000	21,086,745	85%
Total expenses	**1,404,370,000**	**1,137,843,560**	**81%**
	-	**184,921,848**	

a) By the end of 3rd quarter, the university had generated 94% of the budgeted revenue. During the 4th quarter, students will proceed on long holiday. The only revenue expected during the quarter is approximately KShs. 150 million or 11% of the budgeted revenue.

b) On the other hand, by the end of the 3rd quarter, the total expenditure was at 81% of the budgeted expenditure. On average, the expenditure per quarter is KShs. 350 million. Therefore, the expenditure is likely to exceed the budget by about KShs. 80 million of 6% of the budget

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7 ASSETS AND LIABILITIES OF THE INSTITUTION, INCLUDING PENDING BILLS AS WELL AS STRATEGIES IN PLACE FOR DEALING WITH THE PENDING BILLS

Table 5 shows the current liabilities and pending bills on capital expenditure

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Project Name	Main Contractor	Project Amount	Work Done	Project Started & Duration	Completion Date	Current Status	Outstanding works	Pending Bills
1. Sports Fields Phase 1	Manyota Limited	**232,742,353**	**156,523,578**	Commencement date: 14.09.2020	**Initial:** 17th May 2024 Revised Date:	• **Overall completion rate: 67%** • The project is NOT performing due to financial constraints • The Contractor has written to the university requesting for termination of the project and payment of damages citing delayed project implementation.	**76,2187,75**	**12,391,768**
2. School of Health Sciences and School of Nursing Block	JOLEEN Traders	442,288,691	151,443,902	21st Dec 2022 Project Duration- 60 Weeks	**Initial:** February 2024 Revised Date:	• The Contractor abandoned work from July 2023. • The university has received very little funds for the project for the last two years. • The funds are used to clear the pending bills. • The status of works done is 33.58%	**290,844,789**	**22,351,326**
3. Engineering Complex	Newspace Creators	673,131,871	643,131,871	1.06.2013	**Initial Date: 1-Sep-21**	• The building is complete and in use. • Landscaping and car park not complete	**27,000,000**	

Project Name	Main Contractor	Project Amount	Work Done	Project Started & Duration	Completion Date	Current Status	Outstanding works	Pending Bills
4. Admin/Tuition block Mariene Research Institute	Corban Construction Ltd	**171,820,744**	107,721,032	Commencement date: 26.10.2020	Initial date: 30.10.2024 Revised Date:	**Roofing works** Roofing has been done. The project is stalled due to financial constraints **Overall completion rate: 63%**	**64,099,712**	17,615,638
5. Laboratory Block Mariene Research Institute	Jofrim E.A. Company Ltd	248,780,763	105,612,603	Commencement date: 12.10.2020	Initial date: 30.10.2024 Revised date:	The project is completely stalled due to lack of funds. Over all completion rate: 42%	143,168,160	**7,085,552**
6. Library Mariene Research Institute	Amber Construction Ltd	156,099,344	95,652,348	Commencement date: 4.11.2020	Initial date: 30.10.2024 Revised Date:	The project is currently NOT performing due to financial constraints **Overall completion rate:-61 %**	60,446,996	12,948,158
7. Procurement Office Civil works- Cabro works	County Nest Enterprises Ltd	**4,918,007**	1,358,360	Started on 1st September 2023	15th October 2023	The project is Complete The project is in the defect liability period until 15th April 2024		245,900
8. CCTV	LANTECH African Limited	**12,030,356**	10,827,320.87	2016	Dec 2023	The project is complete and under a defect liability period Until		1,203,035

Current Project Risks

1. It is not possible to estimate the dates of completion of the projects because the dates are dependent on release of funds by the Exchequer.
2. The University runs the risk of litigation. The contractors can take the University to court for damages due to lack of funds for the project.
3. Due to the current increase in the cost of construction materials and exchange rates and extended project periods, the contract prices will definitely exceed the allowable variations of 25% of the value of the tender.

8 THE STATUS OF IMPLEMENTATION OF THE APPROVED 2023/24 BUDGET AND THE APPROVED PROCUREMENT PLANS

Consolidated Annual Procurement Implementation Report FY 2023/2024: Quarter One, Two & Three

						Actual Expenditure			
Item Description	Unit	Qty	Procurement Method	Source of Funds	Estimated Cost Kshs.	Quarter 1	Quarter 2	Quarter 3	Cummulative
Marimba Centre Maintenance	Item	Various	RFQ	GoK	1,500,000	342,190	-	50,000	**392,190**
Marience Centre Maintenance	Item	Various	RFQ	GoK	654,000	217,020	-	183,200	**400,220**
Maintenance of Machinery	No	Various	RFQ	GoK	1,496,000	595,357	193,410	483,720	**1,272,487**
Maintenance of Furniture	No	Various	RFQ	GoK	800,000	428,687	-	-	**428,687**
Maintenance of Buildings	No	Various	RFQ	GoK	5,875,000	1,659,175	1,584,405	891,920	**4,135,500**
Maintenance of Water and Sewerage	No	Various	RFQ	GoK	2,235,000	1,666,000	279,130	459,605	**2,404,735**
Maintenance of Roads	Item	Various	RFQ	GoK	1,095,000	452,500	-	239,050	**691,550**
Maintenance of Grounds	Item	Various	RFQ	GoK	3,388,000	2,511,653	757,100	50,800	**3,319,553**
Motor Vehicle Maintenance	Item	Item	RFQ /Direct	GoK	5,615,000	2,476,997	1,789,306	1,456,507	**5,722,810**

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						Actual Expenditure			
Item Description	Unit	Qty	Procurement Method	Source of Funds	Estimated Cost Kshs.	Quarter 1	Quarter 2	Quarter 3	Cummulative
Maintenance of Computers	No.	Various	RFQ	GoK	4,985,000	1,271,228	372,680	563,650	**2,207,558**
Computer Software Maintenance	No	Various	RFQ/Direct	GoK	2,531,000	291,160	916,000	343,824	**1,550,984**
Advertising & Publicity	Item	Item	RFQ/Direct	GoK	10,000,000	906,565	1,235,400	2,144,420	**4,286,385**
Conferences and Seminars	No	Various	RFQ/Direct	GoK	2,038,000	1,811,250	2,926,690	4,563,260	**9,301,200**
Security Services	Item	Item	Open Tender	GoK	23,169,000	13,997,000			**13,997,000**
Foreign Travel	No	Various	RFQ	GoK	2,100,000	380,600	66,200	573,558	**1,020,358**
Generator Expenses	Item	Item	Open Tender	GoK	800,000	406,200	246,670	617,270	**1,270,140**
Insurance	Item	Item	Open Tender	GoK	42,520,000	23,629,378	-	17,280,169	**40,909,547**
Internet	Item	Item	Open Tender	GoK	9,000,000	2,250,000	2,250,000	2,250,000	**6,750,000**
Library Expenses	No	Various	Open Tender / RFQ	GoK	14,000,000	729,200	493,000	614,020	**1,836,220**
Medical Supplies	No	Various	Open Tender/RFQ/Direct	GoK	8,293,000	512,925	2,122,025	254,757	**2,889,707**
Motor Vehicle Fuel	No	Various	RFQ / Open Tender	GoK	6,269,000	3,259,780	3,259,780	3,259,780	**9,779,340**

						Actual Expenditure			
Item Description	Unit	Qty	Procurement Method	Source of Funds	Estimated Cost Kshs.	Quarter 1	Quarter 2	Quarter 3	Cummulative
Production Materials	No	Various	RFQ	GoK	4,000,000	2,008,865	1,837,767	784,978	**4,631,610**
Publishing, Printing and Photography	No.	Various	RFQ	GoK	441,000	573,800	265,230	435,343	**1,274,373**
Sanitation	Item	Item	Open Tender	GoK	15,236,000	10,218,917	-	-	**10,218,917**
Show Expenses	No	Various	RFQ	GoK	1,221,000	_	_	_	**-**
Uniform and Clothing	No	Various	RFQ/Direct	GoK	917,000	74,314	18,000	269,750	**662,064**
Graduation Expenses	No	Various	RFQ	GoK	6,718,000	1,591,620	2,961,660	1,902,800	**6,456,080**
Stationery Academic	No	Various	RFQ	GoK	6,300,000	2,232,080	666,430	773,576	**3,672,086**
Student Examinations	No	Various	RFQ	GoK	7,471,000	3,062,950	4,896,517	2,966,910	**10,926,377**
Teaching Materials	No	Various	Open Tender / RFQ	GoK	26,786,000	21,668,591	8,030,343	2,428,144	**32,127,078**
Stationery Admin	No	Various	RFQ	GoK	8,480,000	358,415	946,065	1,363,367	**2,667,847**
Cooking Fuel	No	Various	RFQ	GoK	2,026,000	750,000	377,690	418,000	**1,545,690**
Foodstuffs	No	Various	RFQ/Direct	GoK	13,391,000	5,192,177	4,844,085	9,675,350	**19,711,612**
Crockery & Kitchen equipment	No	Various	RFQ/Direct	GoK	1,260,000	77,000	280,640	-	**357,640**
Total (Kshs)					**242,610,000**	**107,903,594**	**43,616,223**	**7,297,728**	**208,817,545**

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						Actual Expenditure			
Item Description	Unit	Qty	Procurement Method	Source of Funds	Estimated Cost Kshs.	Quarter 1	Quarter 2	Quarter 3	Cummulative
CAPITAL EXPENDITURE: PURCHASE OF NON-CURRENT ASSETS									
Computers	No	Various	Open Tender / RFQ	AIA	5,000,000	2,433,786	525,560	1,437,550	**4,396,896**
Other equipment & machinery	No	Various	Open Tender / RFQ/Direct	AIA	5,000,000	673,844	1,367,110	668,368	**2,709,322**
CCTV	Item	1	ONT	AIA	1,000,000	125,000	2,406,071	-	**2,531,071**
Biometric system	Item	1	ONT	AIA	1,000,000	-	-	-	**-**
Small works	No	Various	Open Tender / RFQ/Direct	AIA	30,000,000	5,538,462	3,324,987	3,207,786	**12,071,235**
Furniture	No	Various	Open Tender / RFQ	AIA	10,000,000	294,050	951,617	1,405,295	**2,650,962**
Gowns	No	Various	RFQ	AIA	1,000,000	580,000	-	198,920	**778,920**
Softwares	No	Various	Open Tender / RFQ/Direct	AIA	5,000,000	572,200	452,400	1,811,200	**2,835,800**
Biological assets	No	Various	RFQ/Direct	AIA	3,000,000	-	-	-	**-**
Motor Vehicle	Item	Item	Open Tender / Direct	AIA	5,000,000	-	-	1,800,000	**1,800,000**
Purchase of Equipment & accessories for Cement Laboratory	Various	Various	Direct/ Open Tender / RFQ	Donor Fund	34,592,000	-	3,978,486	12,119,747	**16,098,233**
Total (Kshs)					**100,592,000**	**10,217,342**	**13,006,232**	**22,648,866**	**45,872,440**

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						Actual Expenditure			
Item Description	Unit	Qty	Procurement Method	Source of Funds	Estimated Cost Kshs.	Quarter 1	Quarter 2	Quarter 3	Cummulative
CAPITAL EXPENDITURE: CONSTRUCTION WORKS									
Project				Sponsor	Total Project Cost	Current Allocation	Work Done		Status
Construction of Sports Field (Phase one of two - Multi-year project)	Item	1	ONT	GoK	520,000,000	25,000,000	-		The Project has stalled
Engineering Complex (Multi-year project)	Item	1	ONT	GoK	683,000,000	10,000,000	-		The Project has stalled
Construction of School of Nursing and Health Science Building (Multi-year project)	Item	1	ONT	GoK	669,600,000	25,000,000	-		The Project has stalled
Admin/Tuition block Mariene Research Institute	Item	1	ONT	GoK	171,820,744	15,000,000	-		The Project has stalled
Laboratory Block Mariene Research Institute	Item	2	ONT	GoK	248,780,763	15,000,000	-		The Project has stalled
Library Mariene Research Institute	Item	3	ONT	GoK	156,099,344	15,000,000	-		The Project has stalled
Total (Kshs)					**2,449,300,851**	**105,000,000**	-		

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9 ALL PROJECTS WHICH THE UNIVERSITY IS IMPLEMENTING

9.1 THE SCOPE, JUSTIFICATION AND COST OF THE PROJECT(S)

All the capital projects the University is implementing are curricular or co-curricular facilities as required by the guidelines from the Commission of University Education (CUE). Being a relatively new/young university, MUST has had to develop infrastructure to support university education, having inherited inadequate and insufficient infrastructure from the TIVET institution it took over. The inadequacy and insufficiency of infrastructure has been aggravated by a rapid student population growth, currently standing at 11,307 as well as the expansion of teaching programmes. Furthermore, the University niching as STI requires specialized infrastructure requiring classrooms, laboratories and workshops deliver curriculum relevant to science and technology. Currently, the University is short of teaching and learning spaces and encounters challenges in housing the examinations for large classes. In addition, some of the classes used are those inherited from Mecotech, a TVET institution which fall short of University standards. Moreover, the students' numbers in the Health programmes (Clinical Medicine, Medical Laboratory Science, Public Health and Nursing programmes) and Engineering (B.Tech Civil Engineering, Education Technology, Electric and Electronics Engineering and B.Tech Mechanical Engineering); are restricted to 50 and 40 students each year because of inadequate infrastructure. These courses are the University's strength and are critical to the National aspiration of economic development and industrialization as stipulated in the Kenya Vision 2030 and the MTP IV BeTA agenda. Additionally, the current library has a user capacity of 2000 versus over 11000 students. This falls short of CUE standards. There is a requirement for sports field for recreation by the CUE. In the case of MUST, sports fields are not only co-curricular but because of the School of Education, they are a necessary part of the curriculum delivery a fact that is made even more important in the delivery of CBET programmes. Research is the bedrock of academia in University Education making research infrastructure crucial to the delivery of curriculum, innovation and technology development. The Mariene Research Institute was started to provide infrastructure for research to support training at MUST.

The capital projects being undertaken include tuition block, laboratories and library at Mariene Research Institute; the School f health sciences and School of Nursing as well as the sports fields at the main campus. Unfortunately, funding, although allocated in the budget has not been released for the last 2 quarters leading to the stalling of these crucial projects. In addition, a project to secure the infrastructure and contents of the existing facilities using CCTV is part of the projects MUST is undertaking. Table 7 shows all the capital projects, their scopes, total costs and allocations so far

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9.2 THE PROJECT IMPLEMENTATION HISTORY, INCLUDING THE IMPLEMENTATION PERIOD, THE SOURCE OF FUNDING AND THE CURRENT COMPLETION STATUS

Project Name	Main Contractor	Project Amount	Work Done	Project Started & Duration	Completion Date	Current Status	Outstanding works	Pending Bills
1. **Sports Fields Phase 1**	Manyota Limited	**232,742,353**	**156,523,578**	Commencement date: 14.09.2020	**Initial:** 17th May 2024 Revised Date:	• **Overall completion rate: 67%** • The project is NOT performing due to financial constraints • The Contractor has written to the university requesting for termination of the project and payment of damages citing delayed project implementation.	76,2187,75	12,391,768
2. **School of Health Sciences and School of Nursing Block**	JOLEEN Traders	442,288,691	151,443,902	21st Dec 2022 Project Duration- 60 Weeks	**Initial:** February 2024 Revised Date:	• The Contractor abandoned work from July 2023. • The university has received very little funds for the project for the last two years. • The funds are used to clear the pending bills. • The status of works done is 33.58%	**290,844,789**	**22,351,326**
3. **Engineering Complex**	Newspace Creators	673,131,871	643,131,871	1.06.2013	**Initial Date: 1-Sep-21**	• The building is complete and in use. • Landscaping and car park not complete	**27,000,000**	

Project Name	Main Contractor	Project Amount	Work Done	Project Started & Duration	Completion Date	Current Status	Outstanding works	Pending Bills
4. **Admin/Tuition block Mariene Research Institute**	Corban Construction Ltd	**171,820,744**	107,721,032	Commencement date: 26.10.2020	Initial date: 30.10.2024 Revised Date:	**Roofing works** Roofing has been done. The project is stalled due to financial constraints **Overall completion rate: 63%**	**64,099,712**	17,615,638
5. **Laboratory Block Mariene Research Institute**	Jofrim E.A. Company Ltd	248,780,763	105,612,603	Commencement date: 12.10.2020	Initial date: 30.10.2024 Revised date:	The project is completely stalled due to lack of funds. Over all completion rate: 42%	143,168,160	**7,085,552**
6. **Library Mariene Research Institute**	Amber Construction Ltd	156,099,344	95,652,348	Commencement date: 4.11.2020	Initial date: 30.10.2024 Revised Date:	The project is currently NOT performing due to financial constraints **Overall completion rate:-61 %**	60,446,996	12,948,158
7. **Procurement Office Civil works- Cabro works**	County Nest Enterprises Ltd	**4,918,007**	1,358,360	Started on 1st September 2023	15th October 2023	The project is Complete The project is in the defect liability period until 15th April 2024		245,900
8. **CCTV**	LANTECH African Limited	**12,030,356**	10,827,320.87	2016	Dec 2023	The project is complete and under a defect liability period Until		1,203,035

A brief of stalled projects(s) if any and the reasons for the stalling; and project(s) implementation including whether the project(s) have any pending bills, disputes (legal issues) or audit queries and the challenges facing the project(s) implementation, including whether the project(s) have any pending bills, disputes (legal issues) or audit queries have been summarized in table 7.2 above

10 EFFECTIVENESS OF THE NEW UNIVERSITY FUNDING MODEL AND CHALLENGES FACED AT THE INSTITUTIONAL LEVEL

Meru University of Science and Technology (MUST) received year 2023 KUCCPS placement of Three thousand two hundred and thirty-nine (3239) candidates to various degree programmes. During August 2023 intake, the University admitted Two thousand three hundred and ten (2310) students who were 2022 KCSE candidates and hence eligible for the new funding model. Seventy-nine (79) students deferred their studies while Eight hundred twenty-three (823) students did not report altogether.

When the information on new universities funding model was disseminated to institutions, MUST conducted sensitization meetings to her students on the new funding model and also appealed to them to apply for the funding. Majority of the students applied for the funding including those who had deferred admission. A good number received allocations while others are still awaiting allocations and disbursement of funds to the University to-date.

Funding allocation is based on Actual cost of a programme and students' level of need based on a scientifically determined model that utilizes Means Testing Instrument (MTI).The Model consists of four components; tuition scholarship, tuition loan, household contribution and upkeep categorized into bands as follows;

CATEGORY	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5
Tuition scholarship	70%	60%	50%	40%	30%
Tuition loan	25%	30%	30%	30%	30%
Household	5%	10%	20%	30%	40%
Total funding	100%	100%	100%	100%	100%
Upkeep	60,000	55,000	50,000	45,000	40,000
Number admitted at MUST	278	368	397	801	88
Proportion of MUST students %	12.03	15.93	17.19	34.68	3.81

Most of our students are in bands 4&5 and are unable to pay the household contribution even with the loans. A total of 378 (16.38%) students admitted to MUST did not receive any support whatsoever. Consequently, there is a lot of deferments and some dropouts who opt to move to private universities which charge less than the household contribution in band 5.

The situation of student funding is aggravated by the fact that TVET students placed by the KUCCPS into TVET Universities like MUST do not receive capitation from the Government unlike those placed in other TVET institutions.

The following challenges were experienced with the new funding model;

1. Miscommunication - Students were notified of four categories but they were considered under five (5) bands.
2. Inadequate funding (scholarship as well as loan allocation) due to placement in the inappropriate categories.
3. The Mean Testing Instrument (MTI) tool does not consider the current situation of a parent but the historical background.
4. Disparity in household contribution between band 1 and band 5 is too wide. Whereas Band 1 receives 100% funding for their studies through scholarships and loan, plus a considerable upkeep amount, Band 5 receives 40% of the funding leaving a huge sum of money to household contribution (to be catered for by the parent/guardian).
5. Funding based on percentages - This makes some of the households' contribution very high and the envisaged ability of the parent is not realistic. A percentage in band 5: 40% of 336600 is Ksh. 134640 for Bachelor of Technology Civil Engineering programme while 40% of 183600 is Ksh. 73440 for Bachelor of Education Arts. Though the percentage is the same, the actual household contribution differs significantly.
6. Delay in release of funds to the Universities.
7. The students who are underage were quite disadvantaged during loan consideration and disbursement. Most of them cannot afford to cater for household contribution and tuition loan in their early years of study. When providing data in the MTI they should be allowed to use birth certificate number or KCSE index number as the unique identifier for them to access funding for their studies. Those who tried to apply using their parents/guardians Identification (ID) card numbers were blacklisted and cannot access funding.
8. Delay in updating students' records after inter-institutional/inter-faculty transfers. The agencies i.e Kenya Universities and Colleges Central Placement Service (KUCCPS), Higher Education Loans Board (HELB) and Universities Fund (UF) managing NFM having different data sets or not able to access edited data real time.
9. Connectivity challenges of HEF portal during funding application window.
10. Errors made by candidates in filling the registration details in the HEF portal.

RECOMMENDATIONS:

1. Thorough sensitization of the 2023 KCSE candidates on the new funding model. Availing all the valuable information on funding to candidates to avoid regular disruptions of their studies due to non-payment of fees.
2. To consider releasing funds to the Universities within a month after reporting to avoid causing disruptions to student studies.

3. Ministry to share a four-year plan (complete Cycle) on implementation of the new funding model.
4. The parent's current financial situation to be given more weight as opposed to the historical situation.
5. There is need to generate maximum household contribution for all programmes to encourage candidates to pursue their desired programmes.
6. There is need to reduce disparities of household contribution between students pursuing different programmes to make it affordable to parents/guardians.
7. Band 4 and 5 household contribution to be comparable to what private universities are charging per programme.
8. Unsuccessful applicants' records with errors or missing fields to be regularly shared with the respective Universities for verification and confirmation.
9. Underage students - When providing data in the MTI the underage students need to be allowed to use birth certificate number or KCSE index number as the unique identifier for them to access funding for their studies. The students who were blacklisted to be removed from the list and be given an opportunity to apply for loan funding to avoid students deferring studies to await until they attain majority age.
10. Consider TVET students admitted into TVET universities

We appreciate that the model has provided an appeal window to students who may not have received appropriate funding consideration. However, the model needs to be reconsidered in line with stakeholders' contributions to avoid causing unnecessary disruptions to students' studies.

11 ACCREDITATION PROCESS OF VARIOUS PROGRAMMES OFFERED AT MUST.

11.1 CURRICULUM DEVELOPMENT AND ACCREDITATION PROCESS

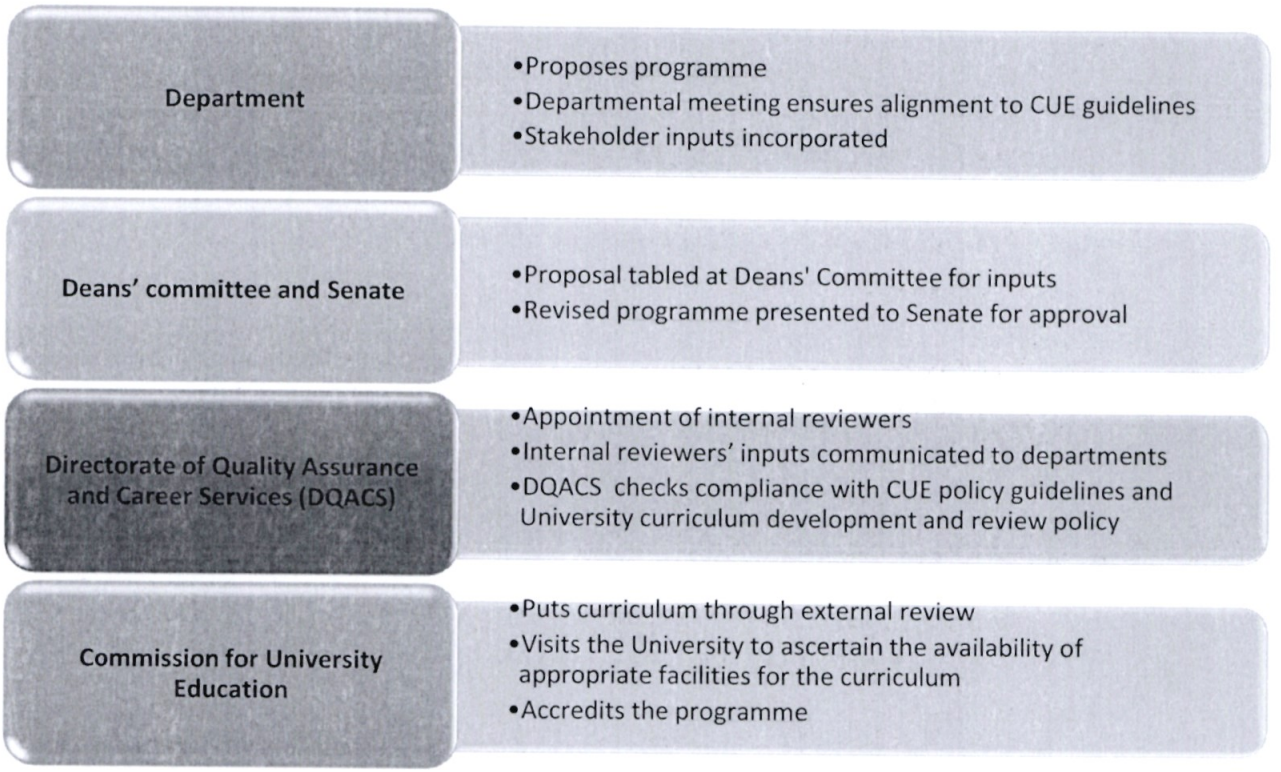
The curriculum accreditation process starts with an academic department proposing to mount a certain degree curriculum. The Chair of the department chairs a faculties meeting to generate a draft curriculum as per the Commission for university Education (CUE) guidelines. Next, the department invites requisite key stakeholders for a meeting to enhance and ratify the curriculum content. The stakeholders' inputs are incorporated into the draft curriculum for discussion at the School meeting. The curriculum is tabled in the Deans Committee (DC) meeting for ratification. After incorporating the DC input, it is tabled in Senate for approval.

Next, the Directorate of Quality Assurance and Career Services (DQACS) writes to deputy Vice Chancellor Academic and Students Affairs (DVC ASA) to appoint an internal reviewer/s for the curriculum. The review is guided by the CUE curriculum design and

development as well as internal curriculum development and review policy. The reviewer/s provide feedback which the department works on and improves the document. Finally, the curriculum is presented to DQACS to check on all quality issues as per CUE policy guidelines and University curriculum development and review policy. When the document meets the threshold of the policy documents, its keyed into the CUE curriculum platform.

The CUE takes the curriculum through external review processes and visits the University to ascertain and ratify availability and adequacy of teaching and training resources. When the commission is satisfied that all requirements are met, the curriculum for the programme is accredited and uploaded into the CUE website.

Figure 3: curriculum development and accreditation process



12 WAYS IN WHICH MUST DIVERSIFIES REVENUE STREAMS TO REDUCE DEPENDENCE OF GOVERNMENT GRANTS

Financial sustainability is currently one of the key challenges for MUST. We are aware that unlike before when it was the responsibility of the government to guarantee the survival of MUST, it is currently the responsibility of the Council and the Management to ensure

the financial sustainability of the university. The university has come up with the following strategies to ensure financial sustainability:

1. Tuition Fees—Tuition fees will be the main source of revenue for MUST. Therefore, the University has devised ways of attracting more students and retaining them.

a. Provide excellent student experience to our students. Students must be treated well so that they remain the university's active ambassadors after graduation and leaving the university to take up employment careers.
b. Avoid negative publicity and counter any negative publicity immediately
c. Market MUST and increase visibility locally, nationally and internationally
d. Strengthen the students' welfare department.
e. Develop programs aligned to the needs of the industry.
f. Flexible training schedules aligned to the customers' unique needs.
g. Develop and market online courses to local and global audiences.
h. Charge competitive fees
i. Intensive marketing of MUST programs.
j. Offer partial scholarships
k. Linkages with professional associations be fostered
l. Develop Strategies to Increase the students' completion rate to 75% and above

2. Increase Revenue from the University Farm

MUST have over 200 acres of arable land. Most of the land is underutilized. There is high potential to turn the farm into a commercial one. The strategies being used include:

i. Focus on cash crops such as avocado, and animal fodder such as Lucerne which are less labor-intensive, less sensitive to elements of weather, etc.
ii. Produce for a market and not produce and then look for a market for the produce.
iii. Enter into MOUs with seed-producing companies so that MUST farm becomes the demo farm for their products

Table : Diversifying revenue streams with farm enterprises

KRA 14 Innovative Financing options	Diversify revenue streams	3000 avocados planted,	600	2023	1500	3000
		100 acres of hay established	100		160	100
		50 Dairy cows bought	7		30	50

MUST is ISO 9001-2015 and ISO 27001-2013 certified

		17 acres of Coffee improved and harvested	17		17	17

3. Develop Strategies for Fundraising

Fundraising is grossly underdeveloped in most Kenyan and other African universities. In other parts of the world with robust institutional fundraising **c**ultures, alumni and corporations provide the most important income generation sources. Effective fundraising requires developing institutional capacities, cultures, and commitments. Fundraising is a collective institutional enterprise that requires full commitment and participation of management, Council, and faculty. A university that is serious about advancement or fundraising must make the necessary investments in building its capacities in terms of databases, human capital, marketing and communications, mobilizing and managing donors. It also needs to establish reward systems to incentivize those who attract philanthropic donations. Typically, sophisticated fundraising operations require dozens of highly paid and specialized professionals depending on the size of the institution. Institutional investment can range up to a quarter of funds generated through fundraising. Fundraising professionals are sorely lacking in Kenyan universities. Fundraising is a long-term project and process that takes many years and even decades to begin bearing fruit. This is often not well understood among leaders and councils at many Kenyan universities. It is quite common at universities with successful fundraising operations for the governing boards to take leadership in working with the university management in the mobilization of donors, and in their own personal philanthropy through give or get. In capital campaigns up to a third can be generated by the council.

The strategies are:

i. Identify projects and other areas of collaborations
ii. Build capacities in fundraising
iii. Identify specialized professionals
iv. Identify and engage potential donors
v. Carry out fundraising from national and international donors

4. Establishment of an Endowment Fund in the Next Two Years

Endowments represent money or other financial assets that are donated to universities. Endowment funds are developed to provide long-term support for the institution and its programmes and are invested to provide both spendable income and principal growth to allow future spending to be at least equal to inflation. **A true endowment** consists of funds permanently set aside (by document or otherwise legally restricted) to generate income

for the non-profit. The principal may not be spent. Income may be defined as the dividends, interest, and rental income from the endowed assets. **Quasi-endowments** are funds committed to long-term use (endowment) generally by board resolution. Since the donor did not restrict the funds, the board can make the principal available for use through established procedures that govern the distribution of income and withdrawal of principal.

5. **Strategies to increase Revenue from Consultancy Services, Research Grants and Revenue from Commercialization of Innovations**
   a) **Consultancy Services**—Consultants are professionals who can provide expert recommendations to organizations on how to perform more effectively. Some of the areas of consulting include: human resources consulting, operations consulting, information technology consulting, strategy consulting, financial consulting etc. The university will develop a structured way of offering consultancy services. The revenue from consultancy services will be shared by the university and the consultant in the approved ratios.
   b) **Research**—Research is a core activity of universities that requires support in terms of grants and talent. The university needs to strengthen the innovation ecosystem where knowledge generation, knowledge exchange, and technology transfer are done through collaboration with relevant government agencies, industries, and communities. This quadruple helix collaboration will not only improve university income generation but also increase the creation of new knowledge and commercialization of ideas. Substantial amounts of grants are available for MUST to tap into. MUST has access to public grants, and grants from private agencies and international bodies. MUST can enhance its income through acquisitions of these grants.
   c) **Commercialization of Innovations**—MUST has set up a research and innovation office in order to pool resources among staff, students and the public. The research and innovations office plays an important role in stimulating technology transfer from academia to industry by providing a set of end-to-end support services which includes IP sourcing, IP strategy, proof of concept, licensing and incubation, and start-ups and ideation space. In the process the MUST will one day hit the jackpot with path-breaking innovations that can be successfully commercialized and bring in millions as revenue.

MUST can achieve this by:

1. Building capacity in research grant writing
2. Strengthening the innovation ecosystem

3. Forge partnerships with local and international institutions for exchange programmes and research collaborations
4. Explore collaborations with industry for sponsored research projects
5. Collaborate with business and government agencies for specific projects

13 ACCREDITATION STATUS OF ACADEMIC PROGRAMMES AS OF MARCH 2024

	Status	Bachelors	Post graduate diploma	Master	Doctor of Philosophy (PhD)	Total	Action point
1	Curricula passed by Deans committee awaiting to be tabled in Senate			1	2	3	To be tabled in regular Senate
2	Revamped curriculum in line with CUE framework of CBET	5	1			6	
3	Curricula that have been approved by the Senate during the year 2024	1		5	1	7	To undergo internal peer review
Total		**6**	**1**	**6**	**3**	**16**	

	Item	Bachelors	Post graduate diploma	Master	Doctor of Philosophy (PhD)	Total	Action point
4	Keyed into the CUE portal August 2023			1		1	Awaiting Report from CUE
5	In the University Charter Submitted to CUE but not accredited	4				4	Being reviewed by CUE
6	Under review with CUE after submitting the reviewers' requirements	8		2	2	12	
7	Approved by CUE Board	1			2	3	Awaiting CUE accreditation

8	Pending fulfilment of some issues by CUE		2	1		3	University working on the requirements
9	Accredited and uploaded into the CUE website	3	45	23	7	78	In the CUE website
Total		16	47	27	11	101	

14 INITIATIVES BY THE INSTITUTION TO SUPPORT THE BOTTOM UP ECONOMIC TRANSFORMATION AGENDA (BETA) ESPECIALLY IN THE AREAS OF RESEARCH AND INNOVATION

Initiatives by MUST to Support the BETA Agenda in the areas of Research and Innovation

The Bottom-up Economic Transformation Agenda (BETA) has been designed to address the current challenges facing the country's economy, stimulate economic recovery and bolster resilience. It places special emphasis on priorities that target reduction in the cost of living, creation of jobs, achievement of more equitable distribution of income, enhancement of social security, expansion of the tax base and increase of foreign exchange earnings.

The agenda is anchored on 5 pillars with the largest impact and linkages to the economy as well as on household welfare, and 12 enablers that aim at the creation of a conducive business environment for socio-economic transformation.

The 5 pillars are: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Healthcare; Housing and Settlement; and Digital Superhighway and Creative Industry. Likewise, the key enablers are: Blue Economy; Education and Training; Environment and Climate Change; Foreign Policy and Regional Integration; Governance; Infrastructure; Manufacturing; Service Economy; Women Agenda; Social Protection; Sports, Culture and Arts; and Youth Empowerment and Development Agenda.

Table 9 shows MUST -planned progammes and activities through its strategic plan

BETA PILLAR	MUST ACTIVITY

MUST is ISO 9001-2015 and ISO 27001-2013 certified

1. **Agricultural Transformation**	MUST has started its farm enterprise that will be enabled through the School of Agriculture and food science to demonstrate best practices for farm enterprises. Extension services to the farmers to improve farmer productivity? Farmer open days to transfer knowledge to farming communities for better productivity Partnership with seed companies to showcase best seeds and map them for the region?
2. **Micro, Small and Medium Enterprise (MSME) Economy**	MUST through is Black Soldier fly (BSF) Research will enable farmers to harvest the eggs and grow the larvae to clear organic waste in markets and various centers and also to come up with animal feeds through their dried proteins and this promotes circularity for the MSMEs Is this going to be extended to generate employment and enterprise growth in the communities? MUST is also championing Entrepreneurship training by redesigning its curricula to enable learners to enterprise the skills they are acquiring in the University MUST has re-organized its research agenda into research, innovation commercialization and entrepreneurship to enhance conversion of University generated innovations and incubated companies/products to translate into commercial products for enterprise development through MSMEs
3. **Healthcare**	MUST has equipped its medical research through a grant from NRF and has opened to offer laboratory services neighboring community MUST owns an Advanced life support Ambulance and has partnered with neighboring community hospitals and service providers such AAR and St Johns Ambulance to extend the service to the neighboring communities. (***if this is not done yet, we then need to start signing agreements with them***) MUST aspires to establish a research and referral hospital. A proposal has been developed. Looking for partners to establish it.

4. **Housing and Settlement**	MUST has established a cement institute and currently championing research on low-cost and low-carbon-emitting clay based cement (LC3). The plan is to consolidate this at the university and then create enterprises and employment in the neighboring communities.
5. **Digital Superhighway**	MUST is working closely with the ICT Authority (ICTA) to come up with the digital hubs through connections of the fibre connectivity in order to open up the innovation center to the staff and community and synergize with the Community Innovation Hubs set up by the government.??? I do not understand MUST has a computing school that has several programs (7 in number) accredited by the Commission of University Education (CUE) that develops a human resource to occupy and lead in the digital superhighway

Through the key enablers:

Blue Economy: MUST has several fish ponds and could ear fingerlings for fish farmers and offer training through its department of Animal Health

Education and Training: This is MUST's core mandate and currently we have a student a population of about 11,307 students

Environment and Climate Change: MUST is undertaking several initiatives towards this area through several institutes and projects;

a) The sanitation research institute

b) The Cement Institute

c) The E-waste Center for recycling

d) The Archimedes Research center for renewable energy

e) Tree planting initiatives through the chancellors' projects

f) The University is slowly moving towards Solar powering

Foreign Policy and Regional Integration: MUST through its linkages and partnerships is helping in the regional integration through grants and projects and also shaping foreign policy

Manufacturing: MUST is coming up with a science park and an industrial park where we strive to have common manufacturing centers to reduce the cost of manufacturing to help the community. The University has started discussions with the Leather Council to start a leather and tannery training factory to build capacity, develop the leather industry and economically empower the neighboring ASAL communities

Women Agenda: MUST has a forum for women in STEM and enhances and advocates for participation of women in the science and technology agenda

Sports, Culture and Arts; and Youth Empowerment and Development Agenda: MUST has a vibrant youthful community that participates sports and creative arts activities across the country and this is a catchment for promoting talent. The stalled sports fields project will enhance this.

THARAKA UNIVERSITY

REPORT TO THE NATIONAL ASSEMBLY DEPARTMENTAL COMMITTEE ON EDUCATION

Education for Freedom/Elimu ni Uhuru

APRIL, 2024

BRIEF HISTORY OF THARAKA UNIVERSITY

Tharaka University is a fully fledged public university located in Tharaka-Nithi County 36 km from Kathwana, the Headquarters of Tharaka Nithi County, 50 km from Meru town and 70 km from Chuka Town. The University sits on a total area of 67 Acres of land. It shares the scenic beauty of Tharaka Hills that dot the terrain towards the Meru National Park, 20 km away. The location of the University provides a perfect setting for learning and interaction between students and staff from all walks of life, free from the hustle and bustle of mundane activities.

Tharaka University started as Chuka University -Tharaka Campus in September 2015. On 23rd March 2017, the Campus was inspected by CUE, and upon satisfying the requirements, it was gazetted on 27th July 2017 as Constituent College of Chuka University through Tharaka University College Legal Notice No. 146 of 2017. On the 2nd of August, 2022, and upon fulfillment of all the required requirements for the award of charter, the University College was awarded a charter and became a fully-fledged public university.

Tharaka University is a dynamic institution that prioritizes cutting edge education with strong, diversified academic programmes aimed at producing all rounded graduates. With the University's particular interest in Dryland Farming and Mining, it is expected that it will significantly contribute to the improvement of the livelihoods of the communities living in Arid and Semi-Arid Lands (ASALs) by opening up new frontiers of knowledge, research, and economic opportunities in these areas.



Transformation of Tharaka University

VISION

A center of excellence in teaching, research, innovation, and outreach for societal transformation

MISSION

To create a strong knowledge base through teaching, research, and innovation and disseminate this knowledge for societal transformation.

CORE VALUES

- Sustainability;
- Excellence;
- Teamwork;
- Integrity; and
- Timeliness.



Figure 2: Completed Media Studio Complex

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SECTION 1: GOVERNANCE STRUCTURE

The Council

Tharaka University (TUN) is governed by the Council which has nine (9) members appointed by the Cabinet Secretary, Ministry of Education under the provisions of the University Act. The Council consists of the Chairperson, representative of the Principal Secretary for Higher Education and Research, Representative of Cabinet Secretary National Treasury and Economic Planning, five members appointed through an open process and the Vice-Chancellor who is the Secretary to the Council.

Tharaka University submitted the request for appointment of the Chancellor in 2023.

Table 1: Membership of TUN Council

S/N	NAME	DESIGNATION	DATE OF APPOINTMENT	TERM (1ST OR 2ND)
1.	Prof. Timothy Mwangi Kiruhi	Chairperson	8/07/2022	2nd
2.	Mr. Elias Noor	Independent members	8/07/2022	1st
	Mr. Joshua Mungania			1st
	Dr. Solomon Muntet			1st
	Mrs. Esther N. Michieka			2nd
	Mrs. Grace Kamasara			1st
3.	Mr. James Mwangi Kiburi	Alternate Member PS, SDUER-Ministry of Education	26/04/2022	1st
4.	Ms. Joy Isabel Ochieng	Alternate Member CS National Treasury and Economic Planning	3/07/2022	1st
5.	Prof. Peter K. Muriungi	Vice- Chancellor	23/08/2023	1st

University Management

TUN has a Management Board that manages the day-to-day operations of the University and ensures efficient management of the human resources, programs, facilities, and finances of the University.

TUN Management Board consists of; The Vice-Chancellor, who is the Chairperson; two Deputy Vice-Chancellors; Finance Officer, Registrar Academic Affairs, Registrar Administration and Planning and University Librarian.

TUN has a well constituted Senate that is Chaired by the Vice-Chancellor. TUN Senate initiates the development of Statutes and proposals relating to the conduct of the University generally, discusses any matter relating to the University and make representations thereon to the Council. TUN Senate also makes regulations governing such other matters as are within its powers in accordance with the Charter or the Statutes

TUN has various Committees as per the University Statutes and these Committee report to the Management Board and the University Senate on various matters relating to the University.

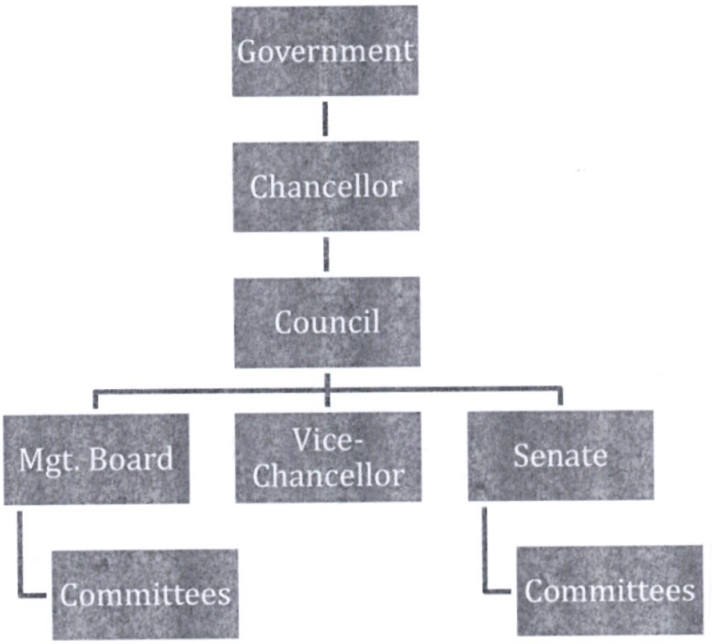


Figure 1: TUN Governance Structure

SECTION 2: STRATEGIC PRIORITIES

The University has identified six (6) Strategic Goals/Priorities in its quest to realize its Mission as clearly outlined in its 2023/2027 Strategic Plan. The goals are derived from issues that affect TUN and hence form the basis for the Strategic Goals as follows:

1. Enhance quality teaching and learning for positive societal transformation;
2. Foster a culture of research and innovation to meet the real-life needs for societal transformation;
3. Leverage modern ICT to enhance University's operations and service delivery;
4. Enhance Student Welfare Services for the comfort and holistic development of students at the University;
5. Establish and operationalize solid partnerships and collaborations to leverage new knowledge and resources; and
6. Strengthening institutional capacity to ensure all objectives are fully met.

In achieving each of the Strategic Goals, the University targets identified Key Results Areas below;

1. University Teaching and Learning
2. Research and Innovation
3. Information, Communication and Technology
4. Student Welfare
5. Partnership and Collaboration
6. Institutional Transformation

The above Key Result Areas are met by making strategic choices in implementing strategic objectives using identified strategies and thus getting defined outcomes that have clear indicators projected over the implementation period.

To attain outcomes/results in these Six Key Result Areas, the University has a clear budget allocation over the five years implementation period as below;



Graduation Procession

Table 2: Projected Resource Requirements per Key Results Area

Cost Item	Projected Resource Requirements (Ksh. Million)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA1: University Teaching and Learning	59.75	76	103.5	136	174	549.25
KRA2: Research and Innovation	5.42	7.47	8.85	9.40	11.89	43.03
KRA3: Information, Communication and Technology	10.38	13.43	15.58	16.63	16.98	73.00
KRA4: Student Welfare	7.10	7.18	7.50	7.23	7.38	36.39
KRA5: Partnership and Collaboration	6.04	7.19	8.07	9.57	11.57	42.44
KRA6: Institutional Transformation	297.10	380.88	418.04	504.36	593.69	2,194.07
Administrative Cost	263.00	336.50	407.00	496.00	631.90	2,134.40
Total	**648.79**	**828.65**	**968.54**	**1,179.19**	**1,447.41**	**5,072.58**

KRA – Key Result Area

SECTION 3: STUDENT ENROLLMENT

Tharaka University is keen on remaining competitive so as to attract high-achieving students, faculty staff, and researchers. Students seek institutions that offer quality education and opportunities for personal and professional growth, while accomplished faculty and researchers are drawn to institutions where they can conduct impactful research and collaborate with peers. Attracting enough students is a key to achieving the above and for effectively and sustainably getting adequate funds to run a university. The introduction of the New Funding Model for universities has even made this premise paramount. Tharaka University has a vibrant Directorate of Admissions and Marketing that is implementing marketing strategies, enabling its enrolment to grow steadily since inception. Currently the student population stand at **6,137**. The University hopes to roll out more than 6 programmes within the next five years and anticipates to reach an enrolment of more than **15,000** students in the next five years.

Undergraduate	**Enrollment**			
	Y1 2023 intake	Y2 2022 intake	Y3 2021 intake	Y4 2020 intake
	1495	1103	1397	1023
				TOTAL UNDERGRADUATE - 5018

Postgraduate	**Enrollment**	
	Y1	**Y2**
	187	327
		TOTAL POSTGRADUATE - 514

Diploma & Certificate	**Enrollment**	
	Y1	**Y2**
	321	284
TOTAL DIPLOMA & CERT – 605		

TOTAL UNIVERSITY ENROLLMENT = 6137

SECTION 4: STAFF ESTABLISHMENT LEVELS

Tharaka University was chartered on 2nd August 2022 and the required staffing levels as recommended by the Commission for University Education has not been achieved due to reduced budget that is required to have full establishment as required by the requlator in order to offer quality education. The current staffing levels against the required levels is shown below.

Table 4: Staff Establishment

Required Staffing Levels for Financial year, 2023-24					
A) Administrative and Support Staff					
S/N	Titles	Approved No. of Staff 2022/2023 (a)	Current No.of Staff 2022/23 (b)	Difference(a – b)	Additional Staff 2023/2024
1	Chancellor	1	0	1	-
2	Council Chairman	1	1	-	-
3	Vice Chancellor	1	1	-	-
4	Deputy Vice Chancellor (AFP&D)	1	1	-	-
5	Deputy Vice Chancellor (ARSA)	1	1	-	-
7	Grade 15	2	0	2	2
8	Grade 14	2	1	1	2
9	Grade 13	4	2	2	4
10	Grade 12	3	2	1	4
11	Grade 11	7	3	4	5
12	Grade E/F	28	21	7	2
13	Grade C/D	30	26	4	3
14	Grade A/B	27	25	2	5
15	Grade IV	20	11	9	5
16	Grade III	3	0	3	4
17	Grade II	2	1	1	1
Total (A)		**133**	**96**	**37**	**37**

B) Academic Staff					
	Titles	Approved No.of Staff 2022/2023 (a)	Current No.of Staff 2022/2023 (b)	Difference (a – b)	Additional Staff 2023/2024
18	Professors	3	3	0	2
19	Associate Professors	3	2	1	2
20	Senior Lecturers	10	9	1	3
21	Lecturers	15	14	1	15
22	Assistant Lecturer/Tutorial fellow	56	53	3	20
23	Teaching Assistant	10	5	5	5
Total (B)		**97**	**86**	**11**	**47**
Grand Total (A+B)		**230**	**182**	**48**	**84**



Academic Staff during Graduation

We are ISO 9001:2015 Certified.

Education for Freedom/Elimu ni Uhuru

SECTION 5: ASSETS AND LIABILITIES

5.1 Assets

Tharaka University has continued to grow its assets since its establishment and currently has a total asset of **Kshs 795 Million**. This is a significant growth from **Kshs.106 Million** worth of assets that it inherited from Chuka University in 2019.

Table 5: Assets

	THARAKA UNIVERSITY ASSETS							
PPE Schedule								
Particulars	**Land**	**Buildings**	**Plant& equip**	**Motor Vehicle**	**Furniture & Fittings**	**Comp Hardware &ICT**	**Library Books**	**P**
Cost At 30th June 2023	47,000,000	141,000,000	20,813,809	32,879,500	21,430,893	24,087,246	10,525,886	3
Additions	-	-	4,138,458	12,271,000	6,608,600	2,067,286	931,177	
W.I.P Capitalized	5,600,000	175,316,807	6,250,710	-	-	-	-	1
Total PPE	52,600,000	316,316,807	31,202,977	45,150,500	28,039,493	26,154,532	11,457,063	2
Biological Assets								
Intangible Assets								
Total assets								

5.2 Liabilities

The current liabilities of the University are **Kshs.19,467,000** due to the part time lecturers which will be offset when the Universities funding board releases the funds for the second semester under the New Funding Model.

We are ISO 9001:2015 Certified. *Education for Freedom/Elimu ni Uhuru*

SECTION 6: IMPLEMENTATION STATUS OF APPROVED 2023/24 BUDGET AND APPROVED PROCUREMENT PLANS

6.1 Implementation Status of Approved 2023/24 FY Budget and Approved Procurement Plan

The University budget for 2023/2024 FY, which was submitted and approved is summarised as follows:

Budget Item	Amount (Ksh)
GOK Recurrent Capitation	268,058,105
GOK Capital Grants	45,000,000
A-I-A / Internally Generated Funds	206,096,000
Total	**519,154,105**

The University's approved budget as follows:

Budget Item	Amount (Ksh)
Personnel Emolument	272,609,705
Operations and Maintenance Expenses	101,544,400
Academic and Research	45,000,000
Capital projects	67,000,000
Purchase Plant, Machinery and Equipment	33,000,000
Total	**519,154,105**

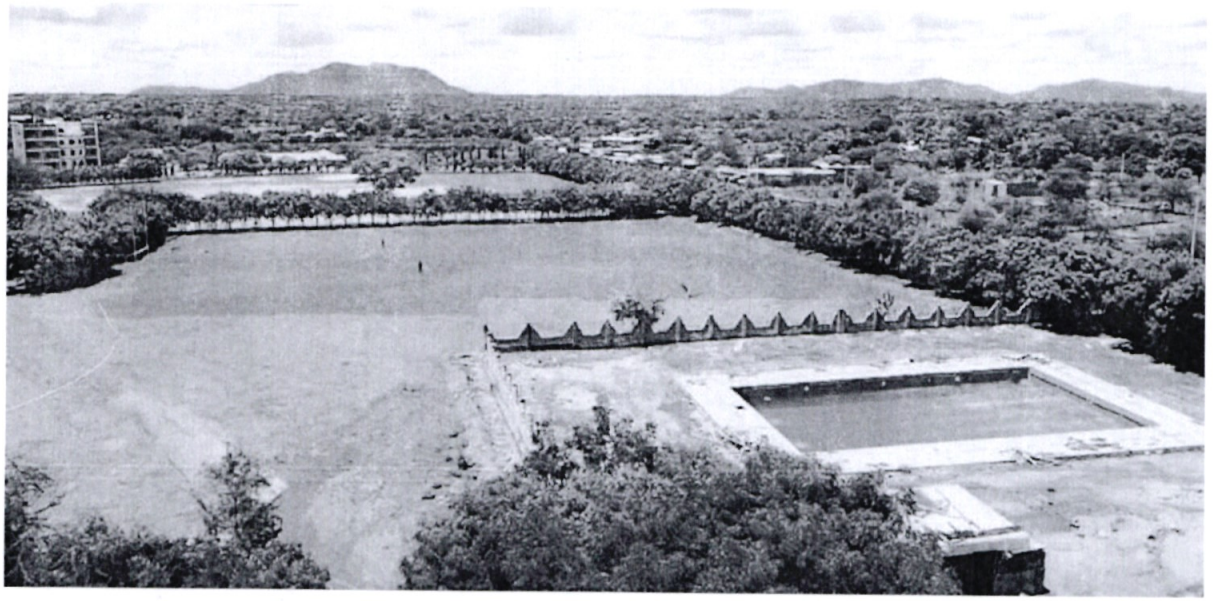
The University has received funds from the government capitation and A-I-A in the 2023/2024 FY:

Budget Item	Amount Received (Ksh)
GOK Recurrent Capitation	201,043,575
GOK Capital Grants	11,250,000
A-I-A / Internally Generated Funds	184,545,911
Total	**396,839,486**

The University has utilized funds as follows in the 2023/2024 FY:

Expenditure item	Amount (Ksh)
Personnel Emolument	205,948,811

Capital projects	36,920,730
Use of goods and others	142,054,226
Total	**384,923,767**



University Swimming Pool: One of the ongoing university projects

SECTION 7: UNIVERSITY PROJECTS FOR FINANCIAL YEAR 2023/2024

Tharaka University since the award of the Charter has continually been involved in implementation of the projects to match the students' enrollment and status. The following projects are/ were implemented in the 2023/2024 FY.

1. **Capital projects Funded by the Government Capitation**
   a) Science Tuition Block
   b) Administration Block
   c) Library Block
2. **In house projects Funded by AIA**
   a) Water intake
   b) Cabro paving of Media Studio House
   c) Swimming Pool
   d) Lactating House

THARAKA UNIVERSITY CAPITAL PROJECTS FUNDING HISTORY

S/N	Project Name	Project Cost	2019/2020	2020/2021	2021/2022	2022/2023	Total	2023/2024 (Budget)	RECEIVED (23/24)
1	Construction of Administration Block	830,803,710	0	36,318,538	110,000,000	29,967,293	176,285,831	15,000,000	3,750,000
2	Construction of Tuition Block	536,441,845	0	46,530,444	65,000,000	11,829,194	123,359,638	15,000,000	3,750,000
3	Construction of Library	513,740,516	0	39,071,311	65,000,000	11,829,194	115,900,505	15,000,000	3,750,000

		Total		**121,920,293**	**240,000,000**	**53,625,681**	**415,545,974**	**45,000,000**	**11,250,000**

S/N	PROJECT NAME	SOURCE OF FUNDING	PROJECT COST	ALLOCATION 2023/24	EXPENDITURE (KSH) 2023/24	COMMENCEMENT DATE	COMPLETION DATE	STATUS/PROGRESS OF WORKS		ACTUAL STATUS
								COMPLETED WORKS	% COMPLETION	
1	Proposed Science Tuition Block Phase 1	Government	536,441,845	15,000,000	8,066,426	16th Nov, 2020	10th June, 2026	All works completed	100% (Phase 1)	Ongoing
2	Proposed Administration Block Phase 1	Government	830,803,710	15,000,000	None	16th Nov, 2020	10th May, 2027	All works completed	100% (Phase 1)	ongoing

3	Proposed Library Block Phase 1	Government	513,740,516	15,000,000	14,271,886	16th Nov, 2020	30th June, 2026	Substructures, ground floor walling. Concreting of ground floor slab	70% (phase 1)	Ongoing
4.	Construction of Swimming pool	A in A	23,000,540	3,610,094	None	20th March, 2024	20th May, 2024	Excavation, slab, columns	35%	Ongoing

S/N	PROJECT NAME	SOURCE OF FUNDING	PROJECT COST	ALLOCATION 2023/24	EXPENDITURE (KSH) 2023/24	COMMENCEMENT DATE	COMPLETION DATE	STATUS/PROGRESS OF WORKS		ACTUAL STATUS
								COMPLETED WORKS	PERCENTAGE COMPLETION	
5	Kathita water project	A in A	42,000,000	40,000,000	38,415,891	10th July, 2023	June ,2024	All works completed	94%	Ongoing
6	Lactation room	A in A	2,964,983	2,964,983	650,000	20th March, 2024	20th May, 2024	Excavation, substructural walling	11%	ongoing
7.	Cabro paving	A in A	11,094,877	11,094,877	None	4th March,2024	4th April, 2024	Excavation, filling, levelling and compaction	14%	Ongoing

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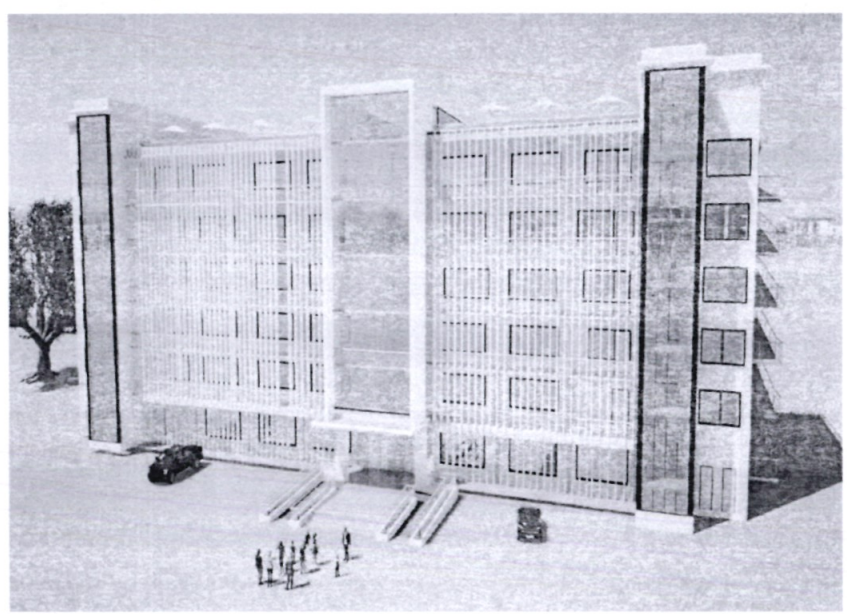
a) **Science Tuition Block**

This is a seven-storey building in design but being implemented in phases. It's a government funded project. The whole project was estimated to cost **Kshs. 530,803,710** including land scaping, Parking, foul water drainage and other civil works. The works contracted includes constructions of 2 floors and one basement floor to usable state in Phase 1. It is designed to host all science courses including Physics, Biology and Chemistry Laboratories. Each floor has a floor area of 1,600 m^2. The Science Block was mainly started to create more lecture hall for science related courses. Being a young University, the lecture halls were inadequate. It was also aimed to host 3 ultra-modern laboratories with all the modern equipment for learning.

The government allocation for financial year 2023/24 was **Kshs. 15,000,000** of which only a **Kshs 3,750,000** has been disbursed.



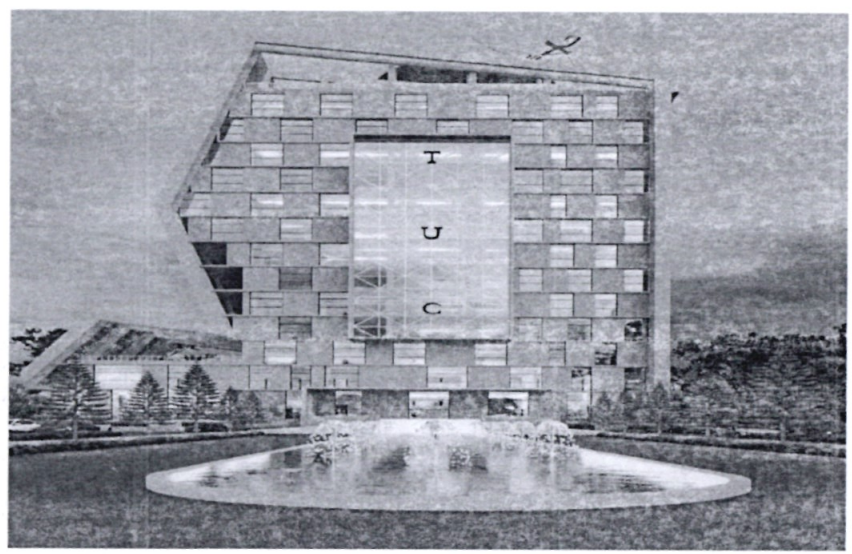


b) Administration Block

This is 15 floors building in design but the works contracted includes construction of 2 floors and one basement floor to usable state in phase 1. It is designed to host administrative offices including the office of the Vice-Chancellor. It's meant to host offices, school of Law and a modern cafeteria with overall estimated cost of **Kshs. 830,803,710** . It is designed with a raft foundation for robust strength owing to its height. The phase 1 of the project was up to first floor including the basement.

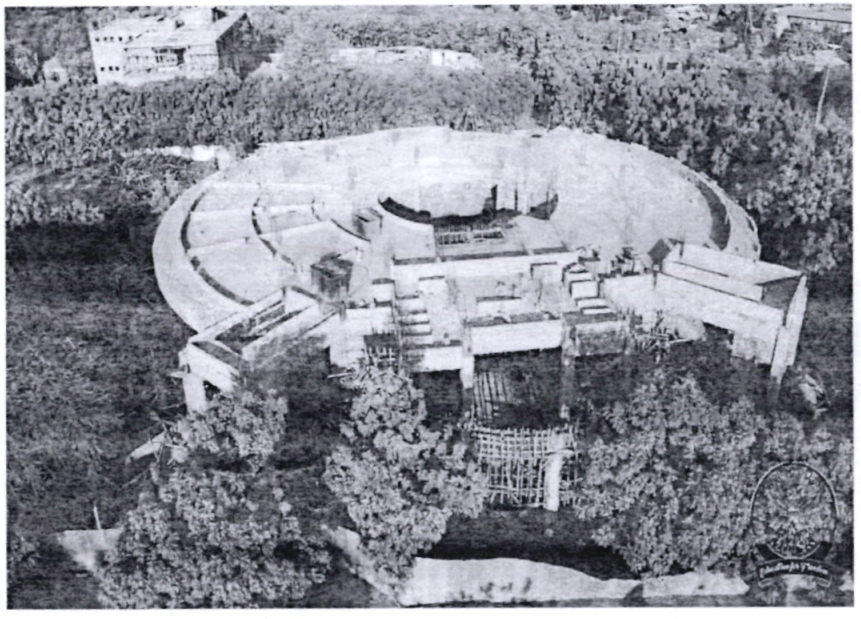
The project was started with aim of decongesting the small offices and provide more lecture rooms therefore enhancing a conducive learning environment.

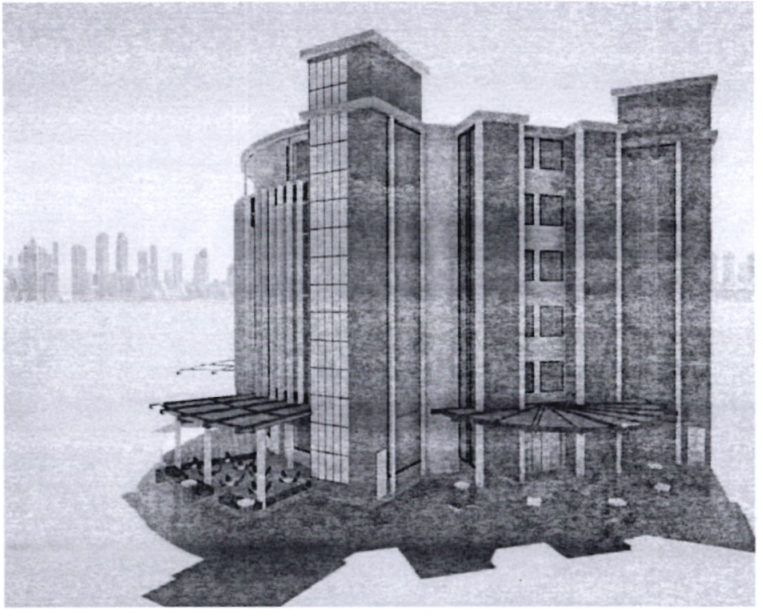




c) **Library Block**

It's a five-storey building in design and sitting in an area of **2,200 m²**. It is a government funded project and it is estimated to cost **Kshs.513,740,516** to completion. It is an Ultra-modern library building in design but the works contracted includes construction of 2 floors to usable state in phase 1. The building is designed to host all library services both undergraduate and post graduates.





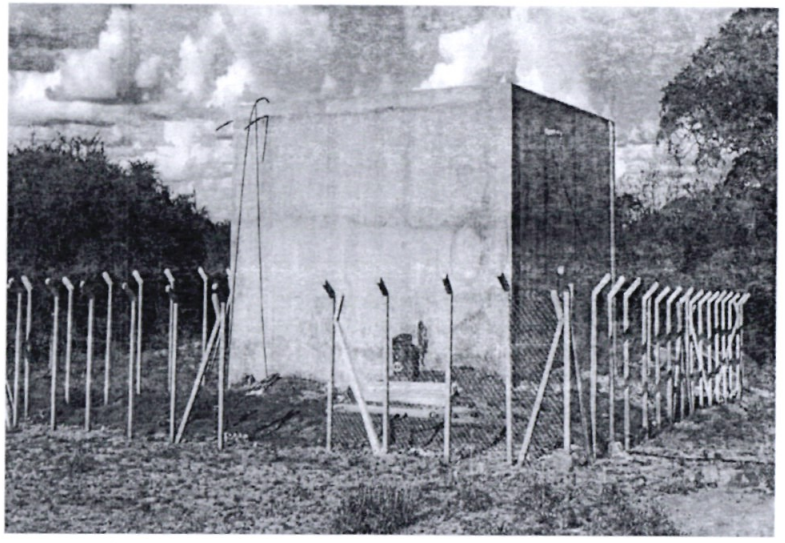
d) **Water Intake Project**

Tharaka University is situated in arid and semi-arid areas, with a specialized focus on Dryland Agriculture and Mining. The University has growing population of over 6000 students and need for extra sources of potable and farming water is inevitable.

The project draws its water from River Kathita, a distance of 10Kms from the University. The total expenditure for the project amounts to **Kshs. 38,415,891 out of the estimated cost of Kshs.42 million** The project works included excavation of pipes trenches, laying and jointing and backfilling.

This project not only benefits the University's population but also extends its positive impact to Gatunga Secondary School, located within the University, Tharaka Technical and Vocational College and the surrounding community. The project will also be alternative source of revenue for the University through monetizing the water.

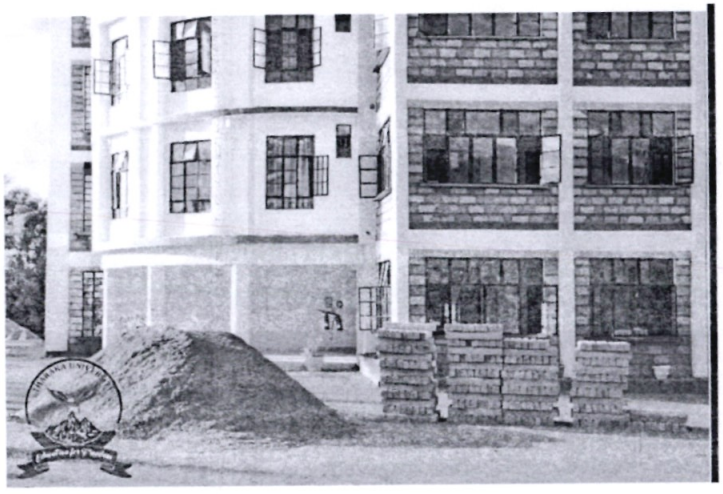




e) Cabro Paving Project

This project entails laying of cabro paving blocks around the Studio House an area of **3,200 m²**. The cost for the work is **Kshs.11,094,877.** It is funded by AIA. The university opted to do cabro paving because of the following reasons.

i. Most of the soil around Tharaka University is black cotton soil and water logs easily.
ii. The cabros works will enhance the University aesthetics and cleanliness of the Media House.
iii. Media studio House is our signature building currently and having the cabro paving around the building will make it more elegant.
iv. To create more parking ground for members of staff, students and visitors

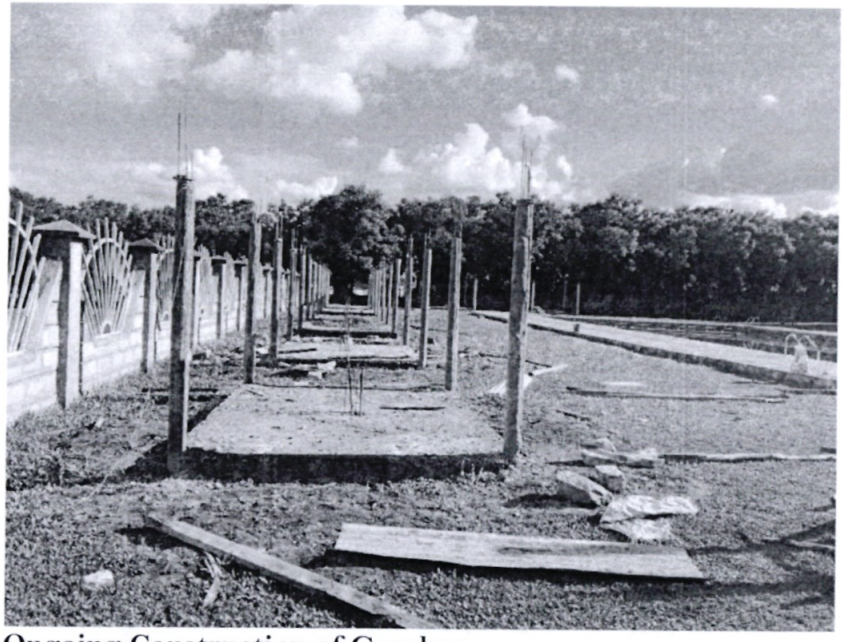




Cabro paving in progress in the media studio

f) Swimming Pool

This Swimming Pool project comprises of construction of 10 Gazebos to acts as shades and seating facility around the swimming pool at a cost of **Kshs. 3,610,094.** The University has constructed a 25m x 12m swimming pool accompanied with the necessary recreation facilities including the Cafeteria and Tack Shops. The pool is complete and ready for use after the completion of the gazebos.



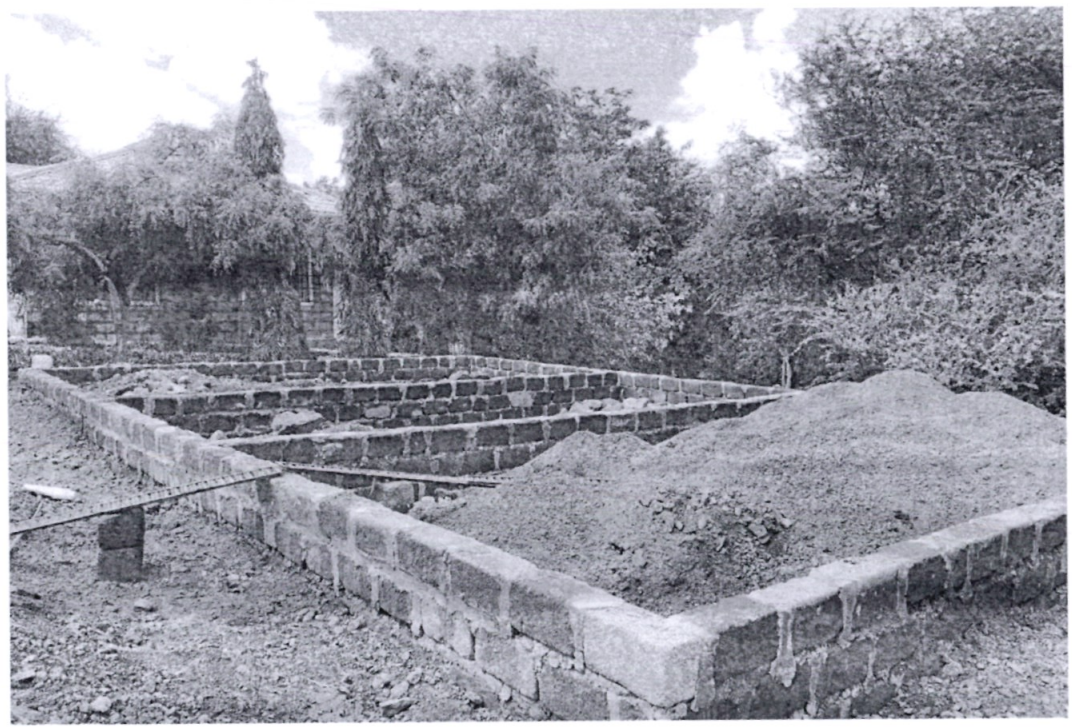
Ongoing Construction of Gazebos



Swimming Pool

g) Lactating Room Project

This project is funded through A-I-A. It is an inhouse project estimated to cost approximately **Kshs. 2,964,983.** This is a project implemented as part of the requirement in the current financial year performance contract.



Ongoing Construction of Lactating Rooms Project

Challenges facing the Implementation of above projects.

Delay in disbursement of funds

The implementation of the development projects has been affected negatively by the delay of release of funds. When the release of funds is delayed the contractors maintain the skeleton staff and this delays the completion of the project as per the agreed completion period. When the period changes, the prices of construction materials is also affected leading to change in the contract amount. The project ends up stalling midway as it takes even more time to get additional funds to complete the project.

Delay in completion due to budget cuts

During supplementary budget the capital projects budget is mostly affected negatively. The budget cut inconveniences the University since there is an existing contract between the University and the contractor. This may lead to court cases as the University is unable to honour its obligation on the timely payment for the work done.

High inflation

The increase in general prices of goods and services is affecting the capital projects especially when the contracts are supposed to go beyond one year. The change in the price of fuel, cement and other construction materials negatively affect the project.

Price Variation

Most of the projects when delayed as a result of budget cut and delay in disbursement of funds ends up requiring the extension of the contract period. This in turn changes the prices of the construction materials requiring the change in the contract sum. This is challenging when sourcing for the additional funds required to complete the project.

Inadquate funding

Tharaka University was established on 27th July 2017. It missed on the Goverment funding for two consecutive years but continued to recieve students who required to be attended to and required learning facilities and equipment. The funding has not been adquate to meet requirements of the growing number of students.

Accesibility to the university

The road network to the university is poor and sometimes there is delay in trasportation of construction materials especially during the rainy season. The university is also located in an area with black cotton soil which makes it difficult for movement of materials to the site when it is raining.

Pending Bills

Tharaka University has no pending bills.

SECTION 8: EFFECTIVENESS AND CHALLENGES OF THE NEW UNIVERSITY FUNDING MODEL

The New Funding Model (NFM) for Kenyan universities was implemented in 2023/2024 FY with the aim of addressing several key issues and challenges in the country's Higher Education sector. The key issues and challenges leading to change of the funding model included:

1. Inadequate Funding: Kenyan universities had long faced financial constraints, which had hindered their ability to provide quality education, maintain infrastructure, and retain talented faculty members. The new funding model sought to address this issue by providing a more sustainable and equitable funding mechanism.
2. Equity and Access: Access to higher education, particularly for students from disadvantaged backgrounds was a challenge. The new funding model aimed to promote equity by providing financial support to students based on their socioeconomic status and academic performance.
3. Quality of Education: The quality of education in Kenyan universities had been a concern due to limited resources, overcrowding, and inadequate facilities. The new funding model aimed to improve the quality of education by allocating funds for infrastructure development, research, and faculty development.
4. Relevance and Employability: There had been a growing concern about the relevance of university curricula and the employability of graduates. The NFM sought to address this by encouraging universities to align their programs with industry needs and promote entrepreneurship.

Tharaka University participated fully in the processes leading to the implementation of the New Funding Model and in the 2023/2024 FY, received the first cohort of students under the new funding model. The New Funding Model has significantly addressed the four issues above at Tharaka University, but not without areas of concern, key among them being:

1. Funding disparities and inequalities:
   i. The enrollment-based funding model may create disparities among universities, with well-established institutions receiving more funds due to their existing programmes, resources and infrastructure.
   ii. Less-resourced universities, particularly those in rural or marginalized areas, may struggle to attract students and meet the performance criteria, leading to further underfunding and widening the gap in educational quality.
2. Quality of education concerns:
   i. There is a risk that universities may prioritize increasing student enrollment over maintaining academic standards and quality of education to secure more funding.
   ii. This could lead to overcrowded classrooms, strained resources, and a potential decline in the overall quality of teaching and learning.
3. Research and innovation challenges:
   i. The New Funding Model places greater emphasis on student enrollment and teaching activities, potentially neglecting the importance of research and innovation.

ii. Inadequate funding for research could hinder the development of new knowledge, technological advancements, and the overall competitiveness of Kenyan universities on a global scale.

4. Financial sustainability concerns:
   i. Universities heavily reliant on government funding may face financial instability if the allocated funds are insufficient or if there are delays in disbursements.
   ii. This could lead to operational challenges, such as difficulties in retaining quality faculty, maintaining infrastructure, and providing essential student services.
5. Application and awarding process for students' fund:
   i. There is legislative barrier for underage applicants to apply for funding without National Identification Cards, which is mandatory. Cases of underage applicants is increasing.
   ii. This leads to delays in the processing of applications, appeals, and disbursement of funds to these students.
   iii. Some very needy students are being placed in higher bands where household amounts are too high and making them unable to clear their huge fees.

To address these challenges, the following potential solutions and recommendations could be considered:

1. Consider a progressive balanced funding model that considers both performance indicators and baseline funding to ensure equitable access to resources for all universities, regardless of their current standing in terms of programmes and students' enrollment.
2. Implement measures to safeguard the marginalized institutions from collapsing due to lack of sufficient funds to run them, yet they play a pivotal role in ensuring access to education for all as enshrined in the constitution.
3. Allocate dedicated funding streams for research and innovation activities, recognizing their importance in driving economic growth and societal development.
4. Invest in capacity-building initiatives for university administrators and staff to enhance their ability to effectively manage resources and meet the requirements of the new funding model.
5. Review the parameters of classifying students to bands so as to eliminate chances of poor students falling in higher bands.
6. Review the policy on **Mandatory** use of **National IDs** for all to award tuition and upkeep loans in order to enable those who have not attained age of 18 years to access these funds.
7. Fully implement the recommendation contained in the Working Party Report on establishing the Tertiary Education Placement and Funding Board with KUCCPS, HELB, UFB and TVETFB as directorates, to create a strong agency to fund students at the tertiary level of education and to ensure coherence between funding and placement.

It is crucial for the government, universities, and relevant stakeholders to engage in constructive dialogue and collaborate to address these challenges. By reviewing funding policies and strategies, the New Funding Model can contribute to the overall improvement of the higher education system in Kenya while ensuring equitable access, quality education, and sustainable development.

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SECTION 9: VIEWS ON THE PRESIDENTIAL WORKING PARTY REPORT RECOMMENDATIONS

RECOMMEDNATION ON GOVERNANCE - Section 9.5.1.1

9.5.1.1 (2) Amend the Universities Act to provide for recruitment of Deans of Schools and Faculties through competitive appointment rather than elections.

- **The tradition of electing the Dean of Faculty or School is more valuable than recruiting one. A Dean who comes within the institution through election by Faculty staff could be more effective than a new recruited Dean from outside the institution who will have to start learning the culture of the university and learning to work with the new staff.**
- **Facalty staff work as a team and having providing a chance to elect one amongest themselves to be the Dean makes the schools/ Faculties strong in achieving the goals of the schools/faculties better.**

9.5.1.1 (6) CUE to develop a Higher Education Qualification Framework (HEQF) to equate and provide learners with deficits in some discipline an opportunity to bridge in order to meet admission requirements for University level education.

- **TUN proposes harmonization of Higher Education Qualification Framework (HEQF) with Kenya National Qualification Framework (KNQF) in order to have one national qualification framework instead of segregeted frameworks.**

RECOMMENDATION ON OPEN UNIVERSITY AND ODEL - Section 9.5.1.2

9.5.1.2 (2) CUE to Review the University's Standard and Guidelines, 2014, to provide criteria on minimum admission qualifications for Open University of Kenya (OUK).

- **Criteria on minimum admission qualification should be the same for all universities for all the similar programmes. This will be taken care of by the qualification framework, therefore this recommednation need not to suffice.**

RECOMMENDATIONS ON FINANCING OF TERTIARY EDUCATION - Section 10.5.2

10.5.2 (1) Scholarships and loans will be distributed to four distinct categories of Universities/TVETs/TTCs students as shown below:

Student category	Scholarships (%)	Loans (%)	Household (%)
Vulnerable	82	18	0
Extremely Needy	70	30	0
Needy	53	40	7
Less Needy	38	55	7

- **The implemented funding model diverted from this recommended model in terms of students categories. There are five bands now, with the last three bands being somewhat economically burdening on most parents and guardians.**

10.5.2 (3) MoE to provide a minimum essential package to facilitate operations of the new public Tertiary institutions.

- **New and upcoming Universities, which attract fewer students in the initial programme areas as they are just starting to build a reputation will have less funding. Moreover, programmes in these Universities tend to be predominantly in the humanities and social sciences, which have lower unit costs compared to STEM programmes. These Universities also have comparatively limited infrastructure, hence this is highly anticipated to assist elevate this institutions.**

10.5.2 (6)MoE to develop and implement a performance-based formula for capital infrastructure development for Universities and TVETs.

- **TUN submits that this perfomance based formula should have parameters that will not make old established universities take the big chunk of the capital development funds leaving new and small universities behind.**

RECOMMENDATIONS ON LAWS GOVERNING TERTIARY EDUCATION - Section 11.5.2

11.5.2 (5)(i) - Section 36 (2) to reduce the minimum qualification of chairperson of council from a doctorate degree holder to a master's degree holder with at least 10 years experience in management

- **The reduction of the qualification from doctrate to Masters holder for a Chair of Council may not be advisable route. This is someone who will be directly involved in charting the policy direction of a University with other council members and working on many university stipulated activities in more ocassions than even a chancellor. Many a times this persons represents the chancellor. The Doctrate qualifications ought to remain.**

11.5.2 (5)(j) Section 38 (4) to include the requirement that the Chancellor must be a holder of an earned PhD and have had a distinguished career in public or private sector.

- **Although a titular head of the institution, this position requires an established individual to assist the university in resource mobilization and overseeing very few university events like graduation.**
- **Many established candidates capable of mobilizing resources for the university are not likely to have earned Ph.Ds, therefore the recommendtaion for an earned Ph.D for a chancellor ought not be included.**

SECTION 10: ACCREDITATION PROCESS OF PROGRAMMES OFFERED

Tharaka University is among the latest universities to be awarded a charter. All the programmes on offer were accredited before the award of the charter. Those programmes are however being reviewed in the wake of the impending curriculum change to Competency Based Education and Training (CBET). Further, the New Funding Model (NFM), neccessitates that Universities develop new and attractive programmes in STEM and other key areas that are potential to attract students hence adequate funds to run the university. The University has submitted four new programmes to the Commission for University Education (CUE). The University is also working hard to develop relevant programes in areas of health, law and agriculture.

Table 10.1: Tharaka University Academic Programmes

THARAKA UNIVERSITY ACCREDITED PROGRAMMES				
APRIL, 2024				
	FACULTY OF BUSINESS STUDIES			
	Bachelors Programmes			
SN	**Description**	**Category**	**School Code**	**Capacity**
1	BACHELOR OF COMMERCE (B.COM)	Undergraduate	FBUST	80
2	BACHELOR OF SCIENCE (ECONOMICS AND STATISTICS)	Undergraduate	FBUST	50
3	BACHELOR OF ENTREPRENEURSHIP AND ENTERPRISE MANAGEMENT	Undergraduate	FBUST	50
4	BACHELOR OF PROCUREMENT AND LOGISTICS MANAGEMENT	Undergraduate	FBUST	50
	Postgraduate Programmes			
SN	**Description**	**Category**	**School Code**	**Capacity**
1	MASTER OF SCIENCE IN PROCUREMENT AND LOGISTIC MANAGEMENT	Masters	FBUST	8
2	MASTERS OF BUSINESS ADMINISTRATION	Masters	FBUST	8
3	PHD BUSINESS ADMINISTRATION	PHD	FBUST	4
	FACULTY OF HUMANITIES AND SOCIAL SCIENCES			
	Bachelors Programmes			
SN	**Description**	**Category**	**School Code**	**Capacity**

1	BACHELOR OF ARTS (CRIMINOLOGY AND SECURITY STUDIES)	Undergraduate	FEHS	250
2	BACHELOR OF ARTS IN JOURNALISM AND MASS COMMUNICATION	Undergraduate	FEHS	200
3	BACHELOR OF PSYCHOLOGY	Undergraduate	FEHS	250
4	BACHELOR OF SCIENCE IN INFORMATION SCIENCE	Undergraduate	FEHS	40
5	BACHELOR OF SCIENCE (COMMUNITY DEVELOPMENT)	Undergraduate	FEHS	200
6	BACHELOR OF ARTS	Undergraduate	FEHS	350
	Postgraduate Programmes			
SN	**Description**	**Category**	**School Code**	
1	MASTERS OF ARTS IN KISWAHILI	Masters	FEHS	8
2	MASTERS OF SCIENCE IN LIBRARY AND INFORMATION SCIENCE	Masters	FEHS	8
3	MASTER OF ARTS IN GEOGRAPHY	Masters	FEHS	8
4	MASTER OF ARTS IN RELIGIOUS STUDIES	Masters	FEHS	8
5	MASTERS IN COUNSELLING PHSYCOLOGY	Masters	FEHS	8
6	MASTERS OF ARTS IN CRIMINOLOGY AND SECURITY STUDIES	Masters	FEHS	8
7	MASTERS OF ARTS IN HISTORY	Masters	FEHS	8
8	MASTERS OF ARTS IN LITERATURE	Masters	FEHS	8
9	MASTERS OF ARTS LINGUISTICS	Masters	FEHS	8
10	MASTERS OF SCIENCE IN COMMUNITY DEVELOPMENT	Masters	FEHS	8
11	PHD IN KISWAHILI	PHD	FEHS	4
12	PhD IN COMMUNITY STUDIES AND EXTENSION	PHD	FEHS	4
13	PHD IN COUNSELLING PSYCHOLOGY	PHD	FEHS	4
14	PHD IN CRIMINOLOGY	PHD	FEHS	4
15	PHD IN HISTORY	PHD	FEHS	4
16	PHD IN LINGUISTICS	PHD	FEHS	4
17	PHD IN LITERATURE	PHD	FEHS	4
18	PhD IN RELIGIOUS STUDIES	PHD	FEHS	4
19	PHD IN GEOGRAPHY	PHD	FEHS	4
	FACULTY OF EDUCATION			
	Bachelors Programmes			

SN	Description	Category	School Code	Capacity
1	BACHELOR OF EDUCATION (ARTS)	Undergraduate	FEHS	600
2	BACHELOR OF EDUCATION (SCIENCE)	Undergraduate	FEHS	550
3	BACHELOR OF EDUCATION (EARLY CHILDHOOD DEVELOPMENT)	Undergraduate	FEHS	30
	Postgraduate Programmes			
SN	**Description**	**Category**	**School Code**	
1	MASTERS IN EDUCATIONAL MANAGEMENT	Masters	FEHS	8
2	MASTERS OF EDUCATION FOUNDATION	Masters	FEHS	8
3	MASTERS OF EDUCATION PSYCHOLOGY	Masters	FEHS	8
4	PHD IN EDUCATION MANAGEMENT	PHD	FEHS	4
5	PHD IN EDUCATION FOUNDATION	PHD	FEHS	4
6	PHD IN EDUCATIONAL PSYCHOLOGY	PHD	FEHS	4
	FACULTY OF LIFE SCIENCES AND NATURAL RESOURCES			
	Bachelors Programmes			
SN	**Description**	**Category**	**School Code**	**Capacity**
1	BACHELOR OF SCIENCE (AGRICULTURAL EDUCATION AND EXTENSION)	Undergraduate	FLIN	100
2	BACHELOR OF AGRIBUSINESS MANAGEMENT	Undergraduate	FLIN	30
3	BACHELOR OF HOTEL MANAGEMENT	Undergraduate	FLIN	100
4	BACHELOR OF SCIENCE IN AGRICULTURE	Undergraduate	FLIN	60
5	BACHELOR OF SCIENCE IN ANIMAL SCIENCE	Undergraduate	FLIN	30
	Postgraduate Programmes			
SN	**Description**	**Category**	**School Code**	
1	MASTER OF SCIENCE IN AGRICULTURAL EDUCATION	Masters	FLIN	8
2	MASTER OF SCIENCE IN BOTANY	Masters	FLIN	8
3	MASTER OF SCIENCE IN CROP PROTECTION	Masters	FLIN	8
4	MASTER OF SCIENCE IN HORTICULTURE (OLERICULTURE)	Masters	FLIN	8
5	MASTERS IN HOTEL MANAGEMENT	Masters	FLIN	8

6	MASTERS OF SCIENCE IN AGRIBUSINESS MANAGEMENT	Masters	FLIN	8
7	PHD IN AGRONOMY	PHD	FLIN	4
8	PHD IN TOURISM MANAGEMENT	PHD	FLIN	4
	FACULTY OF PHYSICAL SCIENCES ENGINEERING AND TECHNOLOGY			
	Bachelors Programmes			
SN	**Description**	**Category**	**School Code**	**Capacity**
1	BACHELOR OF ACTUARIAL SCIENCE	Undergraduate	FPET	30
2	BACHELOR OF SCIENCE (COMPUTER SCIENCE)	Undergraduate	FPET	80
3	BACHELOR OF SCIENCE	Undergraduate	FPET	150
	Postgraduate Programmes			
SN	**Description**	**Category**	**School Code**	
1	MASTER OF SCIENCE IN CHEMISTRY	Masters	FPET	8
2	MASTER OF SCIENCE IN COMPUTER SCIENCE	Masters	FPET	8
3	MASTER OF SCIENCE IN PHYSICS	Masters	FPET	8
4	MASTERS OF SCIENCE IN APPLIED STATISTICS	Masters	FPET	8
5	PHD IN APPLIED STATISTICS	PHD	FPET	4

PROGRAMMES SUBMITTED FOR ACCREDITATION THIS YEAR

1 BACHELOR OF SCIENCE IN GEOLOGY
2 BACHELOR OF TECHNOLOGY IN RENEWABLE ENERGY AND MANAGEMENT
3 BACHELOR OF TECHNOLOGY IN WATER AND IRRIGATION
4 BACHELOR OF TECHNOLOGY IN MINERAL EXPLORATION AND MINING

PROGRAMMES UNDER REVIEW TOWARDS IMPLEMENTATION OF CBC

1 BACHELOR OF EDUCATION (ARTS)
2 BACHELOR OF EDUCATION (SCIENCE)
3 BACHELOR OF EDUCATION (EARLY CHILDHOOD DEVELOPMENT)

4 BACHELOR OF SCIENCE (AGRICULTURAL EDUCATION AND EXTENSION)

PROGRAMMES BEING DEVELOPED

1. BACHELOR OF SCIENCE IN NURSING
2. BACHELOR OF SCIENCE IN MEDICAL MICROBIOLOGY
3. BACHELOR OF SCIENCE IN MEDICAL LABORATORY
4. BACHELOR OF SCIENCE IN MEDICAL BIOCHEMISTRY
5. BACHELOR OF SCIENCE IN PUBLIC HEALTH
6. BACHELOR OF SCIENCE IN FOOD AND NUTRITION
7. BACHELOR OF SCIENCE IN CLINICAL MEDICINE
8. BACHELOR OF LAWS (LLB)

SECTION 11: DIVERSIFICATION OF REVENUE STREAMS

Tharaka university is committed and has innitiated several ways of generating its own income in order to divesify its revenue stream to reduce depedancy on the government capitation. The University has the following altarnative sources of income: -

1) **Research funds and commercialization of patents**
   The University has invested in training its staff and post-graduate students on writing fundable reseach proposals. Further, the University provides internal reseach funds that are competitively awarded to both staff and post-graduate students. The University also encourages staff to collaboration with other organisations/ stakeholders in doing joint proposals and conducting joint research activities.

2) **University Farm, Health Unit and Student Cafeteria**
   The University has established a student Cafeteria, Health unit and University farm. These are income generating activities that the University is using to generate and diversify its revenue streams, at the same time providing relevant services to the students and staff.

3) **Establishment of conservancy**
   The University is located near the entrance to Meru National Park and is in the process of establishing a Conservancy to attract both domestic and foreigh tourists. The conservancy will be set up on the land donated by the community.

4) **Providing online ICT and Computer Academy Courses**
   The University has established online ICT and Computer Academy courses that are taught online. This courses are available even to staff who would want to gain skills without the pressure of having to take breaks off their work. This will be a major sorce of income since most of the employees who are unable to get study leave will be accomodated into the courses offered.

5) **Water Connectivity to households and Sale of Bottled Water**
   The University constructed a water intake from River Kathiita in the current financial year. This water is adquate to establish a water treatment plant in order to distribute and/or package and sell to generate revenue. This is an area capable of bringing transfromation to the local community where water is a big challenge and at the same time provide an extra income to the University.

6) **Training Farmers and providing agro-based consultancy services**
   The University niche area is in dry land Agriculture and Mining. The University will offer consultancy services in these areas so as to assist farmers adopt better ways of generating income from agriculture and also from the small scale mining activities within the region.

With time these could become a stream to generate revenue via working with government and NGO's.

7) **University Swimming Pool**

The University is located in a semi arid area and the construction of swimming pool can be a major source of revenue. The region has high tempeartures and students, staff and community will welcome a place where swimming can be done in a safe manner.

SECTION 12: INITIATIVES TO SUPPORT BOTTOM UP ECONOMIC TRANSFORMATION AGENDA IN RESEARCH AND INNOVATION

The University is committed to supporting the Bottom-Up economic Transformation Agenda (BETA) by implementing the following initiatives:

Establishment of an Internal Research Fund Kitty: This fund is utilized to support research projects focused on bottom-up economic development initiatives, such as studying innovative solutions for enhancing the productivity of micro, small, and medium-sized enterprises (MSMEs), Climate change and improving agricultural practices for small scale farmers.

Partnerships and Collaborations: The University has established various collaborations and partnerships by signing MoUs and agreements with academic institutions, research institutions and local communities which are meant to co-create solutions for addressing challenges in various sectors under BETA. The areas of collaborations and partnership include; healthcare, digital inclusion, agriculture and the creative economy.

Membership in a University Consortium: The institution is a member of a consortium with other universities to oversee the operations of Dedan Kimathi Science and Technology Park, which serves as a hub for incubating and nurturing innovations in Agri-Tech, ICT and Material Science.

Affordable Housing Program: The University is in full support of the affordable housing program under BETA and has fully complied to remittance of staff deductions on housing levy. The University is willing to set aside land for the construction of houses under the Affordable Housing Program.

Health Care: The University has a functional Health Unit and plans to open its services to the Community. This will ensure affordable health services to the community. To enhance research in health sciences the University has developed seven health sciences programmes which will be rolled out in the next financial year. Additionally, the University has been carrying out outreach programmes by organizing regular medical camps and funding activities related to health care.

Agriculture: Tharaka University has established demonstration units dedicated to showcasing best practices in dryland agriculture. These units serve as practical learning hubs where farmers, agricultural practitioners, and students learn about sustainable farming techniques tailored to arid and semi-arid environments. Recognizing the rich mineral potential within the Proterozoic Mozambique Belt where Tharaka University sits, its aspires to become a premier center for mining education, research, and innovation.

Digitalization: Tharaka university has institutionalized digitalization to support a paperless government and we have been keen on participating in public sector cyber security and digital skills training. The University has also fully onboarded its services on e-Citizen platforms.

Dissemination of Research Findings: The University has held five (5) International Annual Research Conferences and three (3) Career, Innovation, and Entrepreneurship Week. The annual events are dedicated to showcasing research outcomes and best practices in bottom-up economic development. These platforms facilitate dialogue and collaborations among researchers, policymakers, practitioners, and community stakeholders.

Education.

CHUKA UNIVERSITY

Knowledge is Wealth *(Sapientia divitia est)* Akili ni Mali-

EXECUTIVE SUMMARY REPORT OF THE INSPECTION VISIT ON APRIL 8, 2024 BY THE PARLIAMENTARY DEPARTMENTAL COMMITTEE ON EDUCATION

BY
THE VICE-CHANCELLOR
CHUKA UNIVERSITY

SUMMARY REPORT

1.0 PRELIMINARY ITEMS

1. Cover page and Table of Contents - Pages 1-3
2. Background information on our history and fundamental statements – Pages 4-6

2.0 AN OVERVIEW OF THE INSTITUTION'S GOVERNANCE STRUCTURE

Details covered in Pages 4-11 of main report.

Chuka University has embraced the governance structure of a public University as per the provisions of Universities Act no. 42 of 2012, Chuka University Charter, 2023 and Chuka University Statutes, 2014. The only vacant positions are those of the Chancellor and those of Deputy Vice-Chancellors – all awaiting PSC interviews

3.0 INSTITUTION STRATEGIC PRIORITIES AND ALIGNMENT WITH BUDGET ALLOCATIONS

Covered in 11-14 of the Main Report.

Chuka University executes her mandate through five-year cycle Strategic Plans. Since its inception, Chuka University (CU) has implemented five Strategic Plans:

1. Egerton University, Eastern Campus SP Strategic Plan (2005–2007)
2. Chuka University College Strategic Plan (2007-2012)
3. Chuka University Strategic Plan (2012-2017)
4. Chuka University Strategic Plan (2017-2022)
5. Chuka University Strategic Plan (2022-2027)

The 2022-22027 Plan is clear and distilled into (6) Strategic goals and 20 Strategic Objectives as enlisted below:

3.1 Strategic Goals

1) Academic Excellence
2) Research, Innovation, Enterprise and Sustainability
3) Student Welfare
4) Dynamic Resources
5) Competitive Image/Brand
6) Progressive Governance, Leadership and Culture.

3.2 Strategic Objectives

Strategic Objective 1: Expand the number of market-driven programmes
Strategic Objective 2: Provide relevant quality higher education and training
Strategic Objective 3: Enhance academic competitiveness of the University
Strategic Objective 4: Generate and disseminate research discoveries
Strategic Objective 5: Promote long-term growth and sustainability of the University
Strategic Objective 6: Improve student welfare services
Strategic Objective 7: Enhance financial resources mobilization and utilization
Strategic Objective 8: Develop and expand physical facilities
Strategic Objective 9: Attract and retain skilled and competent human resource

Strategic Objective 10: Improve procurement processes for quality goods and services
Strategic Objective 11: Strengthen ICT infrastructure and capacity of staff and students
Strategic Objective 12: Improve quality of University Health Services
Strategic Objective 13: Maintain a conducive learning and working environment
Strategic Objective 14: Maintain safety and security in the University
Strategic Objective 15: Operate farms sustainably for training, research and commercialization
Strategic Objective 16: Provide effective and efficient catering services
Strategic Objective 17: Operate student accommodation services for income generation
Strategic Objective 18: Achieve competitiveness through differentiated brand identity
Strategic Objective 19: Institute processes that cultivate improved performance
Strategic Objective 20: Partner with external stakeholders in resource mobilization

3.3 Strategic Performance Milestones

Over the years, the University has been committed to implementing the strategic objectives spelled out in its Strategic Plans for five-year cycles. Each plan has been implemented using cascaded annual operational plans that are translated into a signed Performance Contract. The University has continuously performed excellently on her Performance Contract indicating a good record of implementation of strategic priorities and alignment of budget allocations (Table 3.1).

Table 3.1: Chuka University National Performance Ranking

S/NO	YEAR	SCORE	PERFORMANCE GRADE AS PER EVALUATION
1.	2009/2010	2.716	Very Good
2.	2010/2011	2.630	Very Good
3.	2011/2012	2.397	Excellent
4.	2012/2013	2.227	Excellent
5.	2013/2014	2.280	Excellent
6.	2014/2015	2.340	Excellent
7.	2015/2016	N/A	Mid-year evaluation done Institution ranked excellent Annual evaluation not done Nationally.
8.	2016/2017	N/A	Annual evaluation not done Nationally.
9.	2017/2018	2.335	Excellent
10.	2018/2019	2.307	Excellent
11.	2019/2020	2.408	Excellent
12.	2020/2021	2.285	Excellent
13.	2021/2022	2.354	Excellent
14.	2022/2023	2.351	Excellent

4.0 STUDENT ENROLLMENT DATA

Details covered in pages 15-16 of the main report.

The University current student population is **20,711** who are enrolled in eight Faculties and one School namely; Faculty of Agriculture, Faculty of Environmental Studies and Resources Development, Faculty of Business Studies, Faculty of Education and Resources Development, Faculty of Engineering, Faculty of Humanities and Social Sciences, Faculty of Science and

Technology, Faculty of Law and the School of Nursing and Public Health. There are sixteen (16) departments spread across the Faculties and School. The student's population is further categorized into governments and self-sponsored students as shown in Table 4.1.

Table 4.1: Government Sponsored (GSS) and Self Sponsored Students Population

SN.	Categories	Total
	Government Sponsored Students	
1	Students under the Old Funding Model (Year 2-4)	15,010
2	Students under the New Funding Model (Year 1)	3,411
	Total Government sponsored students **(GSS)**	**18,421**
	Self-Sponsored Students	
	Main Semesters	
1	Ph.D	59
2	Masters	274
3	Post Graduate Diploma in Education	137
4	Bachelors	125
5	Diploma	734
6	Certificate	208
	Third Semester (May-August)	
7	Certificate, Diploma , Undergraduate, Holiday-based postgraduates	878
	Total self-sponsored students (SSP)	**2,290**
	Grand total	**20, 711**

The University intends to exploit opportunity for Third Semester Enrolment by enrolling 2,500 students in Main Campus, 250 in Nairobi Campus, 400 in Embu campus and 140 in Igembe Campus. Worth Noting that our Igembe campus is now accredited by Technical and Vocational Education and Training Authority (TVETA) as a TVET institute and will start admitting students KUCCPS in September, 2024.

The University pride in having a student transition rate of over 90% and to date having graduated **30,595** students.

5.0 STAFF ESTABLISHMENT LEVELS FOR ACADEMIC AND NON- ACADEMIC CADRES

Details covered in pages 17-19 of the main report.

Chuka University has a full-time staff population of 669, which consists of 318 academic teaching staff and 351 non-academic staff. The University also engages the services of 241 part-time academic staff, bringing this cadre to 559 lecturers. The ratio of academic (full-time and part-time) staff to non-academic staff is 2:1.

An elaborate succession plan to replace exiting staff is in place as per the national direction of taming unnecessary wage bill and ensuring no gaps exist in critical core mandate areas, as shown in Table 5.1. This task is managed by the Registrar (Administration and Planning).

Table 5.1: Staffing Succession Plan

Age Category	Affected Number of Staff	Action /Mitigation
Approaching 70 years for Academic Staff	9	Filling up through staff development programme, absolving top performing part-time lecturers and recruiting where necessary
Approaching 60 years for Technologist	2	Promoting internally qualified personnel or advertising the position where necessary
Approaching 60 years for Non-Academic	29	Recruit only in critical areas

6.0 ASSETS AND LIABILITIES OF THE INSTITUTION INCLUDING PENDING BILLS

6.1 Statement of Assets and Liabilities

The University has an asset and liabilities management policy and strictly adheres to its provisions. The asset base of the University stands at Kshs 8.7 Billion and is solvent. The statement of assets and liabilities is shown in Table 6.1 below.

Table 6.1: The statement of assets and liabilities

Nature of Assets	Amount (Kshs)
Fixed Assets:	
Land	1,097,670,205
Buildings	2,646,226,615
Plant & Equipment	192,557,667
Motor vehicles	23,466,067
Furniture & Fittings	64,317,224
Computer Hardware	6,401,782
Library Books	6,530,428
Work In Progress	4,423,256,734
Current Assets:	
Debtors & Bank balances	244,620,525
Total Assets	**8,705,047,247**
Liabilities:	
Current Liabilities:	
General payables	65,855,727
Gratuity & Caution Money	31,992,135
Pending bills	902,000,000
Equity and Reserves	7,705,199,385
Total Equity and Liabilities	**8,705,047,247**

6.2 Pending Bills Management Strategies

The current pending bills amounts to Kshs 902 million and the same has been declared to the Government and submitted to the National Pending Bills Committee for consideration and settlement.

It is worth noting the new management inherited other liabilities that included Ksh 151 Million for Part-time Lecturers, Unsettled payable for suppliers and uncertain monthly wage bill. All these have been fully settled and the operational Financial liquidity of the University completely stabilized in 8 months. Currently the University has no other debts apart from those accrued from capital projects.

To Fully stabilize the University, it is our humble prayer that the Parliament Appropriate to Chuka University Ksh 902 Million to pay the debts owed to Contractors of the Capital Projects as submitted to the National Pending Bills Committee. Our promised commitment, as directed by the President, is that the new man agent shall not incur any other Pending Bills.

The Management has taken the following measures to mitigate against accruing any other pending bills.

i) Put in place a Freeze on starting of new projects until those in place have been completed
ii) Engaged on contractual renegotiations with the contractors to extend the contract period as per financial availability.
iii) Engaging in prioritized sectional and functional finishing of the on-going projects based on available funds.
iv) Engaging the Government to adopt and partially co-fund the Science Park and the Library projects.
v) Prudently manage internal funds and commit at least 30% of our revenues to AIA-funded Projects.

7.0 STATUS OF IMPLEMENTATION OF 2023/2024 APPROVED BUDGET AND THE PROCUREMENT PLAN

Details covered in pages 19-21 of the main report.

The University budget is developed through a procurement plan and the two are usually balanced balance in regard to funds allocation. The University strictly adheres to the approved budget and the procurement plan. The University is operating on a budget of Kshs 2.5 billion in 2023/2024 FY. As at 31st March 2024, the University had received Kshs 1.34 billion and absorbed Kshs 1.3 Billion. The budget absorption level as at 31st March, 2024 is 64% and it is expected to get to 100% as at 30th June, 2024.

The procurement plan and the University budget are aligned to each other and procurement ensures the University has achieved the set percentages for locally manufactured goods and for special categories of Youth, Women and Persons with Disability

8.0 STATUS OF UNIVERSITY CAPITAL PROJECTS

Details covered in pages 22-27 of the main report.

The University is implementing six major capital projects totaling KES 6,577,000,635. The bird-eye view of these projects, together with the contract sum and their status of completion is presented below using Figure 8.1- 8.6.

8.1 FOOD TECHNOLOGY TUITION COMPLEX PHASE (CONTRACT NO. CU/OPNT/04/2022-2023)



95% complete

8.1.1 Justification, Contract Sum, Completion Rate and Progress Status

It is a three wing six storey building developed as a training centre of excellence for food science and hospitality courses. The total sum of Ksh 323,370,365. It is 95% complete and fully funded through internal funds. No challenge encountered so far for this capital project. The project contractor is on site and progressing with the work.

8.2 MILK PROCESSING PLANT (CONTRACT NO. CU/OPT/09/2021 – 2022)



8.2.1 Justification, Contract Sum, Completion Rate and Progress Status

It is a 1000L/hr milk processing factory Plant developed as an income generating milk processing Unit and training centre of excellence for food science faculty. The total sum is Ksh 52,717,476. It is 60% complete and fully funded through internal funds. No challenge encountered so far for this capital project. The project contractor is on site and progressing with the work.

8.3 MALE HOSTEL WING A & B (CONTRACT NO. CU/30/2013-2014 & CU/OPT/76/2018 – 2019)



Male Hostel Wing A and B (Wing B is part under construction)

8.3.1 Justification, Contract Sum, Completion rate and progress status

It is a twin two wing 11 storey building developed as a Vision 2030 and now as the BETA affordable housing program project for affordable student. The total sum is Ksh 1,259,250,000. It is 82% complete and fully funded by the GoK Development Capitation. It experienced reduced funding in FY 2021/22 and 2022/23 leading to a pending bill of Ksh 83,646,083. In FY 2023/24 it was allocated Ksh 130,000,000 of which 25% has been dispatched to the University. The request is for GoK to settle the pending bill in the supplementary budget of FY 2023/24 by allocating Ksh 100,000,000 extra to this project and allocate the remaining Ksh 200,000,000 in the next financial year (FY 2024/25) to offset the funds needed to complete the projects including likely claims from price fluctuations occasioned by the delayed progress due to challenges encountered in FY2021/22 and FY2022/23 funding reduction and delays.

8.4 SCIENCE RESEARCH PARK (CONTRACT NO. CU/OPNT/53/2016 – 2017 AND CU/OPNT/58/2020 - 2021)





8.4.1 Justification, Contract Sum, Completion rate and progress status

It is a twin two wing 12 storey building developed as a Training Centre of Excellence for innovation incubation, industrial spinoff pilot testing and laboratory services platform for farmers under the BETA MTP IV Plan to nature, trigger and spur industrialization. The total sum is Ksh 1,929,373,938. It is 84% complete and funded partially by the GoK and internal University Funds. The GoK portion is Ksh 1,416,914,138. The request is for GoK to settle the pending bill submitted to the Pending Bill Committee of Ksh 256,964,155 and allocate in the supplementary budget of FY 2023/24 by allocating Ksh 100,000,000 extra to this project and allocate the remaining Ksh 849,555,794 in the next two financial years (FY 2024/25 and 2025/26) to offset the funds needed to complete the project. The project contractor is on site and progressing with the work.

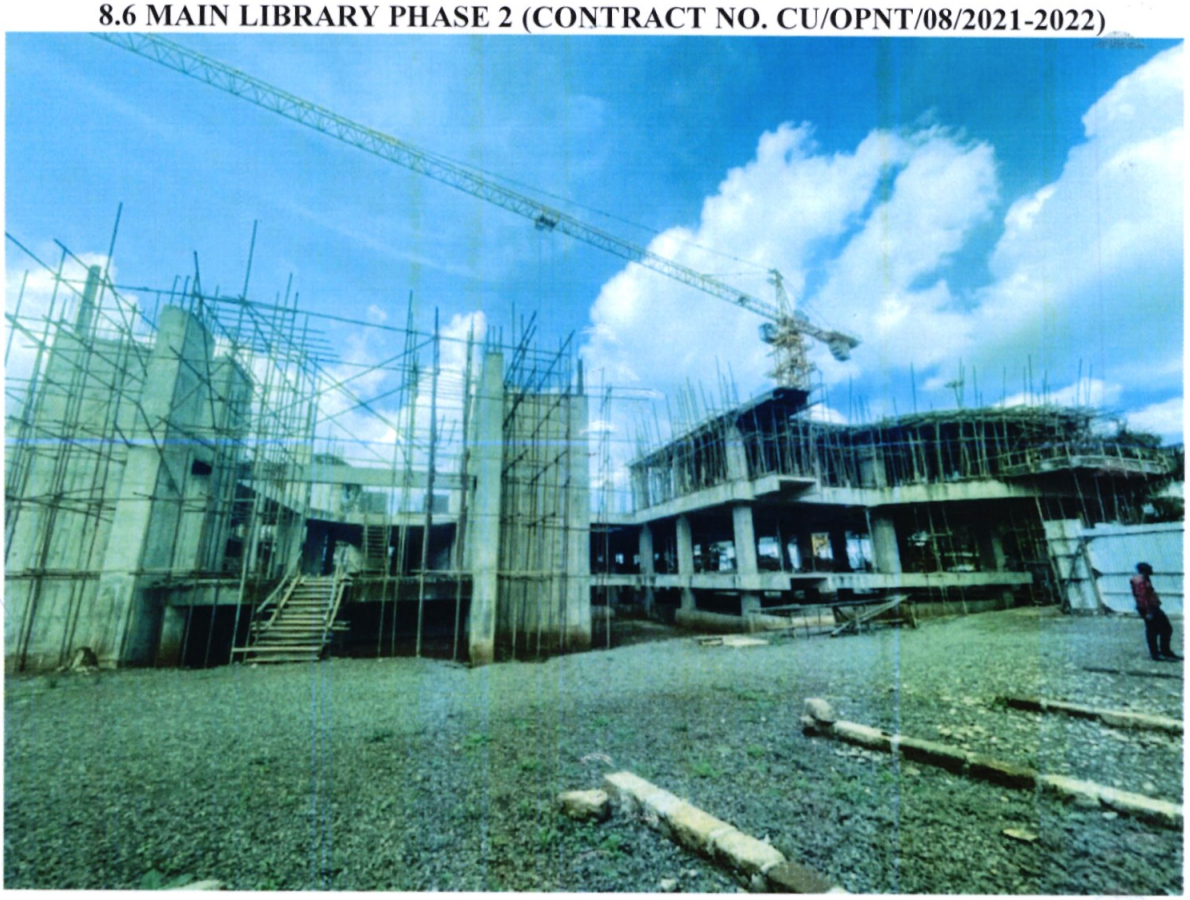
8.5 ADMINISTRATION BLOCK (CONTRACT NO. CU/OPNT/63/2016-2017)



8.5.1 Justification, Contract Sum, Completion rate and progress status

It is a three wing 14 storey building developed as States-of-the-Art Law School coupled with Senate Chambers, Conference Chambers and Administration Block. The total sum is Ksh 1,401,808,374. It is 85% complete and fully through internal funds. It experienced AIA funding shortfall in FY 2021/22 and 2022/23 leading to a pending bill of Ksh 222,583,903 which have been submitted to the national Pending Bill Committee. The works were suspended temporally to avoid further accumulation of pending bills. The request is for GoK to settle the pending bill for this project to enable the University to resume its completion through internal funding.

8.6 MAIN LIBRARY PHASE 2 (CONTRACT NO. CU/OPNT/08/2021-2022)



8.6.1 Justification, Contract Sum, Completion rate and progress status

It is two wing six storey building developed as a modern library that is capable of supporting student capacity of over 20,000 to meet the University's current demand as CUE requirements. The total sum is Ksh 1,610,480,482. It is 30% complete and was envisaged to be fully through internal funds. However, it experienced AIA funding shortfall in FY 2021/22 and 2022/23 leading to a pending bill of Ksh 339,805,859 which have been submitted to the national Pending Bill Committee. The request is for GoK to settle the pending bill for this project to enable the University project to resume its completion and take up 50% of this cost within the MTP IV Plan for funding.

9.0 THE EFFECTIVENESS OF THE NEW UNIVERSITY FUNDING MODEL AND CHALLENGES BEING FACED AT THE INSTITUTIONAL LEVEL

The new University funding model came into inception in September 2023. The model's first beneficiaries (first cohort) were candidates who sat the 2022 Kenya Certificate of Secondary Education (KCSE) examination and joined universities and colleges in September 2023. The students have been categorized into four levels of need: vulnerable, extremely needy, needy and less needy.

KUCCPS placed 4507 students to University but **ONLY 3411 students reported representing a 75.7% of transition.** Out of these students Chuka University has received a total of Ksh 257,845,050 from the Higher Education Loans Board (HELB) and a total of Ksh 178,124,130 from University Funding Board for Scholarship. UFB owes the University Ksh 203 Million (12 Million for Semester 1 and 191 Million for the yet to be disbursed semester 2).

If this is shall be the trend of resources obtained from The New Model from Year 1-4 in the next three years, then the total University Revenue Base from all Government Placed Students shall be Ksh X

10.0 PRESIDENTIAL WORKING PARTY REPORT

The Presidential Working Party was formed to come up with sustainability frameworks for effective and accessible education to Kenyans. At the University level raft of recommendations were mooted that touch on Governance, operational and revenue generation (New Funding Model). The Chuka University's views on some the recommendations are as listed below:

1. New Funding Model – Support with improved fund disbursement and categorization of students before admission
2. Council Recruitment of VCs and DVCs – Prefer the PSC role in interviewing potential University management top officials to avoid interference and micromanagement of appointed officers by the council; this will ensure these officers are equally treated like other public servants
3. Term limits of VCs and DVCs – retain 5-year term renewable once
4. Term limits of Council – prefer current status of 3-year term renewal once; this can allow change after three years for troublesome/ non-performing members
5. Appointment of Council – Reserve current status with President appointing Chairmen among seasoned PhD holders and CS education appointing independent members from Msc holders (HR, Finance, Legal, Public Administration, Community Development; each field one person). The Proposed committee of experts would create unnecessary conflict with office of CS and Office of President
6. Competency Based Education at University Levels – Support with disbursement of preparation resource funds from the Government at least by FY 2025/2026.
7. Increasing number of Universities – Not supported because of further financial strain to the Government, those in place are struggling to survive, and are not even filled to capacity. Universities are national assets and those in existence can currently handle all transiting student numbers.

8. Enrollment of Diploma and Certificate Students to Universities – Supported to deal with local candidates as Self-sponsored students
9. Merger of Universities – Since the New Funding Model aims at self-sustainability of Universities, it goes without objection that non-performing Universities can be merged with performing ones for survival; this is supported
10. Merging KUCCPS, CUE, HELB and UFB – Not supported; each plays independent roles and merger shall bring about confusion, internal fights and non-defined lines of operations
11. Role of Professional Bodies in accreditation of Degree Programmes – Not supported (we support the current status that leave this role to CUE). Let these bodies be utilized by CUE during the accreditation process to avoid double accreditation and duplicated expenses for the same
12. Status of the Open University of Kenya (OUK) since launch is slow uptake – Open university may not be practical for the young generation who want to be in a campus for other life experiences

The challenges likely to derail or delay full implementation of the Presidential Working Party Report Recommendations include:

1. Delayed funding by the Government to Prepare and implement the recommendations
2. Lack of knowledge by the parents/students and stakeholders on the new recommendations

11.0 ACCREDITATION PROCESS OF VARIOUS ACADEMIC PROGRAMMES BEING OFFERED AT CHUKA UNIVERSITY

Details covered in pages 29-37 of the main report.

The University has developed a total of **207** academic programmes, of which **167** have been accredited by the Commission for University Education (CUE) while the recently developed 40 programmes are in the process of accreditation. The University also offers certificates and diploma programs that are approved by the Senate.

The University follows the nationally approved process of academic program accreditation from the Academic Sectional level, Departmental Board, Faculty Board, Board of Undergraduate Studies /Board of Post-Graduate Studies, Stakeholders engagement, Deans Committee, Senate and finally submission to CUE for accreditation. The status of the University programs accreditation by CUE.

12.0 WAYS IN WHICH UNIVERSITY DIVERSIFIES ITS REVENUE STREAMS TO REDUCE DEPENDENCE ON GOVERNMENT ALLOCATIONS

The new management decided revamp and run all University income-generating activities and units (IGAUs) using a self-sustaining and profitable driven enterprises to help the University supplement government exchequer capitation. The IGAUs are managed by an internal board chaired by the Deputy Vice-Chancellor (Administration, Finance, Planning, and Development) and are required to submit quarterly performance reports to management and the Finance Committee of the Council for feedback. As shown in Table 12.1 below for FY2023/24 Quarter 3, the University has started getting returns on this investment.

It is worth noting that all of them were operating at losses previously before the new management intervention was put in place. A policy to spur income generation from consultancies, innovations

and research was approved recently in January 2024 and the management believes this shall be the gold mine turn around for Chuka University.

Table 12.1. Analysis of the Financial Results for the Quarter Three, 2023/2024 FY

IGAU	Gross Income	Purchases	Operational Expenses	Staff Salaries	Surplus
Medical Services	6,410,041	(1,423,105)	-	(3,786,453)	1,200,483
Student Mess Services	1,091,595	(402,947)	(66,879)	-	621,769
Staff Cafeteria services	626,425	(362,280)	-	-	264,145
Farm Enterprises	728,353	(1,110,211)	(759,516)	(2,556,790)	(3,698,165)
Hillside Hotel services	3,731,206	(1,771,082)	(545,214)	(525,789)	889,121
Recreational Services	676,072	-	-	(426,831)	249,241
Accommodation Services	4,592,800	-	-	(3,268,793)	1,324,007
Gown Hire services					
Nairobi Elimu Plaza Space Rental Services	2,268,000	-	(100,861)	(1,064,898)	1,102,241
TOTAL	**20,124,492**	**(5,069,625)**	**(1,472,470)**	**(11,629,554)**	**1,952,842**

13.0 INITIATIVES TO SUPPORT THE BOTTOM UP ECONOMIC TRANSFORMATION AGENDA (BETA) ESPECIALLY IN AREAS OF RESEARCH AND INNOVATION

The University Strategic Plan was reviewed in December 2023 to reflect and support the aspirations of Kenya Kwanza BETA Plan. As shown in Table 13.1 below, the University has contributed and continues to advance these aspirations in the relevant areas through research and innovations

Table 13.1: Research and Innovation Initiatives that Support of BETA

S/N	BETA Priority Areas	Activity
1.	Increased Agriculture and Livestock Production; Food Security and Nutrition	a) Organized and participated in the Upper Eastern Region Agribusiness Expo on 14th March, 2024 to promote climate-smart technologies and practices for 1200 farmers b) Organised and implemented in collaboration with CGIAR Climate Research for Africa (AICCRA) Project a farmers' field school from 1st August to November, 2023 on climate-smart agricultural technologies to170 farmers c) Organised and implemented a capacity building training workshop on sustainable farming systems for 10 groups of farmers on 23rd Nov, 2023 d) Organizing a climate summit to take place from 23rd June to 11th of July, 2024 for over 1000 youths from 86 countries in the world (all African countries will be represented)
2.	Investment, Trade and Industry, Cooperatives and SMEs	a) Provided land and laboratory space for trade innovations and development of an industrial park in collaboration with the Government of Tharaka-Nithi County. b) Conducted a training workshop for youth and women in Tharaka-Nithi county on 14th-15th March, 2023 c) Organized and implemented a workshop for youth, women and persons with disability on Access to Government Procurement Opportunities on 21st June, 2023 for 57 participants from across the region. The same is conducted annually.
3.	Housing and Urban Development	a) Provided land for development of 2000 housing units under the National Affordable Housing Programme b) Developed hostels of a capacity of 1700 students
4.	ICT and Digital Economy	a) Identified and digitized all its services with the roll out of ERP Microsoft 360 Business Central system. b) Developed and implemented an integrated Learning Management System to compliment face to face class learning in support of Open and Distance Learning (ODEL) c) Automated services and integrated them within the ERP system d) Have on-boarded services to the e-Citizen platform
5.	Environment and Natural Resources	a) Organized and planted a total of 79,000 trees during the 2022/2023 and 2023/2024 planting seasons
6.	Social Sector (Health & Nutrition)	a) Organized and implemented a medical camp at Chuka University in collaboration with Karen Hospital on 12th March, 2024 where 600 participants were attended b) Organized a Public and Mental Health Conference on 11th and 12th March, 2024 c) Developed a community health center at Kairini that provides medical care to local communities as part of CSR.
7.	Education, Labour and Social Protection; Public Service and Gender; Youth and Sports	a) Created job and employability capacity by training 600 youths on AJIRA and other digital skills between July 2022 and March 2024 b) Offered Internships to 66 young graduates; 17 of them are from the Public Service Commission while 48 are recruited as part of the University's CSR c) Offered attachment spaces to 39 undergraduate students in various departments d) All students go for industrial attachment during their third year of study to enhance their practical learning and requisite skills acquisition in readiness for the job market e) Promotes and supports students to participate in all sports and games from the regional to the national level



Inspiring Innovation and Leadership

REPORT ON STATUS OF KARATINA UNIVERSITY

PRESENTED TO THE NATIONAL ASSEMBLY DEPARTMENTAL COMMITTEE ON EDUCATION DURING THEIR INSPECTION VISIT TO THE UNIVERSITY ON THURSDAY, 4TH APRIL 2024

PREAMBLE

The Departmental Committee on Education is established under the National Assembly Standing Order, 216, which amongst others, mandates it to "*investigate and inquire into all matters relating to the assigned Ministries and Departments as they may deem necessary, and as may be referred to them by the House*".

Article 95 of the Constitution of Kenya mandates the National Assembly to appropriate funds for expenditure by the National Government and State Organs. It further provides that the National Assembly shall exercise oversight over the national revenue and expenditure. In exercise of its oversight mandate, the Committee has resolved to undertake inspection tours of various projects being implemented under the Financial Year 2023/2024 budget.

Karatina University is one of the Universities enlisted for the visit. This report is hence made in response to the requirements set out in the letter dated 27th March, 2024 addressed to the Principal Secretary, State Department for Higher Education which was circulated to the University.

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1.0 BRIEF PROFILE ABOUT KARATINA UNIVERSITY

1.1 Vision

The Vision of the University is 'To be a University of global excellence, meeting the dynamic needs and development of society.'

The vision is an aspiration to continue meeting the global standards in all aspects. It also an aspiration to meet the prevailing needs at any time towards the positive development of a society.

1.2 Mission

The Mission of the University is 'To conserve, create and disseminate knowledge through, training, research, innovation and community outreach.'

The mission has captured the three fundamental mandates that of the University has which is to teach, to conduct research and undertake community outreach.

1.3 Philosophy of the University

In its philosophy, Karatina University seeks to create networks in an environment that integrates disparate disciplines with a view to conserve, create and disseminate knowledge in order to promote development. This is passed on to the community through appropriate outreach programmes. The University strives to develop programmes that nurture leadership skills and innovation in all its graduates as well as enable them interact with the world wide community and contribute towards the development of solutions to a broad range of environmental, economics, entrepreneurial, social and scientific issues. This is facilitated by encouraging intellectual rigor that respects academic freedom and provides the necessary capacity to members of the University.

1.4 Core Values

The core values of the University are presented in a diamond shape as in the mace depicting the Value and quality of the University. They include:

Equity
Teamwork
Meritocracy
Academic Freedom
Accountability
Excellence
Probity

1.5 Motto

The motto of the University is Inspiring Innovation and Leadership. In innovating and leading, it is currently marketing itself as the **"Green Entrepreneurial University."**

1.6 Overview of the Governance Structure

The governing organs of the University are guided by Section 35 of the Universities Act. The three key ones are the Council, Senate and the University Management Board.

1.6.1 Council

Council is the apex governing organ of the University charged with decision making for the University as a body corporate. Council is currently duly constituted but not in full. It is currently made up of Four (4) independent Members out of the six (6) provided in the Universities Act. The term of the Chairman of Council lapsed on 4th February 2024. The following is the current constitution of Council.

S/no	Name of Member	Status of Membership	Gazette notice Reference	Tenure
1.	Eng. David Opiyo	Independent Member	8070 of 8th July 2022	3 years from 8th July 2022 to 7th July 2025
2.	Mr. Nicholas Kunga Ngece	Independent Member	8070 of 8th July 2022	3 years from 8th July 2022 to 7th July 2025
3.	Ms. Pauline Luganje	Independent Member	9344 of 5th August 2022	3 years from 5th August 2022 up to 4th August 2025.
4.	Ms. Winfred Wangui Mwai	Independent Member	456 of 18th January 2024	3 years from 19th January 2024 up to 18th January 2027.
5.	Dr. Dunstone Ulwodi	Representative of PS, the National Treasury	Appointed on 25th November 2018.	Not applicable
6.	Prof. Linus M. Gitonga	Vice Chancellor/ Secretary to Council	14th September, 2023	5 years renewable
Immediate Past Members				
1.	Prof. Francis J. Gichaga	Chairman of Council	1100 of 9th February 2021	3 years from 5th February 2021 to 4th February 2024
2.	Mr. Felix Owaga Okatch	Independent Member	8989 of 6th November 2020	3 years from 4th November 2020 to 3rd November 2023
3.	Ms. Susan Kanyua Gitonga	Independent Member	8990 of 6th November 2020	3 years from 4th November 2020 to 3rd November 2023

4.	Dr. Scholastica Ndambuki	Representative PS, State Department of Higher Education and Research	N/A	Served 3 years from 4th June, 2020 to 3rd June, 2023

The Council has constituted several committees through which it functions. The terms of reference for each of the committee are well defined. See appendix 1.

i. Academic, Research and Enterprise Development Committee;
ii. Finance, Human Resource and Infrastructure Development Committee and
iii. Audit and Risk Management Committee.

Council is functional and operational. Meetings are held at-least once in every quarter.

1.6.2 Senate

The Senate of the University is duly constituted and is functional. The Senate is charged with academic matters of the University and undertakes the functions assigned to it in the Charter of the University. The senate operates as stipulated in the academic almanac with provisions for special senate meetings.

Senate is functional and operational. It holds its regular meetings in every month.

Membership of Senate

The Membership of Senate in accordance with Clause 23 of the Karatina University Charter are:

a. Vice-Chancellor, who shall be the Chairman;
b. Deputy Vice-Chancellors;
c. Deans and/or Directors of Schools, Institutes, Centres and other Academic Units;
d. Registrars;
e. The Heads of Academic Departments; Centres and other Academic Units;
f. Two members elected by the Academic Board or equivalent body of each Constituent College from among the members of such board or body;
g. Professors of the University;
h. University Librarian;
i. Dean of Students;
j. Finance Officer;
k. Director of Information, Communication and Technology (ICT);
l. Two members elected by the students' organization, who shall not be entitled to attend deliberations of the Senate on matters which are considered by the Chairperson of the Senate to be confidential or which relate to examinations, the general discipline of students, and other related matters.

1.6.3 University Management Board

The University has a duly constituted and functional University Management Board (UMB). The functions of the University Management Board have been prescribed in the Charter and replicated in the Karatina University Statutes. Its main function is to assist the Vice-Chancellor in the day to day management of the University. It is responsible for:

i. Implementation of the University's policies;
ii. Co-ordination and implementation of the University's strategic and development plans;
iii. Efficient management of the University's human, physical and financial resources;
iv. Making proposals to the Council and the Senate on policies that have application across the entire University; and
v. Any other matters related to the management of the University.

The University Management Board convenes at-least once in every quarter.

1.6.4 Fiduciary Management

The key management personnel who have held office during the financial period starting July 2023 and who have had direct fiduciary responsibility are:

S No.	Designation	Name	Functions
1	Vice Chancellor	Prof. Linus Muthuri Gitonga	Is the overall administrative and academic ahead and also the accounting officer of the University
2	Ag. Deputy Vice Chancellor (P,F&A)	Prof. Richard Kiai	Is the head of the planning, finance and administration division and is responsible for human resource, administrative, financial, infrastructural and development matters of the University
3	Ag. Deputy Vice Chancellor (ARSA)	Prof. Hellen Kamiri	Is the head of the academic division and in charge of all academic, research and student affairs of the University
4	Ag. Finance Officer	CPA K, CPS Patrick Nguring'a	Is the head of Finance Department and responsible for the day to day running of financial matters in the University
5	Procurement Officer	Ms. Agnes Wanjiru	Is the head of Procurement Department and responsible for the day to day running of all procurement matters of the University

1.6.5 Schools and Academic Departmental Boards

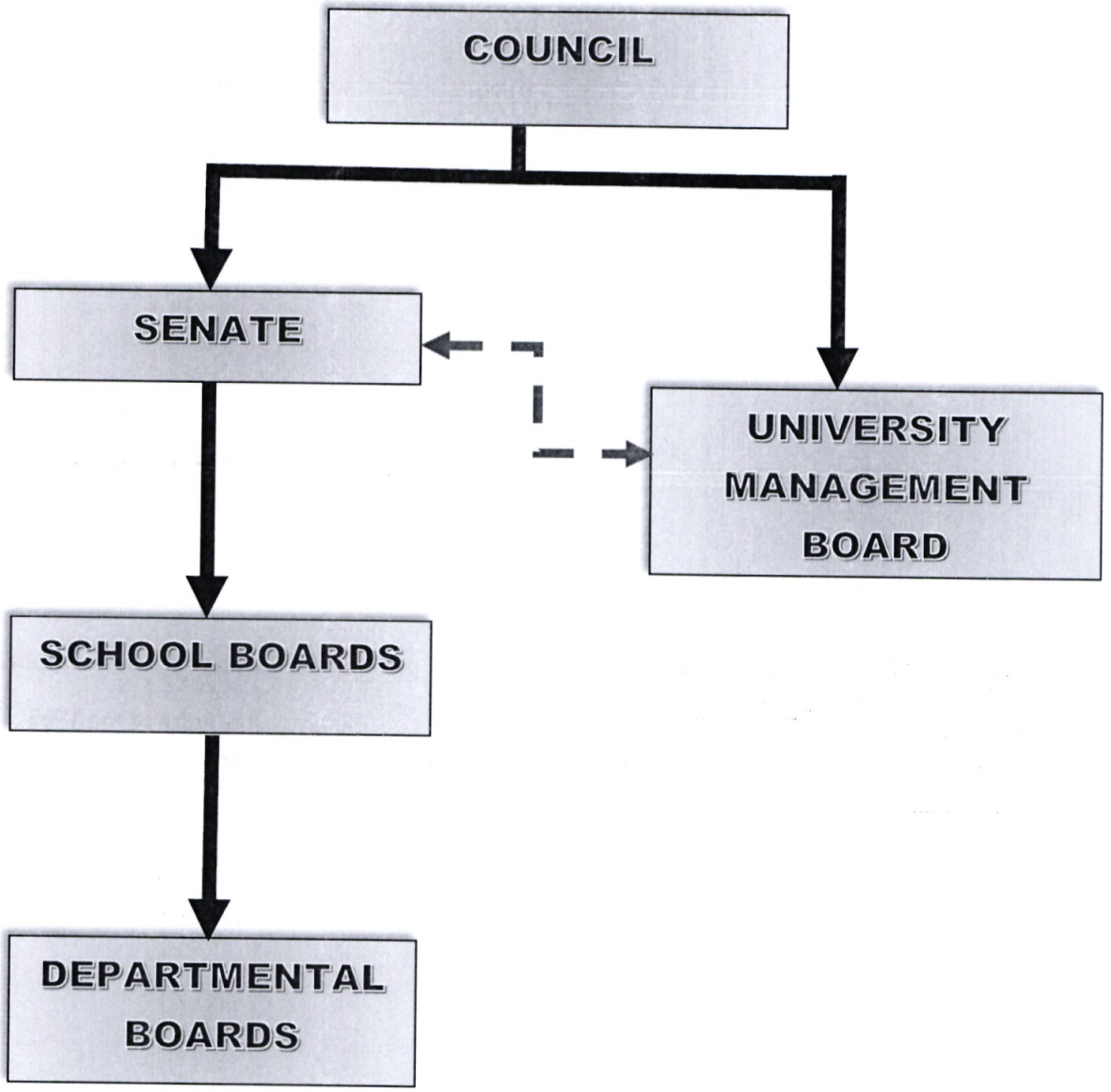
Towards delivering the key mandate of training and research and extension, Council has established six Schools. Each school is headed by a Dean. It is governed through the respective

School Board. Membership to the School Boards or the Academic Departments comprises all the teaching faculty deployed to the school and the key administrative personnel that support the schools. These includes adjunct and part-time teaching faculty. Each school is comprised of Academic Departments which are governed through the Departmental Boards. The Departmental Boards report to the respective School Board which reports further to Senate. The table below highlights the Schools and the Departments that are currently established.

s/no	School	Academic Departments or centers falling under the respective Schools
1.	School of Agriculture & Biotechnology	Agricultural Sciences
		Food Science and Nutrition
2.	School of Business	Business & Economics
		Human Resource Development
		Tourism and Hospitality Management
3.	School of Education and Social Sciences	Education
		Humanities and Languages
		Social Sciences
4.	School of Pure and Applied Sciences	Biological and Physical Sciences
		Computer Science and Informatics
		Maths, Statistics and Actuarial Sciences
5.	School of Natural Resources and Environmental Sciences	Environmental Sciences
		Centre for Climate Change, Mountain Studies and Green Concept
6.	School of Nursing	Nursing Sciences and Public Health

Governance organogram

The following is a diagram showing how the governing organs relate with one another.



1.7 Administrative Structure

Council has established an elaborate administrative structure to enable the University execute its mandate. Council has established two divisions that is academic and administration which are each headed by a Deputy Vice Chancellor. The Deputy Vice Chancellor assist the Vice Chancellor who is both the academic and administrative head.

The Deputy Vice Chancellor in charge of the Academic Division is designated as the Deputy Vice Chancellor, Academics, Research and Students' Affairs.

The Deputy Vice Chancellor in charge of the Administration Division is designated as the Deputy Vice Chancellor, Planning, Finance and Administration. To help execute, the following are the established administrative structures

Schools, Directorates, Institutes and other key administrative departments

These are established to perform overarching activities that support the University towards excellence in several aspects that count towards its performance. They supplement in performance of key mandates whilst some offer support in the performance of the core mandate. They report to either Senate or University Management Board and administratively to either the Vice Chancellor or the respective Deputy Vice Chancellor.

S/no	Established units	Main Function	Reporting within the Governance Organs
1.	Deans of Schools	Coordinate training, research and community outreach at the School levels.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
2.	Directorate of Resource Mobilization and International Programmes	To supplement the resource mobilization in a bid to diversify income through research, consultancies and income generation activities.	Reports to Senate and administratively to the Vice Chancellor
3.	Directorate of Information Technology and Communication (ICT)	Offers support in all matters pertaining ICT.	Reports to Senate and administratively to the Vice Chancellor
4.	Directorate of Quality Assurance and ISO	Coordinates and monitors activities geared ensuring that there is quality in all the University's systems and processes.	Reports to Senate and administratively to the Vice Chancellor
5.	Library	Supports the academic and research by providing academic resources through books, publications in both hard and electronic form.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
6.	Students Affairs headed by a Dean of Students	Coordinates all matters pertaining to students' welfare. This include: counselling, extra-curricular activities, chaplaincy and accommodation.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA

7.	Board of Postgraduate Studies	Coordinates all matters to pertaining postgraduate students.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
8.	Directorate of Research, Innovation and Extension	Coordinates all matters to do with research and extension.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
9.	Directorate of Career Services and University – Industry Linkages	Coordinates career services to students and university-industry linkage programs.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
10.	Directorate of Open, Distance and Electronic Learning (ODEL)	Coordinates the ODEL which is embedded in delivery of academic programmes.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
11.	Tea Institute	Coordinates training and research in tea.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
12.	Registrar – Academics Admissions, Examinations Processing and Programmes	Coordinates key academic activities such as admissions, examinations processing, marketing amongst others.	Reports to Senate and administratively to the Deputy Vice Chancellor, ARSA
13.	Registrar – Planning and Administration	Coordinates key administration activities which include human resource management, planning, transport, maintenance and central services.	Reports to University Management Board and administratively to the Deputy Vice Chancellor, PFA
14.	Finance Department	Responsible for all financial matters.	Reports to University Management Board and administratively to the Deputy Vice Chancellor, PFA
15.	Internal Audit Department	Ensures there is adherence to internal control systems and monitoring of risks	Reports to Council and administratively to the Vice Chancellor
16.	Procurement Department	Responsible for procurement matters	Reports to University Management Board and administratively to the Vice Chancellor

17.	Security Department	Responsible for Security matters	Reports to University Management Board and administratively to the Vice Chancellor
18.	Legal Office	Responsible for legal matters	Reports to University Management Board and administratively to the Vice Chancellor
19.	Planning	Responsible for monitoring implementation of the Strategic Plan and Performance Contracts.	Reports to University Management Board and administratively to the Deputy Vice Chancellor, PFA
20.	Health Services Department	Responsible for health services to students and staff outpatient services.	Reports to University Management Board and administratively to the Deputy Vice Chancellor, PFA
21.	Transport Department	Responsible for managing the University's fleet of vehicles.	Reports to University Management Board and administratively to the Deputy Vice Chancellor, PFA

2.0 UNIVERSITY'S STRATEGIC PRIORITIES AND ALIGNMENT WITH BUDGET

During the 2021-2025 Plan period, the University aspired to achieve the following objectives:

1. To produce quality graduates;
2. Enhance entrenchment of ODEL systems and pedagogies;
3. Production of quality research and innovations;
4. Enhance linkages and partnerships with industry and other institutions;
5. Enhance Resource Mobilization Capacity & prudent Management; and
6. Strengthen institutional capacity to deliver quality services.

Each of the objective is achieved through select strategies and allocation of funds was done along the said strategies.

Some of the strategies and the financial allocations are surmarized in the table below:

S.No	Strategy	Allocation in 2023/2024
1.	Admit qualified students (Placement KUCCP)	Kshs. 3.6M
2.	Enhance assessment of students (External examiners)	Kshs. 3.8M
3.	Promote innovative teaching methods (Curriculum Review/ODEL)	Kshs. 10.85M
4.	Enhance Student industrial attachment	Kshs. 5M
5.	Provide conducive learning environment (Maintenance of buildings/ general refurbishments/ Furniture/ Construction of library Phase 1)	Kshs. 35.102M
6.	Improve student lecturer ratio (Personnel Emoluments)	Kshs. 867.6M
7.	Improve Computer: student ratio (Purchase of computers)	Kshs. 5.25M
8.	Strengthen quality assurance and standards (CUE accreditation)	Kshs. 2.4M
9.	Develop new quality market driven, and relevant academic programmes (accreditation)	Kshs. 1.6M
10.	Internationalization of university	Kshs. 3,618,353
11.	Enhance practical training (TP/ Industrial Attachment)	Kshs. 13M
12.	Capacity building to members of staff on research	Research funds in total Kshs. 22.7M
13.	Develop a roadmap for cutting edge/leading area in research and innovation	
14.	Enhance Research Fund	
15.	Strengthen local and international research collaborations	
16.	Improve ICT infrastructure	Kshs. 21.8M

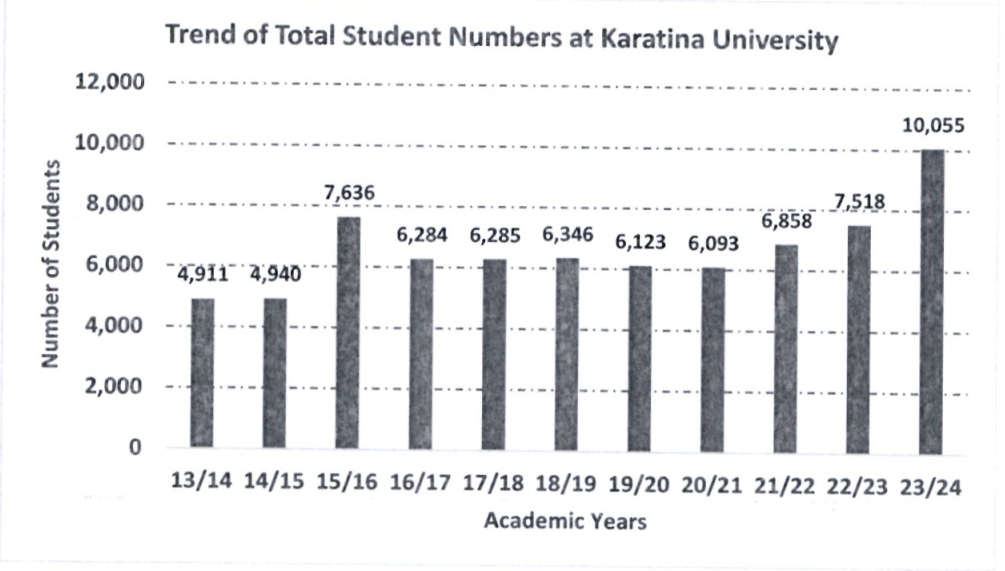
17.	Enhance appropriate technology transfer to communities (Community Outreach)	Kshs. 200,000
18.	Recruit qualified staff (Personnel Emoluments)	Kshs. 867.6M
19.	Enhance Staff welfare	Kshs. 6.5M
20.	Increase student enrolment (Advertising & publicity)	Kshs. 2.7M
21.	Establish Income Generating Units(IGU)	Kshs. 22.4M
22.	Develop modern teaching, learning and support facilities	Kshs. 4.5M
23.	Enhance corporate image and increase publicity (marketing/ Publicity)	Kshs. 2.7M
24.	Establish Quality Management Systems- (ISO allocation)	Kshs. 1.08M
25.	Provide and facilitate accommodation of students (Hostels expenses)	Kshs. 14.872M
26.	Upgrade the health facility (Medical equipment)	Kshs. 4.5M
27.	Enhance Chaplaincy services	Kshs. 1.6M

3.0 STUDENT ENROLLMENT DATA

3.1 Overall Enrollment Data

There has been a steady growth in student population since the University was awarded Charter in 2013. In the Academic Year 2013/14, the total student population was 4911, 4940 in 2014/15, 7636 in 2015/16, 6284 in 2016/17, 6285 in 2017/18, 6346 in 2018/19, 6123 in 2019/20, 6093 in 2020/21, 6858 in 2021/22, 7518 in 2022/23 and currently stands at 10055 in 2023/24. **Figure 1** illustrates a spike in the Academic Year 2015/2016, which had the cohort of the double intake of 2012/2013 following directive on accelerated placement of student for two cohorts at KCSE. There was also stagnation for three academic years from 2016/2017 to 2018/2019 following placement of all students with minimum university entry grade, hence a drop in enrollment of Self Sponsored students. The years 2019/2020 and 2020/2021 has effects of Covid-19 pandemic that led to a slight decline in enrolled students from 6,123 in 2019/2020 to 6,093 in 2020/2021 Academic Year. Thereafter, for the last three years, enrollment has been on an increasing trend with the highest number at 10,055 students in the current Academic Year (2023/2024).

Figure 3.1: Trend of Total Student Numbers at Karatina University



3.2 Enrollment Data based on Gender

In terms of gender balance, the University has not had a big discrepancy, out of the total number of 10,055 students in the University, 5,544 are male representing 55.14% of the total student population and 4,511 are female representing 44.86% of the population. Number of Undergraduate students stands at 9597, Masters at 319 and Doctorate students at 139 students as shown in **Table 3.1**

Table 3.1: Total Number of Students based on Gender

Level	Male	Female	Total
Undergraduate	5321	4276	**9597**
Masters	156	163	**319**
PhD	67	72	**139**
Total	**5544**	**4511**	**10055**

The small variance in enrollment between male and females, seems to be closing over time following slight increase of female student enrollment across Academic Years from 43.31% in 2019/2020 AY to 44.86% in 2023/2024 AY, **Table 3.2.**

Table 3.2: Trend of Enrollment Per Gender in an Academic Year

Academic Year	Total Number	Male	Female
2019/2020	6123	56.69%	43.31%

2020/2021	6093	56.39%	43.61%
2021/2022	6858	57.10%	42.90%
2022/2023	7518	55.21%	44.79%
2023/2024	10055	55.14%	44.86%

3.3 Enrollment Per Programme Domain

Currently, the University has an enrollment of 5,363 (53.3%) students in Education Programmes; compared to other programmes as indicated in Table 1.3 where Applied Sciences stand at 22.1% (2,219); Business 20.1% (2,020) and; Health Sciences 4.5% (453). However, Health Science is the latest area of study to be launched in the university and has picked quite well.

Table 3.3: Enrollment Per Programme Domain

Domain	Male	Female	Total	%
Education	2825	2538	**5363**	**53.3**
Applied Sciences	1594	625	**2219**	**22.1**
Business	870	1150	**2020**	**20.1**
Health Sciences	255	198	**453**	**4.5**
	5544	**4511**	**10055**	**100**

Females students represent 57% of those enrolled in Business domain programmes against 43% of Males. The three (03) other domains have Male gender with the higher proportions at 53%; 72% and 56% respectively in Education; Applied Sciences and Health Sciences. This is illustrated in **Figure 3.2.**

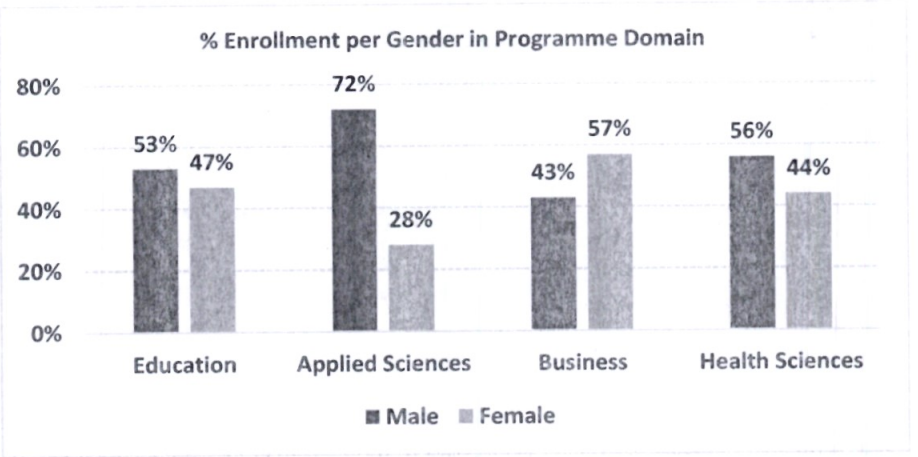


Figure 3.2: Enrollment Per Gender

4 STAFFING LEVELS

4.1 Staff Establishment Levels for Academic & Non Academic staff

As at 31st March, 2024 the University workforce was four hundred and eight (408)

There are one hundred and fifty-one (151) teaching staff. These include two (2) Professors, seventeen (17) Associate Professors, nineteen (19) Senior Lecturers, sixty-nine (69) Lecturers (4 not yet earned PhDs), Twenty-five (25) Assistant Lecturers, eighteen (18) Tutorial Fellows and one (1) Graduate Assistant. Five (5) PhD holders are serving in administrative position.

Table 4.1: Staff Numbers

Category		Teaching			Administrative			Grand Total
		M	F	T	M	F	T	
31st March, 2024	No.	84	67	**151**	121	136	**257**	**408**
	%	20.58	16.42	**37**	29.65	33.33	**63**	100

Table 4.2: Staff Composition by Age and Gender

Age Group	Teaching					Administrative					Grand Total	
	M	%	F	%	Total M+F	M	%	F	%	Total M+F	No.	%
20-30	0	0	0	0	0	5	1.225	8	1.960	13	**13**	3.186
31-40	11	2.696	10	2.450	21	46	11.274	68	16.666	114	**135**	33.088
41-50	33	8.088	28	6.862	61	48	11.764	43	10.539	91	**152**	37.254
51-60	31	7.598	23	5.637	54	21	5.147	17	4.166	38	**92**	22.549
61-70	9	2.205	6	1.470	15	1	0.245	0	0	1	**16**	3.921
Total	**84**	**20.588**	**67**	**16.421**	**151**	**121**	**29.656**	**136**	**33.333**	**257**	**408**	**100**

Table 4.3: Teaching Staff by Designation, Gender and Schools

Category	SAB		SoB		SESS		SNRES		SPAS		SoN		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M&F
Professor	0	0	0	0	0	0	0	1	1	0	0	0	**1**	**1**	**2**
Associate Professor	1	2	4	2	3	1	3	0	1	0	0	0	**12**	**5**	**17**
Senior Lecturer	0	3	2	5	3	1	3	0	2	0	0	0	**10**	**9**	**19**
Lecturer	4	4	10	8	9	7	2	3	7	11	1	3	**33**	**36**	**69**
Assistant Lecturer	5	0	2	5	0	1	1	0	7	4	0	0	**15**	**10**	**25**
Tutorial Fellow	0	1	3	2	2	2	1	0	7	0	0	0	**13**	**5**	**18**
Graduate Assistant	0	1	0	0	0	0	0	0	0	0	0	0	**0**	**1**	**1**
Gender Total	**10**	**11**	**21**	**22**	**17**	**12**	**10**	**4**	**25**	**15**	**1**	**3**	**84**	**67**	**151**
Total	**21**		**43**		**29**		**14**		**40**		**4**		**151**		**151**

The university also engages around 62 lecturers every year on part-time basis to support in teaching

Staff on Three (3) Months' Contract

The University has a fifty-one members of staff on short contract providing support services in various Departments/Sections as indicated in Table 3.

Table 4.4: Three (3) Months' Contract

Department	Male	Female	Total
Security	2	2	4
Offices	0	6	6
Estates	10	14	24
Hostels	2	3	5
Catering	4	5	9
Farm	3	0	3
Total			**51**

5 ASSETS, LIABILITIES AND PENDING BILLS

5.1 Assets And Liabilities

The Universities total assets as at 31st December, 2023 stood at Kshs. 2,876,361,475 while liabilities were Kshs. 264,777,672.

STATEMENT OF FINANCIAL POSITION			
AS AT 31ST DECEMBER 2023			
	Notes	**2023/2024**	**2022/2023**
		Half year 2023/2024	**Unaudited Prior Year**
Current Assets		**Kshs.**	**Kshs.**
Cash & Bank Balances	19	425,533,102	196,108,514
Prepayments	20	2,831,263	5,820,701
Receivable from exchange transaction	21	225,505,352	111,430,103
Receivable from non-exchange transaction	22	49,406,631	10,101,454
Inventories	23	13,700,552	14,458,260
Total Current Assets		**716,976,899**	**337,919,031**
Non-Current Asset			
Biological Assets	24	4,552,096	4,605,436
Property, Plant & Equipment	25	1,738,824,520	1,771,422,626
Intangible Assets- Computer software	26	1,676,803	2,764,988
Capital Work in Progress	27	414,331,156	394,467,936

Total Non-Current Assets		**2,159,384,575**	**2,173,260,986**
Total Assets		**2,876,361,475**	**2,511,180,017**
Current Liabilities			
Trade & Other Payables	28	140,412,988	83,994,059
Current Deferred Income	8b	2,478,159	9,861,389
Provisions	29	12,602,111	27,065,486
Total Current Liabilities		**155,493,259**	**120,920,934**
Non-Current Liabilities			
Defered Income – Grant	8b	109,284,413	106,734,248
Total Non-Current Liabilities		**109,284,413**	**106,734,248**
Capital Funds			
Accumulated Capital Fund	30	1,664,726,365	1,664,726,365
Revenue Reserve	31	451,693,347	120,112,732
Revaluation Reserve	32	495,164,090	498,685,740
Total Capital Fund		**2,611,583,802**	**2,283,524,837**
Total Funds & Liabilities		**2,876,361,475**	**2,511,180,019**

Details of Payables	2023/2024	2022/2023
Note 28: Trade & Other Payables	**Kshs.**	**Kshs.**
Trade Creditors	8,438,865	4,035,183
Part time Lecturers	5,211,583	4,549,160
Creditors- STATUTORY	45,532,300	-
Contractors' Retention Fees	22,331,014	22,331,014
Student prepayments	56,420,672	52,447,702
Unutilized HELB	2,478,556	631,000
	140,412,988	**83,994,059**

5.2 Pending Bills

5.2.1 Part-Time Payments

As at the end of financial year 2022/2023 the pending bills of part-time debt was Kshs 37.3M. As at January 2024 Kshs 30,893,100.00 pending part-time lecturers' claims had been indicated to be awaiting processing.

Challenges encountered in settling part-time debt

a) Lack of funds to clear the past claims

b) Part-timers delaying in processing claims.

5.2.2 Implementation of 2017-2021 National CBA

During the Implementation of 2017-2021 CBA the total cost for the implementation of the CBA was Kshs. **176,244,571.02.** The Government released Kshs 84,216,479.00 resulting to a balance of Kshs.92,028,092.02.

5.3 Strategies Put in Place to Clear Pending Bills

a) We intend to use additional AIA to clear all outstanding part-time payments both outstanding and current for the FY 2023/2024 by end of this financial year.
b) Give lecturer a timeframe to raise the claim to avoid delays we are experiencing with part-timers consolidating their payments to certain level to process claims.

6 STATUS OF IMPLEMENTATION OF APPROVED BUDGET 2023/2024 & PROCUREMENT PLAN

The University budget is utilized throughout the year depending on when certain activities will take place in line with the procurement plan. Over the years, the University has successfully absorbed an average of 98% of the budget.

However, this year the University has not been able to absorb its budget as per previous trends. This was occasioned by delay in recruitment of the VC. After the recruitment in September 2023, measures have been put in place to ensure 100% absorption on the budget. Vote holder are given quarterly vote balance and on request to facilitate timely requests. Thus, utilization of the various items will be finalized in the fourth quarter

The comparison between budget and actual expenditure is provided in Appendix III

7 CAPITAL PROJECTS

The University has one ongoing capital project, the University Library. It is meant to supplement teaching, learning and research for both staff and students. The project commenced in May 2018 and was expected to end in May 2021. However, due to financial constraints, we have had to extend the completion date several times and the projected end date is now 30th June, 2024.

Out of the contract sum of Kshs. 491,331,404, the University has so far received Kshs. 393,353, 305 from the Government leaving Kshs. 97,978,099. We factored this amount in the proposed budget but were allocated Kshs. 20million which is equally yet to be received.

7.1 Project summary

These details are as summarized below:

Item	Proposed Library Project
Contract Number	KarU/OT/01/LIB/2017-2018
Contract signing date	13/2/2018
Contract commencement date	29/5/2018
Initial contract duration	156 weeks (1092 days)
Contract completion date	25/05/2021
Revised completion date	30/06/2024
Contract sum	Kshs 491,331,404
Amount received to-date	Kshs. 393,353, 305 (80.06%)
Project Consultants	JKUATES LTD
Time elapsed	274 weeks (187%)
Percentage progress	93%

7.2 Justification for the Library project

Library facilities are an integral component of University teaching, learning and research. Currently, the Karatina University library has a capacity of only 400 users and with a collection of approximately 2,500 volumes. The current population of library users at the main Campus is 8900 and expected to increase to about 10,500 in 2024/2025 academic year. The University therefore commenced construction of the library in 2018 to address this shortfall. The University Library, once complete is expected to host 3,000 students. The expected benefits include:

a) Provide staff and students with comprehensive resources and services in support of teaching, learning and research needs
b) Provide information access services in an integrated manner that combines the traditional lending such as electronic books and journals and other academic reference materials
c) Enhance access to the neighboring community, in particular, children in the purposed built children's library

7.3 Challenges

Inadequate funding by the Government

8 THE NEW FUNDING MODEL

8.1 Background

The model has Three (03) financing Components applicable to students who sat for Kenya Certificate of Secondary Education (KCSE) in 2023 and were placed to Universities through KUCCPS. The three components are: Scholarship; HELB Loan and Household Fees.

a) Scholarship is a Government grant that the student will not pay after completion of studies;

b) HELB Tuition Loan is a loan advanced to a student which will be repaid by the student after completion of studies; and
c) Household fees is amount paid by the parent or guardian.

Currently the model has Four (04) Bands/Categories that is being implemented. The band/Category of a student is based on Mean Testing Instrument that determines the category based on the parent's household income. The Four (04) Bands/Categories are provided in **Table 3.1**

Table 3.1 Current Bands/Categories for Funding

	Vulnerable	Extremely Needy	Needy	Less Needy
Scholarship	82%	70%	53%	38%
Loan	18%	30%	40%	55%
Household	0%	0%	7%	7%

Based on **Table 3.1** above, students enrolled to Bachelor of Education (Arts) with a yearly cost of **Kshs. 225,420/=** in 2023/2024 AY will ideally have the fees as tabulated in Table 3.2 based on New Funding Model.

Table 3.2: Ideal Fee distribution for Bachelor of Education (Arts) Programme (total fees Kshs. 225,420/= in 2023/2024 AY)

	Vulnerable	Extremely Needy	Needy	Less Needy
Scholarship	184,844.40	157,794.00	119,472.60	85,659.60
Loan	40,575.60	67,626.00	90,168.00	123,981.00
Household	-	-	15,779.40	15,779.40
Total	**225,420.00**	**225,420.00**	**225,420.00**	**225,420.00**

Equally, for students enrolled in Bachelor of Science in Nursing with a yearly cost of **Kshs. 337,195/=** in 2023/2024 AY will have their fees tabulated as shown in Table .3 based on New Funding Model

Table 3.3: Ideal Fee distribution for Bachelor of Science in Nursing Programme (total fees Kshs. 337,195/= in 2023/2024 AY)

	Vulnerable	Extremely Needy	Needy	Less Needy
Scholarship	276,499.90	236,036.50	178,713.35	128,134.10
Loan	60,695.10	101,158.50	134,878.00	185,457.25
Household	-	-	23,603.65	23,603.65
Total	**337,195.00**	**337,195.00**	**337,195.00**	**337,195.00**

Though ideally a student enrolled for Bachelor of Education (Arts) is expected to pay **at most Kshs. 15,779.40/=** and a student enrolled for Bachelor of Science in Nursing is expected to pay **at most Kshs. 23,603.65/=** yearly as household fees, this is not being achieved at the moment. This is because majority of the students (over 80%) are placed in the categories: Needy and Less Needy that they have to meet higher household fees. Further, the amounts awarded as Scholarship and Loans do not strictly conform to the percentages presented in **Table 3.1**

From our data, on average students enrolled to purse Bachelor of Education (Arts) and Bachelor of Science in Nursing received average Scholarship and HELB Tuition fees as provided in **Table 3.4 and Table 3.5**

Table 3.2: Current Average Fee distribution for Bachelor of Education (Arts) Programme

Programme Cost (Kshs)	**225,420.00**
Average Scholarship	110,291.60
Average HELB Tuition	66,035.36
Average Household Fees	49,093.04

Table 3.3: Current Average Fee distribution for Bachelor of Science in Nursing Programme

Programme Cost (Kshs)	**337,195.00**
Average Scholarship	146,147.78
Average HELB Tuition	98,623.18
Average Household Fees	92,424.04

The above scenarios were evident when First Year students were due to sit for First Semester Examinations, whereby the University had to make a decision and allow 1,335 students **39.1%** of students who had not cleared fees to sit for examinations with an average of **Kshs. 59,948.51/= as household fees to be met by a student, Table 3.4.** Students enrolled in Health Sciences domain had the largest deficit to be met by household at Kshs. 74,731.81/=; Applied Sciences at Kshs. 67,821.13/=; Education at Kshs. 58,787.27/= and Business at Kshs. 53,002.53/=.

Table 3.4: Distribution of First Year Students with Fee Balances before Start of Examinations

Domain	**Number of Students with Fee Balances**	**Total Fee Balance (Kshs.)**	**Average Fee Balance (Kshs)**
Health	61	4,558,640.12	74,731.81
Applied	249	16,887,460.00	67,821.13
Education	736	43,267,432.00	58,787.27
Business	289	15,317,730.23	53,002.53
Totals	**1335**	**80,031,262.35**	**59,948.51**

8.2 Challenges of the New Funding Model

The New Funding Model has posed several challenges as follows:

a) Disbursement of funds both Scholarship and HELB Tuition fee are not in synchrony with University Calendar. The students reported to the University before release of fund which resulted to high student debtors. This is likely to translate to deferment and dropout cases.
b) The University registration system is designed to ensure that a student is registered after he/she pays requisite fees. Majority of the NFM students reported to the University awaiting disbursement of funds to enable registration. This has occasioned partial registration of students and ineffective operation of the systems; hence resulting to manual system that are cumbersome and inefficient.
c) There seems to be lack of commitment by students in paying fees on the presumption that Scholarship and HELB Tuition fees will cater for the fee needs.
d) The high students' debts will have adverse impacts to completion rate of students as students. Some might be forced to defer studies over a period of time to source for funds as school fees or lead to high drop outs among students.

8.3 Recommendations for the New Funding Model

The model needs to be reviewed in consideration of the following:

a) Collection of data for MTI should be a continuous process, from primary, secondary and at University entry and progression process and not a one off activity.
b) The Higher Education Funding Portal for student application be opened after students have been placed to Universities and conclusion of Inter-University Transfers/Inter-Programme Transfers. This is proposed to be concluded by end of the month of **May in each Year**.
c) Higher Education Funding Portal for students be opened starting the in the **month of June every year** to allow students to apply for Scholarships and HELB Tuition fees.
d) Two Weeks be provided for appeals of the Scholarship and HELB Tuition fees awarded in the **month of July every year.**
e) After consideration of appeals, the funds be disbursed to Universities in the month of **August every year**.
f) The bands of funding be reviewed to only two bands based on household income with a minimum and maximum percentage such as proposed on Table **3.5.**

Table 3.5: Proposed Bands/Categories of reviewed Funding Model

	More Funding	Less Funding
Scholarship	85%	65%
Loan	10%	25%
Household	5%	10%

9 UNIVERSITY VIEWS ON PRESIDENTIAL WORKING PARTY REPORT

The following issues in the presidential working party report relate to Higher Education.

S/N.	RECOMMENDATION	VIEW
1.	In order to attract, develop and retain effective teachers, there be a one-year mandatory retooling program for all graduates of pre-service training to be CBC compliant; and a one-year mandatory internship program upon completion of pre-service training before being registered into the teaching profession.	Not supported. Teaching at the University is adequate and is aligned to CBC
2.	Adopt a sustainable financing model for University education that combines grants/scholarship, loans and household contributions for differentiated categories of students as vulnerable, extremely needy, needy and less needy in order to address equitable access and inclusion in education.	Review implementation so as to have only two categories of students. Release of HEL should be after categorization
3.	Enact the proposed Tertiary Education Placement and Funding Bill to amalgamate HELB, UFB and TVET Fund to enhance efficiency in higher education funding.	Not supported. Current arrangement provides mechanisms for checks and balances.
4.	The Government to operationalise the Open University in Kenya with the first cohort of students being admitted in September, 2023.	Supported
5.	To strengthen governance of the University sector, undertake amendments to the Universities Act to amongst others, exclude Public Service Commission (PSC) in the appointment process of Chancellors, provide for a selection panel in the appointment of Chancellors and Council members, and empower Councils to be responsible for appointment of Vice-Chancellors and other top management of Universities.	Supported
6.	Institutionalize environmental conservation and climate change action in all learning institutions.	Supported
7.	Amend the Universities Act, 2012: (i) To provide for the identification of Chancellors in public Universities by a selection panel constituted by the Cabinet Secretary to recommend three nominees for appointment by the President. (ii) To provide for the appointment of a selection panel to identify and recommend nominees for consideration as Chairperson and Members of Council, by the Cabinet Secretary in charge of Ministry of Education.	Supported

	(iii) To have the University Council carry out the recruitment and appointment of Vice-Chancellor and Deputy Vice-Chancellor, Principals of Colleges and Deputy Principals in Public Universities without the involvement of the Public Service Commission.	
8.	Amend the Universities Act to provide for recruitment of Deans of Schools and Faculties through competitive appointment rather than elections.	Supported but to have them appointed from among staff in the University
9.	Amend the State Corporations Act, 2015 to include Universities in the list of exempted entities to make them autonomous. In addition, income generation entities by Universities should be allowed to operate under respective Universities.	Supported. Exemptions at times take long before approval
10.	The Government to provide enhanced support to University research by: (i) Allocating one-third of the 2% provided in the STI Act, 2013 annually to Universities and TVET. (ii) Exempting the University scholarly research and innovation levies. (iii) MoE to develop a framework on institutionalising University and industry linkages by promoting University and industry staff engagements in training and practical experience.	Supported
11.	CUE to develop a Higher Education Qualification Framework (HEQF) to equate and provide learners with deficits in some discipline an opportunity to bridge in order to meet admission requirements for University level education.	Supported

10 ACCREDITATION PROCESS OF PROGRAMMES AT THE UNIVERSITY

10.1 Status of Programme Accreditation

There are a total of Seventy-Four (74) accredited programmes at the University. Programmes in Education domain are 30 followed by 25; 13 and 6 in Applied Sciences; Business and Health Sciences respectively, **Table 10.1**

Table 10.1: Accredited Programmes per Domain

Domain	Education	Applied Sciences	Business	Health Sciences	Total
Undergraduate	13	17	8	6	**44**
Masters	12	6	3	0	**21**
PhD	5	2	2	0	**9**
Total	**30**	**25**	**13**	**6**	74

10.2 Accreditation Process of Programmes at the University

The development of any programme at the University starts at departmental level where subject specialists are based. The first step is conceptualization of the idea for need of a particular programme. The need may arise as a result of any of the following: recommendations from stakeholders; identification of gaps in an existing curriculum; and change of existing or introduction of new government policies and laws. The department then invites stakeholders for their input in drafting a curriculum. The drafted curriculum is presented at the various approval structures at the University beginning from the Department, School /faculty level, Committee of Deans and finally within the University, the programme is presented at the University Senate for consideration and approval. Upon approval by the University Senate, the curriculum is presented to the Commission for University Education (CUE) currently by uploading through their institutional portal for their consideration through expert peer review process.

10.3 Challenges with Accreditation Process

The accreditation process poses a number of challenges that include:

a) Cost of programme accreditation - considering cost incurred at development process and expected accreditation fees at the Commission. Additionally, professional bodies who are key stakeholders also require recognition of the training institution. Currently there is no direct fees charged by these bodies.
b) There is a challenge in turnaround time in accreditation of programmes from the time a programme is submitted to CUE to the time the programme is accredited. The process is slow. The Commission secretariat is very lean compared to the number of universities they are expected to handle, both public and private.
c) Peer Review at the Commission also come with its own challenges. The experts are from other universities or professional bodies that can be subject to conflict of interest. This disadvantages universities especially the 'growing/young' universities.
d) Technology Challenges- The system at universities are quite different and a lot of formatting of data is required to match submission entity configuration. It is quite laborious and require a lot of time. Further, submission of programme via the CUE portal is linked to unrelated services that hinder smooth flow of the uploading process.

10.4 Proposal to ensure quicker Accreditation

a) The accreditation cost need to be reconsidered downwards or scrapped in total.
b) The University Senate need to be entrusted with launching of prgrammes and the regulator can follow up with verification visits for quality assurance and accreditation.
c) Issues of competitor peer reviewer need to be addressed by having panels experts who have minimum interest with universities, if possible on full time basis.
d) Need to have Standardized data systems for information presentation.

11 RESOURCE MOBILIZATION

11.1 Current revenue streams

a) Catering Services: At Karatina University, we recognize the importance of providing a conducive environment for both students and staff to foster connections, collaboration, and community while using the same as an opportunity to make sales and mobilize resources.
b) Laundry services: The aim is to alleviate some of the burdens associated with household chores by providing convenient and efficient laundry facilities on campus while using the same as an opportunity to make sales and mobilize resources.
c) Tea Institute: The Tea Institute, an innovative initiative aimed at harnessing the rich agricultural potential of our region while simultaneously generating revenue for the university. Through the Tea Institute, we cultivate and produce high-quality tea products including loose leaf teas, tea blends, and specialty items to mobilize resources.
d) Dairy farm milk sales (outsiders): Karatina University capitalizes on production and sale of high-quality dairy products. The revenue generated from dairy farm milk sales contributes to the financial health of the university.
e) Student admission: Offering market driven programmes to increase enrollment of students

11.2 Proposed New strategies

a) A Resource Mobilization strategy has been developed to ensure a structured approach to resource mobilization. It targets all units of the university with clear targets. It's implementation will be monitored on a quarterly basis and lessons learnt incorporated into the review process to ensure continuous improvement. The strategy has four strategic priority areas as follows:-

b) Promote awareness and culture of resource mobilization

- Virtual launch of the RM strategy, endorsement and commitment to active involvement in fundraising campaigns and initiatives
- Appointment of Resource Mobilization Champions per School
- Development of RM vision boards per School/Directorate/Centre/Dept/Unit
- Conduct annual training and capacity-building programs for staff, faculty, and administrators on resource mobilization techniques, donor engagement, and fundraising best practices.
- Intentionally cultivate Alumni relations to engage former students as potential donors, advocates, and mentors and encourage alumni involvement in fundraising campaigns and initiatives.
- Undertake donor segmentation/database based on their interests, capacity, and relationship with the university to meet the unique needs and preferences of different donor groups

while mobilizing resources and matching potential partners with the strategic objectives of the plan and the prioritized university projects

- Launch targeted fundraising campaigns for specific projects, scholarships, research initiatives, or infrastructure development, clearly communicating the impact of donations to inspire donor confidence.
- Develop a team of skilled grant writers to identify, apply for, and manage grants from government agencies, foundations, and international organizations per school
- Forge partnerships with local businesses, industries, and corporations for sponsorship, research collaborations, and philanthropic support.
- Foster a culture of philanthropy by highlighting the importance of giving back to the university community and showcase success stories of how donations have made a positive impact
- Develop a comprehensive communication and marketing plan to raise awareness of fundraising initiatives. Utilize various channels, including social media, newsletters, and university events.

c) To mobilize resources for sustainability and advancement of Karatina University

- Establish a virtual or physical research studio per school
- Development of targeted and customized project concept notes and proposals based on financing preferences and objectives of the funding agency
- Prepare and submit joint grant proposals by establishing Multi-disciplinary and Inter-disciplinary grant writing teams
- Establish community labs to solve community challenges, commercialize and scale up innovations.
- Establishment of Research Parks per cluster/school
- Establishment of circular economy consultancy hub
- Establishment of locally led climate change actions consultancy hub
- Develop unique Executive Programmes per school
- Development of Acceleration Programs so as to generate revenue through equity stakes or fees from beneficiaries of the acceleration programs.
- Commercialization of IPs /patents

d) Strengthen strategic partnerships with international, regional and national partners

- Establishment of institution wise one-on-one collaboration with strategic partners/funding agencies on specific project lines (at least one institution per school)
- Initiate policy and practice partners joint bids to undertake Applied Research Projects (ARPs)
- Establish joint Business Development Advisory Centres
- Establish impact evidence hubs
- General consultancy services center to be domiciled under KUBUNI

- ❖ Develop and offer professional programmes and certificate courses per School, Director & Dept.
- ❖ Develop new market driven PG programmes
- ❖ Mount Postdoc Programmes
- ❖ Develop International programmes to attract international students
- ❖ Conduct RM capacity building workshops
- ❖ Establish mentorship programmes to grow the next generation of researchers per school

e) **Diversification of resource streams by exploring alternative sources of funding in order to reduce dependence on exchequer**

- ❖ Collection of tuition and fees from new and unique academic programs per School
- ❖ Conference and Event Hosting per school/Dir/Dept
- ❖ Sale of Educational Materials such as textbooks, course materials, and research publications per School/Dir/Dept
- ❖ Offering healthcare services through university clinics or partnering with medical facilities, generating income from medical consultations, treatments, and services.
- ❖ Operating on-campus cafeterias, restaurants, and catering services for events to students, staff and community
- ❖ Organizing and hosting art exhibitions, cultural events, and performances, with ticket sales contributing to income.
- ❖ Renting out scenic or unique university locations for film and photo shoots, generating income from production companies, individual events etc
- ❖ Establishment of waste management segregation, collection, transportation and recycling of waste management in collaboration with Nyeri County
- ❖ Establish KarU farm for sale of farm products e.g. seedlings, fruit trees, etc
- ❖ Organize training sessions, workshops, and seminars on planning, strategic management, and related topics for external organizations and provide benchmarking services to external organizations, comparing their performance against industry or global standards
- ❖ Conduct market research and analysis for businesses or industries seeking insights into specific trends or opportunities by the Corporate Communications Unit
- ❖ Offer events planning services, helping external groups organize and execute successful conferences by the Corporate Communications Unit and Procurement Department.
- ❖ Develop planning and management software solutions and ICT digital skills training for external clients seeking customized solutions by ICT Directorate

- ❖ Provide strategic communication planning services to businesses or organizations aiming to enhance their public relations and messaging by the Corporate Communications Unit
- ❖ Offer audit services to include IT systems, cybersecurity, and data integrity assessments for external clients.
- ❖ Offer governance audit and other related services to external clients by the Legal Department
- ❖ Develop and deliver customized training programs on Finance, Procurement and Audit related areas for external organizations.
- ❖ Soliciting funds from philanthropy, trustees, rotary clubs and foundations
- ❖ Offer support services to students e.g. thesis printing and hardcover binding.
- ❖ Installation of solar system at Kagochi Campus to reduce electricity cost
- ❖ Establishment of Alumni & Endowment Fund

12 INITIATIVES TO SUPPORT BETA

Bottom-up Economic Transformation Agenda (BETA) is the Government development agenda for the period 2022-2027. The agenda focuses on five pillars that are expected to have the highest impact at the bottom of the economy. These are: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Healthcare; Housing and Settlement; and Digital Superhighway and Creative Industry. This agenda is cognizant of the critical role played by Universities and the education sector in general in the development of the Country.

Karatina University has and continues to support the agenda by solutions in all the five (5) areas through training, research, innovation and extension. Some of the specific means include:

1. Agricultural Transformation– The University will train manpower and set up demonstration sites for purposes of farmer extension services.
2. Micro, Small and Medium Enterprise (MSME) Economy– The University will organize fora aimed at building the capacity of business enterprise owners to run their enterprises competitively. Students will also be equipped with entrepreneurial skills so as to develop an entrepreneurial mind-set while still at the University.
3. Healthcare: The School of Nursing will be developed further by introducing new programmes. In addition, the University will set up a specialized hospital with a main focus on lifestyle diseases. As part of community outreach, the university has been organising free medical camps in the county.
4. Housing and Settlement: The University will continue working with the local community to develop decent accommodation facilities for students. This will involve signing of MoUs and linking land owners with financial institutions that offer reliable funding.

5. Digital Superhighway and Creative Industry: The University will enhance internet connectivity to enable students access and benefit from online resources. The Student Affairs department will be resourced to enable them scout for and support students with unique talents.

The allocations in the FY 2023/2024 Budget are as shown in appendix IV

Appendix 1: Terms of Reference of Council Committees

The terms of reference for the committees are:

A. ACADEMIC, RESEARCH AND ENTERPRISE DEVELOPMENT COMMITTEE

The main purpose of the committee is to offer guidance in actualizing the core mandate of the University in academic training, research, innovation and community outreach. The Committee is also to guide Council on Enterprise Development by addressing governance matters for better actualization of the core mandate. The Committee guides council on resource mobilization and implementation of the strategic plan.

1. **In respect to Academic, Research, Innovation and Community Outreach, the committee undertake the following :**

a) Upon receiving recommendations from Senate, to advise, consider and make recommendations to Council on matters relating to implementation of academic matters where applicable.

b) To recommend to Council, policies, plans and strategies touching on:

i. Academic matters;
ii. Promotion of research and innovation in the University;
iii. Exploitation of Universities Intellectual Property and other commercial activities flowing from its research;
iv. Development and implementation of quality assurance systems;
v. Welfare of Students;
vi. Conduct and discipline of students;
vii. Curriculum review;
viii. Establishment of Campuses, faculties and other units in the University;
ix. Development of Library, Laboratories and other teaching facilities;
x. Community outreach or extension or corporate social responsibility and/or corporate social investments;
xi. Conferment of academic recognitions;
xii. Attraction and retention of students; and
xiii. University Corporate Image and brand promotion.

2. **In respect to Enterprise Development, the Committee do the following:**

a) Advise and make recommendation on governance issues.
b) Advise Council on the strategic direction of the University and monitor implementation of the Strategic Plan;
c) Advise Council on resource mobilization strategies and oversee their implementation;

d) Consider and recommend to Council the formation, acquisition, investment or wind up of Income Generating Units (IGUs).

3. Ensure there is monitoring and evaluation outcomes of the strategies and policies falling within its functions; and
4. Undertake such other responsibilities as the Council may direct from time to time.

B. FINANCE, HR AND INFRASTRUTURE DEVELOPMENT COMMITTEE

The Finance, HR and Infrastructure Development Committee is to offer guidance to Council on financial affairs, human resource matters and growth of facilities. It assists Council to oversee the performance contract with the Ministry of Education. Specifically, the committee is charged with the following responsibilities:

1. **Guide Council in financial matters, and in particular:**
   a) To advise on the proper management of the University's resources;
   b) To approve the design of the planning and budgeting process, ensuring that it brings together academic, physical, and financial aspects,
   c) To approve the resulting budget on an annual cycle in the context of the University's overall strategy, to ensure that the budget is adequately monitored, and to determine any proposals for significant subsequent amendments to the budget during the year;
   d) To advise on any factors, whether internal or external to the University, which may have a significant effect on the budget; and to report to the Council as appropriate.
   e) To assess and recommend the financial status reports

i). Consider and recommend to Council policies relating human resource development and planning and in particular:

ii). Advise Council on University's master plan, development of infrastructure and monitor implementation of the plan and projects;

iii). Guide Council in monitoring the implementation of the annual performance contract between the University and the Ministry of Education

iv). Ensure there is monitoring and evaluation outcomes of the strategies and policies falling within its functions; and

v). Undertake such other responsibilities as the Council may direct from time to time.

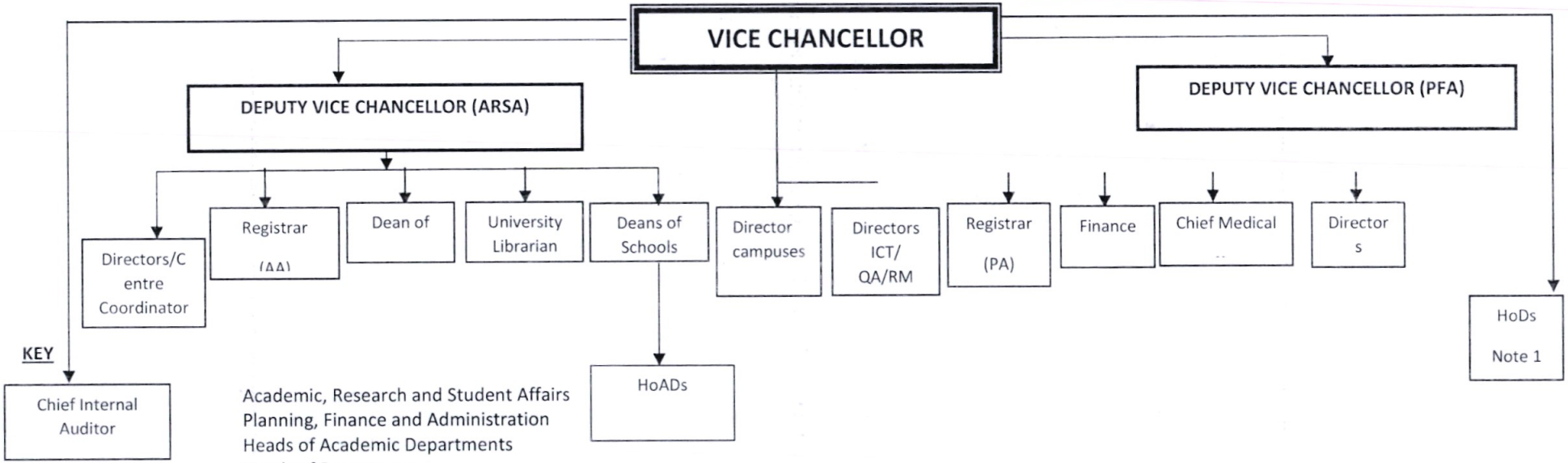
C. AUDIT AND RISK MANAGEMENT COMMITTEE

Guided by Audit Committee Guidelines for National Government issued vide Gazette notice no. 2691 of 2016; the terms of reference of the committee are:

a) Obtain assurance from management that all financial and non-financial internal control and risk management functions are operating effectively and reliably and advise Council accordingly;

b) Provide an independent review of the University's reporting functions to ensure the integrity of financial reports;
c) Monitor the effectiveness of the University's performance management and performance information;
d) Provide strong and effective oversight of the University's internal audit function.
e) Provide effective liaison and facilitate communication between management and external audit;
f) Provide oversight of the implementation of accepted audit recommendations;
g) Ensure the University effectively monitors compliance with legislative and regulatory requirements and promotes a culture committed to lawful and ethical behaviour.
h) To consider, review and recommend to the Council policies in respect to management and control systems on internal business processes, including accounting policies, anti-fraud and whistle-blowing.
i) To consider and approve annual audit plans including any audit reviews that the Council may request from time to time.
j) To consider and advise the University Council on matters relating to the security of the University, staff and students.
k) Review and advise Council on any other matters considered relevant in ensuring integrity in the operations of the University.
l) To undertake such other responsibilities as the Council may direct from time to time.

Appendix II- Administrative Structure



KEY

		Academic, Research and Student Affairs
		Planning, Finance and Administration
		Heads of Academic Departments
4.	HoDs	Heads of Departments
5.	ICT	Information Communication and Technology
6.	PA	Planning and Administration
7.	QA	Quality Assurance
8.	RM	Resource Mobilization

NOTES

1. Heads of Departments reporting to the Vice Chancellor are: Chief Procurement Officer, Chief Security Officer and the Principal Legal Officer
2. Directorates falling under the Deputy Vice Chancellor, ARSA are such as Directorate of Open, Electronic and Distance Learning (ODEL), Industrial University Linkage, Research and Innovation.
3. Directorates falling under the Deputy Vice Chancellor, PFA are such as Catering and Accommodation.

Appendix III: Implementation of Budget and the Procurement Plan

	Summary of implementation of procurement plan by March, 2024.							
S/NO	**Category**	**First Quarter (July - Sep)**	**Second Quarter (Oct- Dec)**	**Third Quarter (Jan - Mar)**	**Fourth Quarter (April - June)**	**Total Planned Procurement**	**Revised Allocation**	**By March 2024**
1	Purchase of Laboratory Equipment	5,227,000	698,000	45,000	30,000	6,000,000	6,000,000	3,650,145
2	Purchase Teaching materials,	1,145,340	990,170	350,105	14,385	2,500,000	2,500,000	500,434
3	Purchase of OdeL Equipment	1,700,000	310,000	120,000	220,000	2,350,000	2,350,000	694,887
4	Examination materials - purchase	1,840,115	394,415	1,684,400	1,581,070	5,500,000	5,500,000	6,060,851
5	Nursing/Nutrition - skills lab equipment	-	-	-	-	-		
6	Nursing-lab equipment (physiology/Anatomy)	1,800,000	-	700,000	-	2,500,000	2,500,000	2,482,950
7	Professional Services	-	1,000,000	-	-	1,000,000	1,000,000	19,000
8	Library Subscription	1,150,000	-	350,000	-	1,500,000	1,500,000	1,202,420
9	Purchase of library books	-	3,000,000	-	-	3,000,000	3,000,000	-
10	Tea Institute Expenses	470,000	380,000	-	-	850,000	850,000	-

11	Botanical Garden	10,000	20,000	10,000	10,000	50,000	50,000	50,000
12	Graduation Expenses	-	5,900,000		-	5,900,000	5,900,000	5,797,374
13	Stationery	1,562,710	896,090	704,485	441,965	3,605,250	3,605,250	1,513,749
14	Publishing and printing	-	550,000	2,400,000	100,000	3,050,000	3,050,000	516,440
15	Advertising and publicity	1,900,000	-	800,000	-	2,700,000	2,700,000	366,023
16	Purchase of plant and equipment	-	3,415,000	900,000	-	4,315,000	4,315,000	3,881,104
17	Catering Expenses - Food items	3,525,668	5,116,732	9,066,833	2,290,767	20,000,000	20,000,000	12,708,514
18	Catering Expenses - Fuel	393,025	699,600	963,750	343,625	2,400,000	2,400,000	1,351,300
19	Purchase of Computers and Accessories	3,055,000	750,000	1,040,000	500,000	5,345,000	5,345,000	3,063,854
20	Computer Expenses And Maintenance	670,000	710,000	420,000	-	1,800,000	1,800,000	333,271
21	ICT Infrastructure	2,500,000	550,000	2,250,000	2,500,000	7,800,000	7,800,000	580,490
22	Newspapers and journals	112,500	112,500	137,500	137,500	500,000	500,000	459,604
23	Cleaning/Sanitary materials	437,100	418,140	428,340	316,420	1,600,000	1,600,000	1,263,482

24	Pension Scheme administration	675,000	675,000	675,000	675,000	2,700,000	2,700,000	1,505,384
25	Insurance Services	-	10,644,297	-	-	10,644,297	10,644,297	
26	Security Services	2,297,400	2,297,400	2,297,400	2,297,400	9,189,600	9,189,600	5,403,200
27	Uniforms	295,353	115,372	1,775	-	412,500	412,500	286,060
28	Purchase of Furniture	-	4,042,000	-	-	4,042,000	4,042,000	1,458,403
29	Purchase of Motor vehicle	-	15,000,000	-	-	15,000,000	15,000,000	7,884,312
30	Motor Vehicles - Fuel	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000	6,000,000	6,210,402
31	Motor Vehicle Repairs & Maintenance	625,000	625,000	1,025,000	1,025,000	3,300,000	3,300,000	3,154,630
32	Farm Expenses	678,150	332,300	275,550	214,000	1,500,000	1,500,000	1,154,188
33	Maintenance of buildings	750,000	1,400,000	1,550,000	900,000	4,600,000	4,600,000	2,142,928
34	General Refurbishment	900,000	1,660,000	2,200,000	2,200,000	6,960,000	6,960,000	3,011,896
35	Legal Services	125,000	125,000	125,000	125,000	500,000	500,000	-

36	Generator fuel and maintenance	625,000	625,000	1,025,000	1,025,000	3,300,000	3,300,000	2,071,899
37	Maintenance of plant and equipment	812,500	762,500	37,500	37,500	1,650,000	1,650,000	1,902,562
38	Purchase of Sports Equipment	405,500	400,600	593,900	-	1,400,000	1,700,000	256,748
39	Maintenance of Playgrounds	188,000	6,000	106,000	-	300,000		10,206
40	Maintenance of Catering equipment	395,600	43,800	345,300	35,300	820,000	820,000	482,788
41	Maintenance of Hostel equipment	50,000	50,000	50,000	50,000	200,000	200,000	98,932
42	Maintenance of Water Supply Equipment	75,000	75,000	75,000	75,000	300,000	300,000	-
43	ISO training and implementation	900,000	130,000	-	50,000	1,080,000	1,080,000	418,315
44	Strategic plan implementation and monitoring	187,500	187,500	1,187,500	1,187,500	2,750,000	2,750,000	1,329,720
45	Green Concept Activities	1,712,500	162,500	452,500	112,500	2,440,000	2,440,000	527,125
46	Covid 19 mitigation measures	6,000	158,000	36,000	-	200,000	200,000	-
47	Medical Equipments	400,000	-	-	-	400,000	400,000	286,500

48	Purchase of Medical expenses- Pharmaceuticals /non pharmaceutical & reagents	2,183,380	-	1,816,620	-	4,000,000	4,000,000	3,771,951
	TOTAL	**43,285,341**	**66,927,916**	**37,745,458**	**19,994,932**	**167,953,647**	**167,953,647**	**89,864,041**
						Balance not committed		78,089,606

Budget Utilization

KARATINA UNIVERSITY							
VOTEBOOK SUMMARY FOR F.Y 2023/2024							
VOTE	DESCRIPTION	TOTAL BUDGET ALLOCATION	THIRD QUARTER QUARTER *BUDGET PROVISION	TOTAL EXPENDITURE TO DATE	TOTAL BALANCE FOR THIRD QUARTER	TOTAL BALANCE FOR THE FY	PERCENTAGE OF USAGE
	Personnel Emoluments						
70001	Personnel Emoluments	853,646,027.00	640,234,520.25	599,624,960.82	40,609,559.43	254,021,066.18	70.24
70090	Casual Wages	14,000,000.00	10,500,000.00	9,372,212.67	1,127,787.33	4,627,787.33	66.94
	TOTAL P.E	**867,646,027.00**	**650,734,520.25**	**608,997,173.49**	**41,737,346.76**	**258,648,853.51**	70.19
	Board Expenses		-				
70300	Council expenses	16,000,000.00	12,000,000.00	10,304,114.09	1,695,885.91	5,695,885.91	64.40
70215	University Committees	3,000,000.00	2,250,000.00	1,812,190.00	437,810.00	1,187,810.00	60.41
70330	Dean & senate committees	700,000.00	525,000.00	259,430.00	265,570.00	440,570.00	37.06
			-		-		
	Operating/ Administrative Expenses		-		-		
70103	Advertising & publicity	2,700,000.00	2,025,000.00	366,023.00	1,658,977.00	2,333,977.00	13.56
70295	Audit fees	1,200,000.00	900,000.00	-	900,000.00	1,200,000.00	0.00
70112	Catering expenses -food items	20,000,000.00	15,000,000.00	13,390,017.00	1,609,983.00	6,609,983.00	66.95
70113	Catering expenses -fuel	2,400,000.00	1,800,000.00	1,351,300.00	448,700.00	1,048,700.00	56.30
70265	Cleaning/sanitary materials	1,600,000.00	1,200,000.00	1,263,481.80	(63,481.80)	336,518.20	78.97
70110	Computer expenses & Maintenance	1,800,000.00	1,350,000.00	333,271.00	1,016,729.00	1,466,729.00	18.52

70230	Electricity Expenses	15,500,000.00	11,625,000.00	11,587,046.18	37,953.82	3,912,953.82	74.76
70210	External travelling	2,200,000.00	1,650,000.00	31,450.00	1,618,550.00	2,168,550.00	1.43
70180	Farm expenses	1,500,000.00	1,125,000.00	1,154,188.00	(29,188.00)	345,812.00	76.95
70105	Fuel - Vehicles	8,000,000.00	6,000,000.00	6,210,402.35	(210,402.35)	1,789,597.65	77.63
70345	Games & Sports	1,700,000.00	1,275,000.00	1,679,685.00	(404,685.00)	20,315.00	98.81
70370	ICT infrastucture	7,800,000.00	5,850,000.00	580,490.00	5,269,510.00	7,219,510.00	7.44
70250	Insurance Expenses	10,644,297.00	7,983,222.75	7,884,312.00	98,910.75	2,759,985.00	74.07
70260	Internet services	13,000,000.00	9,750,000.00	4,205,179.50	5,544,820.50	8,794,820.50	32.35
70255	Legal expenses	500,000.00	375,000.00	-	375,000.00	500,000.00	0.00
70195	Medical expenses - Staff	21,000,000.00	15,750,000.00	18,705,440.76	(2,955,440.76)	2,294,559.24	89.07
70205	Medical expenses - Drugs	4,000,000.00	3,000,000.00	3,771,951.00	(771,951.00)	228,049.00	94.30
70108	Newspaper & journals	500,000.00	375,000.00	459,602.71	(84,602.71)	40,397.29	91.92
70275	Office entertainment expenses	720,000.00	540,000.00	460,659.00	79,341.00	259,341.00	63.98
70276	Office entertainment expenses 2	480,000.00	360,000.00	-	360,000.00	480,000.00	0.00
70111	Office expenses	276,000.00	207,000.00	125,100.00	81,900.00	150,900.00	45.33
70225	Open Day & cultural celebration	800,000.00	600,000.00	314,595.00	285,405.00	485,405.00	39.32
70175	Postal expenses	100,000.00	75,000.00	52,209.00	22,791.00	47,791.00	52.21
70220	Public celebrations & funerals	1,716,420.00	1,287,315.00	1,480,346.00	(193,031.00)	236,074.00	86.25
70245	Rent & Rates	10,802,601.00	8,101,950.75	7,940,741.37	161,209.38	2,861,859.63	73.51
70190	Security services	9,189,600.00	6,892,200.00	5,403,200.00	1,489,000.00	3,786,400.00	58.80
70185	Shows & Exhibition expenses	3,100,000.00	2,325,000.00	936,767.00	1,388,233.00	2,163,233.00	30.22
70101	Stationery	3,605,250.00	2,703,937.50	1,545,146.81	1,158,790.69	2,060,103.19	42.86
70102	Telephone expenses	1,704,000.00	1,278,000.00	1,109,000.00	169,000.00	595,000.00	65.08
70104	Travelling & Accomodation	5,626,250.00	4,219,687.50	1,945,063.35	2,274,624.15	3,681,186.65	34.57
70109	Uniforms	414,830.00	311,122.50	298,060.00	13,062.50	116,770.00	71.85
70235	Water & Sewerage Expenses	1,400,000.00	1,050,000.00	882,550.57	167,449.43	517,449.43	63.04
70270	ISO training & Implementation	1,080,000.00	810,000.00	448,344.56	361,655.44	631,655.44	41.51
70290	Strategic Plan Implementation & Monitoring & Review	2,750,000.00	2,062,500.00	1,329,720.00	732,780.00	1,420,280.00	48.35
70294	Pension Scheme Administration	3,700,000.00	2,775,000.00	1,625,383.83	1,149,616.17	2,074,616.17	43.93
70374	Covid 19 Preventive Measures	100,000.00	75,000.00	-	75,000.00	100,000.00	0.00
70390	Purchase of plant & equipment	4,315,000.00	3,236,250.00	3,863,184.00	(626,934.00)	451,816.00	89.53
70380	Purchase of computer	5,245,000.00	3,933,750.00	3,063,854.00	869,896.00	2,181,146.00	58.41
70405	Purchase of Furniture	4,042,000.00	3,031,500.00	1,478,562.80	1,552,937.20	2,563,437.20	36.58
70395	Purchase of Medical equipment	400,000.00	300,000.00	286,500.00	13,500.00	113,500.00	71.63

70410	Purchase of Motor Vehicle	15,000,000.00	11,250,000.00	-	11,250,000.00	15,000,000.00	0.00
70411	Purchase of Generator	-	-	-	-	0.00	
70415	Purchase of Sports Equipment	1,000,000.00	750,000.00	604,548.00	145,452.00	395,452.00	60.45
70336	Green Concept	2,440,000.00	1,830,000.00	527,125.00	1,302,875.00	1,912,875.00	21.60
70333	Resource Mobilization	1,500,000.00	1,125,000.00	-	1,125,000.00	1,500,000.00	0.00
70392	ODEL Expenses	2,350,000.00	1,762,500.00	1,448,826.62	313,673.38	901,173.38	61.65
70096	Corporate Taxes	-	-	-	-	0.00	
	Academic expenses		-		-		
70365	Teaching materials	2,500,000.00	1,875,000.00	564,336.50	1,310,663.50	1,935,663.50	22.57
70305	students activities	1,600,000.00	1,200,000.00	1,168,898.75	31,101.25	431,101.25	73.06
70307	KUSA Vote	1,200,000.00	900,000.00	906,460.00	(6,460.00)	293,540.00	75.54
70308	Counseling services	300,000.00	225,000.00	147,376.00	77,624.00	152,624.00	49.13
70310	Part time lecturers payments	40,987,544.00	30,740,658.00	21,578,620.00	9,162,038.00	19,408,924.00	52.65
70385	Purchase of lab equipment	6,000,000.00	4,500,000.00	3,650,145.00	849,855.00	2,349,855.00	60.84
70386	Nursing skills lab	-	-	-	-	0.00	
70387	NURSING LAB (PHYSIOLOGY & ANATOMY	2,500,000.00	1,875,000.00	2,752,950.00	(877,950.00)	(252,950.00)	110.12
70388	Nursing Practicals/Clinical	2,700,000.00	2,025,000.00	1,842,532.75	182,467.25	857,467.25	68.24
70315	Field trip	8,000,000.00	6,000,000.00	6,218,044.00	(218,044.00)	1,781,956.00	77.73
70320	External examiners	3,800,000.00	2,850,000.00	4,502,584.70	(1,652,584.70)	(702,584.70)	118.49
70325	Seminars & Conferences	3,500,000.00	2,625,000.00	2,467,681.00	157,319.00	1,032,319.00	70.51
70326	Annual international conference	500,000.00	375,000.00	-	375,000.00	500,000.00	0.00
70335	Graduation Expenses	5,900,000.00	4,425,000.00	5,797,374.40	(1,372,374.40)	102,625.60	98.26
70240	Publishing & printing	3,050,000.00	2,287,500.00	516,440.00	1,771,060.00	2,533,560.00	16.93
70375	Purchase of library books	3,000,000.00	2,250,000.00	-	2,250,000.00	3,000,000.00	0.00
70376	Library Subsription	1,500,000.00	1,125,000.00	1,202,420.00	(77,420.00)	297,580.00	80.16
70350	Research expenses	2,500,000.00	1,875,000.00	117,000.00	1,758,000.00	2,383,000.00	4.68
70351	Botanical garden	50,000.00	37,500.00	50,000.00	(12,500.00)	0.00	100.00
70340	Staff Training expenses	3,000,000.00	2,250,000.00	1,258,519.30	991,480.70	1,741,480.70	41.95
70355	Industrial Attachment	5,000,000.00	3,750,000.00	4,919,195.19	(1,169,195.19)	80,804.81	98.38
70358	Teaching Practice	5,000,000.00	3,750,000.00	5,543,614.00	(1,793,614.00)	(543,614.00)	110.87
70280	Subscription to Professional Bodies	2,000,000.00	1,500,000.00	624,010.00	875,990.00	1,375,990.00	31.20
70285	Professional Services	1,000,000.00	750,000.00	23,875.00	726,125.00	976,125.00	2.39
70286	Performance Contracting	2,580,000.00	1,935,000.00	1,879,993.64	55,006.36	700,006.36	72.87
70360	Examination materials	5,500,000.00	4,125,000.00	6,060,851.99	(1,935,851.99)	(560,851.99)	110.20
70291	Curriculum development/review	4,500,000.00	3,375,000.00	1,997,508.26	1,377,491.74	2,502,491.74	44.39

70391	Tea Plant expenses	850,000.00	637,500.00	-	637,500.00	850,000.00	0.00
70297	Community Engagement	200,000.00	150,000.00	93,264.00	56,736.00	106,736.00	46.63
70287	Entrepreneurial Concept	2,000,000.00	1,500,000.00	1,109,742.00	390,258.00	890,258.00	55.49
70292	Placement Board charges- KUCCPS	3,600,000.00	2,700,000.00	5,134,500.00	(2,434,500.00)	(1,534,500.00)	142.63
70296	CUE Student Accreditation fee	2,400,000.00	1,800,000.00	3,472,000.00	(1,672,000.00)	(1,072,000.00)	144.67
70293	Accreditation for Programmes	1,600,000.00	1,200,000.00	20,000.00	1,180,000.00	1,580,000.00	1.25
70332	CUE Audit Preparations	-	-	-	-	0.00	
70299	NCK Indexing	1,309,500.00	982,125.00	372,900.00	609,225.00	936,600.00	28.48
70393	Liberation Movements	250,000.00	187,500.00	54,236.00	133,264.00	195,764.00	21.69
70447	Refund of Bid Deposit	-	-	-	-	0.00	
	Research Projects		-		-	0.00	
70417	Fish Farming	76,291.01	76,291.01	20,400.00	55,891.01	55,891.01	26.74
70353	NRF - Dr. Kimuyu	586,778.00	586,778.00	-	586,778.00	586,778.00	0.00
70350	INTER. FOUNDATION FOR SCIENCE (DR KIMUYU)	250,642.00	250,642.00	-	250,642.00	250,642.00	0.00
70354	Edulink II Project	75,933.20	75,933.20	-	75,933.20	75,933.20	0.00
70356	Consumer Sensory research	28,850.00	28,850.00	-	28,850.00	28,850.00	0.00
70342	GRACE KAMOTHO	2,170,151.30	2,170,151.30	-	2,170,151.30	2,170,151.30	0.00
70342	PURPLE TEA PROJECT	226,498.00	226,498.00	198,909.00	27,589.00	27,589.00	87.82
70342	PROF K WANJAU	201,500.00	201,500.00	88,000.00	113,500.00	113,500.00	43.67
70342	NRF -JAMES KIBANYU	1,544,447.80	1,544,447.80	-	1,544,447.80	1,544,447.80	0.00
70342	NRF- CAROLINE NDEI	639,337.00	639,337.00	-	639,337.00	639,337.00	0.00
70342	NRF-GACHANJA ISAAC MUIRURI	433,748.00	433,748.00	-	433,748.00	433,748.00	0.00
70342	NRF-OMUTITI GREY MAUSI	150,165.00	150,165.00	62,600.00	87,565.00	87,565.00	41.69
70342	NRF-KARIUKI FLORENCE WAITHERERO	341,618.00	341,618.00	-	341,618.00	341,618.00	0.00
70342	NRF- ALICE GATHONI	852,500.00	852,500.00	-	852,500.00	852,500.00	0.00
70342	NRF- DR ALFRED OGAO ABIBA	2,952,627.00	2,952,627.00	1,489,488.00	1,463,139.00	1,463,139.00	50.45
70350	TOURISM FUND	494,571.00	494,571.00	-	494,571.00	494,571.00	0.00
70350	LAUSANE UNIVERSITY PROJECT	107,194.00	107,194.00	-	107,194.00	107,194.00	0.00
70350	MEDIATION CERTIFICATE COURSE	21,770.00	21,770.00	-	21,770.00	21,770.00	0.00
70350	DATA MODELLING	50,250.00	50,250.00	-	50,250.00	50,250.00	0.00
70350	I/HOGESCHOOL	6,985.00	6,985.00	-	6,985.00	6,985.00	0.00
70362	Tea Conference	6,980.00	6,980.00	-	6,980.00	6,980.00	0.00

70350	RUFFORD FOUNDATION(MARGARET MURIUKI)	301,700.13	301,700.13	-	301,700.13	301,700.13	0.00
70361	Universitaet I/Z UND(DEPUK) - PROF WANJAU	431,627.70	431,627.70	-	431,627.70	431,627.70	0.00
70350	Universitaet De Gebaebaeude	351,189.75	351,189.75	-	351,189.75	351,189.75	0.00
70350	JULIUS KARUGU MSC STUDENT UNI OF H ABA HUSHI	23,120.00	23,120.00	-	23,120.00	23,120.00	0.00
70350	ROBERT ANG'ILA	1,153,772.00	1,153,772.00	574,850.00	578,922.00	578,922.00	49.82
70346	MAWASCO CONSULTANCY	265,397.00	265,397.00	179,366.40	86,030.60	86,030.60	67.58
70346	CONSULTANCY(DENTEX IND LTD SURVEY)	360,000.00	360,000.00	-	360,000.00	360,000.00	0.00
70346	SAMBURU COUNTY-DR MUCHINA	1,237,518.30	1,237,518.30	-	1,237,518.30	1,237,518.30	0.00
70346	TECHNICAL UNIVERSITY OF MOMBASA-PETER OTUOMA	212,225.58	212,225.58	-	212,225.58	212,225.58	0.00
70346	DIS TRAINING	342,760.00	342,760.00	296,160.00	46,600.00	46,600.00	86.40
70344	DIES- PROGRANT MULTIPLIER TRAINING	18,105.60	18,105.60	-	18,105.60	18,105.60	0.00
70346	Prof Mugo Mware	36,006.00	36,006.00	-	36,006.00	36,006.00	0.00
70362	KIPI	163,130.76	163,130.76	-	163,130.76	163,130.76	0.00
70362	ASSEK	6,450.00	6,450.00	-	6,450.00	6,450.00	0.00
70343	COHESION & INTEGRATION(climate change)	918,535.00	918,535.00	60,750.00	857,785.00	857,785.00	6.61
70362	MATHIRA JUAKALI ARTISANS	24,000.00	24,000.00	12,600.00	11,400.00	11,400.00	52.50
70362	Free Medical Camp	394,000.00	394,000.00	404,250.00	(10,250.00)	(10,250.00)	102.60
70362	Toyota Kenya Foundation	540,450.00	540,450.00	179,830.00	360,620.00	360,620.00	33.27
70350	Horizon Europe Wiser Project- Dr. Pauline Thuku	1,518,970.65	1,518,970.65	-	1,518,970.65	1,518,970.65	0.00
70350	University of Bonn c/o Prof. Kamiri	668,052.00	668,052.00	151,547.00	516,505.00	516,505.00	22.68
			-		-		
	Repairs and Maintenance		-		-		
70106	Vehicle Repairs &maintenance	3,300,000.00	2,475,000.00	3,360,853.18	(885,853.18)	(60,853.18)	101.84
70107	Generator fuel & Maintenance	3,300,000.00	2,475,000.00	2,071,899.00	403,101.00	1,228,101.00	62.78
70425	Maintenance of building	4,600,000.00	3,450,000.00	2,161,050.19	1,288,949.81	2,438,949.81	46.98
70421	Maintenance of plant & Equipment	1,650,000.00	1,237,500.00	1,902,562.40	(665,062.40)	(252,562.40)	115.31
70416	General Refurbishment	6,460,000.00	4,845,000.00	3,020,895.80	1,824,104.20	3,439,104.20	46.76

70435	Maintenance of play grounds	200,000.00	150,000.00	10,206.40	139,793.60	189,793.60	5.10
70440	Maintenance of Catering equipment	817,670.00	613,252.50	460,538.00	152,714.50	357,132.00	56.32
70445	Maintenance of Hostels	200,000.00	150,000.00	98,932.40	51,067.60	101,067.60	49.47
70446	Water supply equipment	300,000.00	225,000.00	-	225,000.00	300,000.00	0.00
	Statutory Payments		-		-		
70331	Loan & Interest Repayment	-	-	-	-	0.00	
			-		-		
	TOTAL	**1,258,641,942.78**	**949,028,945.53**	**834,368,995.04**	**114,659,950.49**	**424,272,947.74**	
	CAPITAL BUDGET						
71530	Partitionong of resource Centre	8,847,514.60	6,635,635.95	7,600,010.00	(964,374.05)	1,247,504.60	85.90
71540	Library Phase I	20,000,000.00	15,000,000.00	26,231,542.69	(11,231,542.69)	(6,231,542.69)	131.16
	TOTAL	**28,847,514.60**	**21,635,635.95**	**33,831,552.69**	**(12,195,916.74)**	**(4,984,038.09)**	117.28
	GRAND TOTAL	**1,287,489,457.38**	**970,664,581.48**	**868,200,547.73**	**102,464,033.75**	**419,288,909.65**	67.43

Appendix IV: Allocation to BETA projects and Programmes

S/No.		2022/ 2023	2023/ 2024	2023/ 2024	2024/2025	2025/2026	2026/2027	
	DESCRIPTION	**REVISED BUDGET**	**PROPOSED**	**REVISED BUDGET**	**PROPOSED**	**PROJECTION**	**PROJECTION**	**Source of funding**
	Health Care							
1	Medical Expenses – Drugs	4,000,000	5,000,000	4,000,000	5,300,000	5,830,000	6,413,000	
2	Medical Expenses	14,000,000	20,000,000	17,000,000	22,000,000	24,200,000	26,620,000	
3	Purchase of Medical Equipment	400,000	500,000	400,000	400,000	440,000	484,000	
4	Purchase of Plant and Equipment	4,965,000	7,215,000	3,915,000	16,604,200	17,434,410	18,306,131	
5	Purchase of Lab Equipment	3,500,000	10,000,000	6,000,000	15,000,000	16,500,000	18,150,000	
6	Nursing- Skills Lab	1,000,000	2,000,000	-	4,000,000	4,400,000	4,840,000	
7	Counselling Services	200,000	250,000	200,000	600,000	660,000	726,000	

8	Games & Sports	1,000,000	1,500,000	1,200,000	2,600,000	2,860,000	3,146,000	
9	Pension Scheme Administration	2,770,400	3,100,000	2,700,000	4,000,000	4,400,000	4,840,000	
11	Covid Mitigation Measures	1,000,000	1,000,000	800,000	-	-	-	
10	Accreditation Fee For Programs CUE/ Nursing	960,000	960,000	1,600,000	6,000,000	6,000,000	6,000,000	
11	Water & Sewerage Expenses	2,500,000	1,200,000	1,000,000	2,000,000	2,200,000	2,420,000	
12	Water Supply Equipment	900,000	300,000	300,000	1,000,000	1,000,000	1,000,000	
13	Nursing/ Nutrition- Skills Lab	1,000,000	2,000,000	-	4,000,000	4,400,000	4,840,000	
14	Nursing -Lab equipment(Physiology/Anatomy/ haematology)	3,000,000	4,682,000	2,500,000	4,682,000	5,150,200	5,665,220	
15	Nursing Practicals/Clinical	2,500,000	3,026,000	2,500,000	3,026,000	3,328,600	3,661,460	
16	Nursing indexing and hepatitis B charges	855,000	1,309,500	1,309,500	1,309,500	1,440,450	1,584,495	
17	Construction of a Library	70,000,000	97,978,099	20,000,000	77,978,099	-	-	
18	Construction of a Tuition Block	-	-	50,000,000	50,000,000	200,000,000	200,000,000	
19	Development of Karatina Town plot				200,000,000	200,000,000	200,000,000	
20	Constructions of labs				100,000,000	100,000,000	100,000,000	
21	Installation Solar Panels				20,000,000	20,000,000	20,000,000	
		114,550,400	**162,020,599**	**115,424,500**	**540,499,799**	**620,243,660**	**628,696,306**	**GoK/AIA**
	Agriculture							
1	Farm Expenses	1,200,000	1,500,000	1,500,000	2,200,000	2,420,000	2,662,000	

2	Seminars & Conferences	500,000	3,000,000	2,000,000	4,000,000	4,400,000	4,840,000	
3	Research Expenses	46,500,000	48,850,000	22,719,006	30,000,000	33,000,000	36,300,000	
4	Media Equipment- Radio Station	0	0		0	0	0	
5	Purchase of Land Adjacent to the University	100,000,000	0		100,000,000	0	0	
		148,200,000	**53,350,000**	**26,219,006**	**136,200,000**	**39,820,000**		**GoK/AIA**
	Micro, Small & Medium Enterprises (MSME) Economy							
1	Curriculum Review	800,000	3,000,000	1,500,000	7,000,000	7,700,000	8,470,000	
2	International Conference	500,000	1,000,000	500,000	2,000,000	2,200,000	2,420,000	
3	Tea Institute Expenses	500,000	1,050,000	850,000	1,000,000	1,000,000	1,000,000	
4	Entrepreneural Concept-University Linkages	200,000	2,500,000	2,000,000	2,500,000	2,750,000	3,025,000	
5	Construction of Science and Innovation Building	0	350,000,000	0	109,718,129	131,881,106	0	
6	Graduation pavilion/Student Centre				100,000,000	100,000,000	100,000,000	
		2,000,000	**357,550,000**	**4,850,000**	**122,218,129**	**145,531,106**	**114,915,000**	**GoK/AIA**
	Digital Superhighway & Creative Industry							
1	ICT infrastructure	3,218,000	6,300,000	3,800,000	16,000,000	17,600,000	19,360,000	
2	Internet services	17,000,000	17,000,000	17,000,000	14,300,000	15,730,000	17,303,000	

3	Computer expenses & Maintenance	1,400,000	2,000,000	1,800,000	2,000,000	2,200,000	2,420,000	
4	Purchase of computer & Accessories	3,595,000	5,035,000	3,845,000	20,000,000	22,000,000	24,200,000	
5	Furnishing of the New Library		30,000,000	4,042,000	20,000,000	22,000,000	24,200,000	
6	ODEL expenses	2,236,000	2,640,000	2,350,000	3,050,000	3,355,000	3,690,500	
		27,449,000	**2,975,000**	**32,837,000**	**75,350,000**	**82,885,000**	**91,173,500**	
	Affordable Housing							
1	Employer's Housing Fund Contribution				0	0		
2	Community Engagement	200,000	500,000	200,000	500,000	550,000	605,000	
		200,000	**500,000**	**200,000**	**500,000**	**550,000**	**605,000**	**GoK**
	% Allocation to the" BETA" to operational budget	65%	66%	0%	97%	81%		
	% Allocation to the "Beta" to capital budget	143%	78%	0%	34%	55%		



MURANG'A UNIVERSITY OF TECHNOLOGY

REPORT TO THE DEPARTMENTAL COMMITTEE ON EDUCATION ON THE BUDGET IMPLEMENTATION OVERSIGHT

PRESENTED TO THE DEPARTMENTAL COMMITTEE ON EDUCATION OF THE NATIONAL ASSEMBLY

4TH APRIL, 2024

1.0 An overview of the Institution's governance structure, including the composition of the Council

1.1 Introduction

Murang'a University of Technology, formerly Murang'a University College, was established through Legal Notice No. 129 of September, 2011 as a Constituent College of Jomo Kenyatta University of Agriculture and Technology. Murang'a University College was a successor to Murang'a College of Technology established in 1975.

The University was chartered on 7th October, 2016 at Statehouse, Nairobi by H.E. Hon. Uhuru Kenyatta, C.G.H., President and Commander-in-Chief of the Defence Forces of the Republic of Kenya. Following the award of the charter, MUT became one of the chartered Public Universities in Kenya. The University operates under the provisions of the Universities Act, 2012 and the amendments thereto, standards and guidelines issued by the Commission for University Education, the University Charter and Statutes.

The University has a total of 51.18 hectares of land. The main campus lies on 30.95 hectares while Mariira campus lies on 20.23 hectares of land. The main campus is located 1.5 km east of Murang'a Town, in Murang'a County, approximately 85 km North East of Nairobi, 70 km South East of Nyeri and 50 km South West of Embu.

Murang'a University of Technology is guided by the following Vision, Mission and Core Values:

i) VISION

A Leading University in Technological Innovation, Research, Training and Outreach.

ii) MISSION

To advance knowledge and technological transfer through teaching, training, learning, research, innovation, consultancy and community engagement for sustainable development.

iii) CORE VALUES

The core values of Murang'a University of Technology (MUT) include:

i. Responsibility
ii. Integrity
iii. Transparency
iv. Accountability

1.2 Corporate Governance

Murang'a University of Technology is steadfast in its commitment to exemplify best practices in all aspects of corporate governance. Our organizational structures, policies, and procedures are firmly anchored on the principles of transparency, accountability, responsibility, and fairness, which form the fundamental tenets of good governance. The University operates directly under the Ministry of Education State Department for Higher Education and Research, and we mainly receive funding from the National Treasury through this Ministry.

Our Corporate Governance role is guided by various regulations and codes, including the Universities Act No. 42 of 2012 and its amendments, the Mwongozo Code of 2015, the Universities Regulations of 2023, Universities Standards and Guidelines of 2014, the Murang'a University of Technology Charter of 2016, and the University Statutes of 2016 and its subsequent amendments. These regulations outline the responsibilities and functions of the three governing organs of the University - the Council, the Senate, and the Management Board - ensuring effective oversight and management of all University activities.

1.3 Governance Structure

The University has established the required organizational structure, developed policies, rules and regulations to support implementation of the strategic initiatives. The existing structure, policies, rules and regulations have been evaluated to ascertain their appropriateness and adequacy towards the support of carrying out the University strategy.

The University governing body comprises the Chancellor and the Council. The Chancellor is the titular Head of the University. The Chancellor was reappointed on 19th October, 2023 vide gazette notice No. 14100 for a second term. The University Council was appointed by the Cabinet Secretary for Education vide gazette notices No. 131 dated No.8056 dated 8th July, 2022 for a term of three years for two members while the Chairman of Council and two other members were appointed vide gazette notices No.15250 dated 2nd November, 2023, No.15964 of 24th November, 2023 and No. 110 dated 12th January, 2024 for a term of three years.

The Representatives from the National Treasury and Economic Planning, and the State Department for University Education and Research were appointed on 10th February, 2020 and 23rd April, 2020 respectively.

The MUT organizational structure depicts the major operational organs and offices where other units of the University are anchored. The University has three divisions namely: Administration and Human Resource; Finance, Planning & Development, and Academic,

Research & Student Affairs, that support the operationalization of the functions of the office of the Vice Chancellor. Currently, the positions of Deputy Vice Chancellor, Finance & Development, and Deputy Vice Chancellor, Academic, Research & Student Affairs are filled, while the office of the Deputy Vice Chancellor, Administration & Human Resource will be filled upon availability of funds and as the University grows.

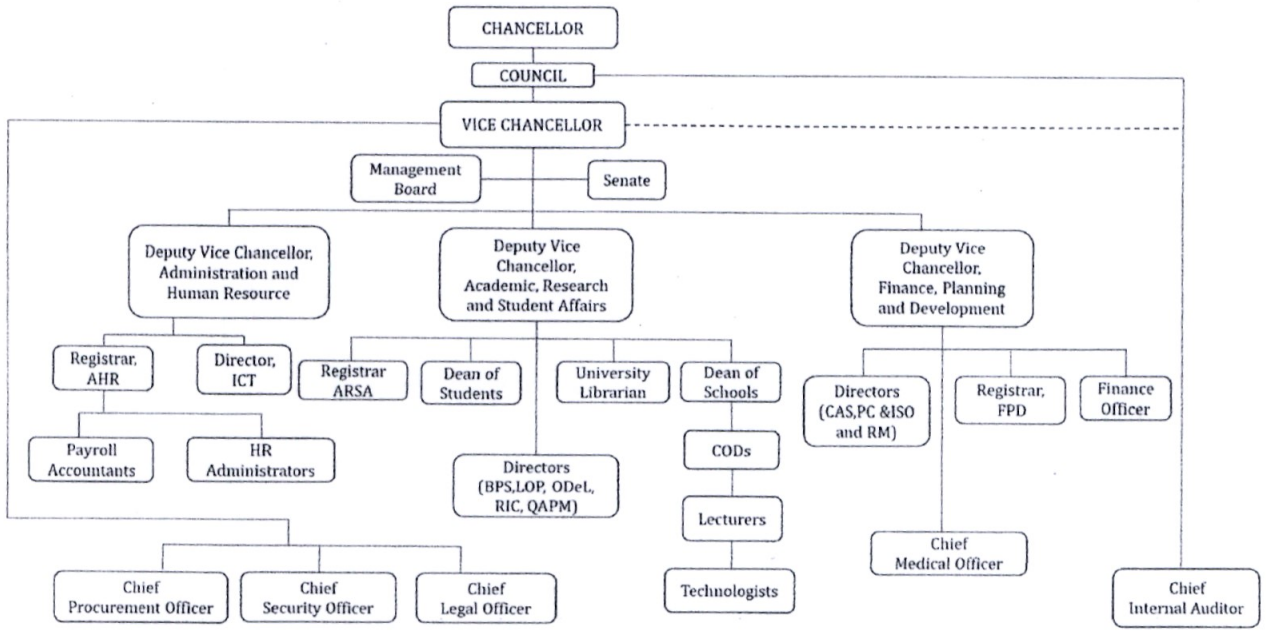


Figure 1: Murang'a University of Technology Organization Structure

1.4 The University Council

The University Council is the Governing body of the University. It is constituted with consideration to the requirements of the sector, encompassing diversity of skills, age, value addition, gender, academic qualifications, and experience, all of which contribute to achieving the University's goals and objectives.

1.3.1 Appointment of the Council

The University Council was appointed by the Cabinet Secretary for Education vide gazette notices No. 9004 of 6th November, 2020 and No. 131 dated 8th July, 2022 for a term of three years with effect from 4th November, 2020 and 8th July, 2022 respectively. The representatives of the Ministry of Education and the National Treasury were also appointed for a three-year term, starting from 10th February, 2020 and 23rd April, 2020, respectively.

The appointment of the Council members through Gazette Notices underscores the formal and official nature of their roles in governing the University. The appointment further testified to the government's confidence in their abilities to lead and govern Murang'a

University of Technology in a manner that fosters academic excellence, research, and innovation while advancing the Nation's socio-economic development as mandated by the Mwongozo Code.

1.3.2 Size and Composition of Council

The Council consists of nine persons including the Chairperson all appointed in accordance with provisions of the Universities Act, 2012. One member is awaiting appointment. Members have a balance of skills, knowledge and experience in a variety of disciplines appropriate for the oversight of the University. All the members participate in effective decision making throughout the year.

The members of Council are:

i) Dr. Abel B. Atiti - Chairman
ii) Dr. Joseph K. Kariuki - Member
iii) Mr. Francis Meja - Member
iv) CPA. Elias N. Muriithi - Member
v) Ms. Consolata Alawo - Rep. PS, State Department for Higher Education and Research
vi) Ms. Mary Murimi - Member
vii) Ms. Naomi Matheri - Rep. Cabinet Secretary National Treasury and Economic Planning
viii) Prof. Dickson Nyariki - Secretary to the Council
ix) To be appointed

1.3.3 The mandate of the Council

As guided by the State Corporations Act, Cap 446, and other relevant laws of Kenya, the Council's role in ensuring the best practice of corporate governance extends beyond mere compliance with legal and regulatory requirements. It actively promotes a culture of ethical conduct, accountability, and responsible decision-making throughout the University.

It provides valuable guidance and strategic direction, aligning the University's activities with its long-term objectives, evaluates the effectiveness of existing policies and procedures, constantly seeking ways to enhance operational efficiency and organizational effectiveness.

The Council proactively identifies potential risks and vulnerabilities that may affect the University's operations and reputation, formulates strategies to mitigate these risks and thus creates an environment that fosters confidence and trust among stakeholders.

In collaboration with the University's management, the Council endeavors to strike a balance between prudent financial management and the pursuit of academic excellence. It ensures

that financial resources are optimally utilized to support teaching, research, and other core activities while upholding the principles of fiscal responsibility.

The Council ensures internal controls serve as a safeguard against misuse and misappropriation of funds, safeguarding transparency and accountability at all levels of the institution. It fosters constructive partnerships with students, faculty, staff, alumni, and the broader community to ensure the University's relevance and impact on society while achieving the University's goals and objectives.

The Council continuously strives to nurture a culture of academic freedom, innovation, and intellectual rigor, by providing an enabling environment for research, creativity, and critical thinking, empowering the University community to contribute to the advancement of knowledge and address societal challenges.

1.3.4 The Power and Authority of the Council

The University Council derives its powers and authority from the Charter and the Universities Act of 2012. It operates in adherence to the Mwongozo Code of 2015 and the Universities Standards and Guidelines of 2014 to fulfill its corporate governance responsibilities towards stakeholders. As the executive governing body, the Council is responsible for the academic and strategic direction of the University, external relations, and the prudent administration of University resources in accordance with the Public Finance Management Act of 2012 and Regulations of 2015.

1.3.5 Council Effectiveness

To ensure Council's independence from the University Management, a clear distinction is maintained between the roles of the Chairman of the Council and the Vice-Chancellor, delineating their respective responsibilities. This arrangement fosters a balanced distribution of power, enhances accountability, and strengthens the capacity for effective decision-making. Throughout their term, the Council members have demonstrated a strong commitment to upholding the principles of good governance. Their active involvement in decision-making processes, prudent oversight of financial matters, and engagement with various stakeholders have contributed to the effective management and development of the University.

The Chairman is primarily responsible for providing leadership to the Council while the Vice-Chancellor is responsible for the day-to-day management of the University.

1.3.6 Council Committees

The Council convenes at least once every quarter, with the possibility of special meetings in response to urgent matters. To fulfill its duties, the Council relies on various Committees, each meeting quarterly or as required, to provide detailed consideration and recommendations on specific matters. These Committees include:

1.3.6.1 Audit, Governance and Risk Management

The scope of this Committee includes provision of strategic oversight, insight, and foresight with respect to all auditing, financial reporting and internal control functions; occupational health, safety, environmental stewardship, and security of the University community; university-wide risk management; and the effectiveness, impact, organization, and procedures of the Council, to enhance its performance. The Audit Committee broadly oversees the University's standards of integrity and behaviour, reporting of financial information and internal control systems.

1.3.6.2 Finance and General Purposes

The primary responsibility of the Finance, and General Purposes Committee is strategic oversight, insight and foresight with respect to all significant financial matters; budget, financial performance, financial position and financial implications, University teaching and research affairs, student health and wellness, and future educational expectations and challenges. The Committee reviews quarterly and annual financial reports and recommends to the Council ways of raising and utilizing University funds, and the establishment of systems and procedures for efficient financial management.

1.3.6.3 Human Resource

The mandate of the Committee is to provide strategic oversight, insight, and foresight with respect to University Human Resources, policies, procedures, and trends; collective bargaining and related service contracts; review, compensation, and succession planning; propose and review the terms and conditions of staff, career progression structures, performance management scheme, retirement benefit and pension scheme, and policies and regulations governing staff to the Council. The Committee reviews quarterly and annual reports on staff welfare and general University performance and recommends to Council for final direction.

1.3.6.4 Physical Infrastructure, Planning, and Development

The Committee provides strategic oversight, insight and foresight with respect to all investments and property matters of the University; University reputation, identity, strategic

communication, community engagement, philanthropy and advancement; sale, purchase, exchange and lease, or take-on of movable and immovable property; annual capital plans; changes in land use; and overseeing the development and review of the University Master and Strategic Plans.

2.0 The University's strategic priorities and whether they align with budget allocation

The University budget is first and foremost informed by aspirations as projected by the University Strategic Plan 2023-2027.

2.1 MUT strategic priorities

The University is currently implementing a five year (2023-2027) Strategic Plan. In the Plan, MUT has prioritized five Key Result Areas; (i) academic excellence, (ii) quality research, innovation and consultancy, (iii) student welfare, (iv) institutional capacity development and (v) Technology.

2.1.1 Quality education

The University generates and transfers knowledge to students through teaching, training and learning taking into consideration the quality and relevance of the curriculum, enhancing teaching and learning, fostering research and scholarship, and promoting innovation and creativity. In addition, the University collaborates with industry to develop relevant programmes and provide practical training opportunities for the students.

2.1.2 Research, innovation and consultancy

The University is committed to fostering an environment conducive to research, innovation, consultancy, patenting, and commercialization of research outputs. This encompasses active engagement in collaborative research at both local and international levels, increasing output of journal publications and organizing research-focused events such as conferences and workshops. Furthermore, the University is committed to training staff development of consultancy-funded proposals, raising staff awareness about consultancy opportunities, implementing an effective consultancy policy, and developing consultancy proposals. These collective commitments exemplify the unwavering resolve to create an environment that nurtures research, encourages innovation, supports patenting, and facilitates successful commercialization of products and services.

2.1.3 Student welfare

The University provides a conducive environment for the student to learn and develop holistically. This includes but is not limited to efforts to admit and retain a diverse student body, provide a supportive and inclusive learning environment, enhance student engagement and leadership development, and prepare graduates for career success.

2.1.4 Institutional Sustainability

The University has relied heavily on Government funding to meet its obligations. However, Government funding has been reducing over the years affecting the University's financial stability, hence the need to diversify revenue streams. The University has made progress towards good corporate citizenship that promotes human resource development and environmental protection and conservation. Further, the University is committed to promoting national cohesion, diversity, equity, and inclusion in human resource and student management, and community engagement.

2.1.5 Technology advancement

To enhance teaching, training and learning efficiency, the University has taken advantage of technology and deploys modern tools and equipment. These include investments in new technologies, innovative teaching and learning methods, as well as efforts to leverage data and analytics to improve decision-making and institutional performance. Additionally, MUT was established as a University of Technology hence the need for it to grow its niche.

2.2 Alignment with budget allocation

The strategic plan is implemented through yearly action plans that align to the budgetary allocation. Further, the action plans form part of the yearly targets in the performance contracting cascaded to staff and are monitored yearly.

3.0 Student enrolment data and number of students in the University

The current number of students is 10,161, segregated into the following categories: Diplomas (112), Undergraduate (8,471), Masters (191) and PhDs (118).

The University currently has seven Schools/Faculties, which run the above programmes, namely: The School of Engineering and Technology; School of Computing and Information Technology; School of Agriculture and Environmental Sciences; School of Hospitality and Tourism Management; School of Pure, Applied and Health Sciences; School of Business and

Economics; and School of Education, Humanities and Social Sciences. The School of Agriculture and Environmental Sciences operates from Mariira Campus - about 40km away from Main Campus - which is being established on a 50-acre piece of land, recently allocated to the University by the County Government. The School has over 200 students.

4.0 Staff establishment levels, both academic and non-academic

Murang'a University of Technology has an approved staff establishment of 434 staff for the fiscal year 2023-2024. The University currently has a total of 315 staff (in-post) comprising 278 staff on permanent and pensionable terms of service and 37 staff on contractual terms of service. There are 100 academic staff and 215 administrative staff against expected approved staff establishment of 434.

5.0 Assets and liabilities of the Institution, including pending bills as well as strategies in place for dealing with the pending bills

The University maintains a register of assets and liabilities in the format prescribed by the National Treasury for all different categories of assets, such as land, buildings, investment property, leased and intangible assets.

In accordance with the 19th cycle Performance Contracting Target on asset management guidelines, we have regularly submitted quarterly and annual reports including Annual Asset Disposal Plan to the National Treasury using the prescribed format.

The National Treasury assessed the annual performance of the University and issued a score of 64.69 % (percent) at the end of the contract period.

Property, plant and equipment are stated at cost or revalued amounts less accumulated depreciation and impairment losses. The total University asset cost as at the end of second quarter of financial year 2023/24 stood at Kshs. 2,942,201,046.

Pending bills as at 31st March, 2024 included 2017-2021 Collective Bargaining Agreement (CBA) basic salaries arrears which amounted to Kshs. 97,311,488 and Government of Kenya funded capital projects of Kshs. 127,687,046.

As part of strategies put in place for dealing with the pending bills, the University has written to the Ministry in regards to capital projects bills requesting for release of funds. Meanwhile we will continue defraying CBA 2017-2021 arrears depending on cashflows.

6.0 The status of Implementation of the approved 2023/24 budget and the approved Procurement Plans

The University submitted to the National Treasury and Planning through the Ministry of Education State Department for Higher Education and Research a budget proposal of Kshs. 3,038,037,443 which consisted of:

(i) Recurrent expenditure of Kshs. 1,540,023,080

(ii) Capital and Development expenditure Kshs. 1,498,014,363

However, the Ministry allocated Kshs. 461,442,757 for recurrent grants, a reduction of Kshs. 54,223,199 from the previous year (against the submitted proposal of Kshs. 1,328,000,000), and Kshs. 84,000,000 for development grants (against the submitted proposal of Kshs. 1,413,014,363). This is significantly less than what was requested. As a result, the budget that was initially submitted to the Ministry was rationalized in order to fit within the allocated amounts.

The University's total rationalized budget for 2023/24 financial year is Kshs. 1,415,446,581 with Kshs. 1,111,496,523 set aside for recurrent expenditure and Kshs. 303,950,058 for capital and development projects.

The original budget for the financial year 2023/24 was approved by the Council on 15th July, 2023. Subsequent revisions or vote head re-allocations were made to the original budget by the University upon receiving the Council approvals in order to conclude the final budget.

Approved rationalized budget for Development grants is Kshs. 207,350,058. However, the Government has funded only Kshs. 21,000,000 leading to a deficit of Kshs. 186,350,058. This will definitely slow down construction of projects during the year.

Implementation of the approved rationalized budget and procurement plan is done through allocation of funds into the four quarters of the financial year through the Enterprise Resource Planning System (ERP) that helps us to manage and prevent over expenditure. Commitment of funds is done after confirmation of affordability and ability to pay. To this far, all expenditure and commitments are within the approved rationalized budget and procurement plan.

7.0 All projects which the University is implementing including

The University has five (5) on-going projects, namely Science Complex Phase I, Hostel Block Phase III, Hostel Block Phase I-Wing 2, Tuition Block Phase II, and Asbestos Removal and Replacement totalling to contracts sum of Kshs. 1,397,716,456.86 (a comprehensive presentation indicating various projects status and a tour of the project(s) is herein provided and marked Doc.1). All the projects are funded by the Government of Kenya.

The University has received a total of Kshs. 795,764,262.00 as capital grants for the last five (5) years and have sent an appeal for more funding of Kshs. 601,952,194.86. However, failure of funding means that the projects will be stalled, with a possibility of litigation by contractors against the University for failure to honour payment of certified works.

The following are provided in the Table 1:

(i) *The scope, justification and cost of the project(s);*

(ii) *The project implementation history, including the implementation period, the actual expenditure incurred in the FY 2023/24 allocation to each of the projects, the source of funding and current completion status;*

(iii) *A brief on stalled project(s) if any and the reasons for stalling;*

(iv) *The challenges facing the project(s) implementation, including whether the project(s)have any pending bills, disputes (legal issues) or audit queries;*

Note: Annex I presents the tour of the University

Table 1: Scope, justification, cost of projects, implementation history and challenges facing project implementation

	GoK Funded Capital Projects			(Amount Kshs.)				Status			
S/ No.	**Project**	**Scope/justification of the project**	**Implementation Period**	**Estimated Cost of Project**	**Approved budget**	**Actual funds received in the last five years**	**Outstanding cost of the project (s) to completion**	**% Completed**	**% of Funding**	**Challenges faced**	**Mitigation**
1	Science Complex Phase 1	Construction of a science block with science laboratories, research rooms and laboratory technicians' offices on 5 floors. Activities involved main works, plumbing, mechanical,	2nd October 2017 to July 2021	397,244,253	397,244,254	351,300,680	45,943,573	100%	88%	Delay in release of funds by GoK	Appeal for funding letters sent to the Ministry

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		electrical, parking and landscaping.									
2	Hostel Block Phase III	Construction of 500 bed capacity hostel on 5 floors. Main activities included plumbing, mechanical, electrical, landscaping and civil works	20th Dec. 2016 to 1st Sept., 2022	248,615,314	248,615,314	180,331,171	68,284,143	100%	73%	Delay in release of funds by GoK	Appeal for funding letters sent to the Ministry
3	Hostel Block Phase I, Wing 2	Construction of 500 bed capacity hostel on 5 floors. Main activities include plumbing, mechanical, electrical, landscaping	15th Dec 2016 to 24th May, 2024 (revised)	181,795,693	181,795,693	154,189,346	27,606,347	83%	85%	Site abandonment by the contractor	Termination of contract and another contract for completion of project awarde

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		and civil works									d to another bidder in November, 2023
4	Tuition Block Phase II	Construction of auditorium, lecture theatres and seminar rooms. Main activities include plumbing, mechanical, electrical, landscaping and civil works	October 2023 to October 2025	546,658,801	546,658,801	100,000,000	446,658,801	14%	18%	Delay in release of funds by GoK	Appeal for funding letters sent to the Ministry

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5	Removal and Replacement of Asbestos	Removal, transportation and disposal of asbestos roofing sheets and replacement with galvanized iron roofing sheets	15th December, 2021 to 14th February 2022	23,402,395	23,402,395	9,943,065	13,459,330	100%		Delay in release of funds by GoK	Appeal for funding letters sent to the Ministry
6	Perimeter Wall	Fencing of University land to prevent it from encroachment and therefore securing it	2016 to February 2024 (Revised)	75,677,381	75,677,381	60,600,232	15,077,148	80%	42%	Delay in release of funds by GOK, encroachment of university land by grabbers	We have written letters to the Ministry, EACC, NLC and parliament
	Total			**1,473,393,837**	**1,473,393,837**	**856,364,494**	**617,029,342**				

8.0 The effectiveness of the new university funding model and whether there are challenges being faced at the institution level

In 2023, Kenya witnessed a transformative shift in its higher education funding landscape with the introduction of the new funding model. The new University funding model replaced the previous Differentiated Unit Cost (DUC) model and aims to address student funding disparities, hence enhancing access to higher education. Furthermore, the funding model also aims to revitalize both universities and Technical and Vocational Education and Training (TVET) institutions, ultimately enhancing the quality of education and expanding access. The funding model took effect with the admission of the 2022 Kenya Certificate of Secondary Education (KCSE) candidates into universities and colleges for the 2023/2024 financial year. The model aligns placement, government scholarships, and loans with students' needs and programme costs. The funding model is based on four categories, namely: vulnerable, extremely needy, needy, needy and less needy.

Funding across the four categories is determined by evaluating family economic backgrounds to ensure that students from poor households are given priority in terms of scholarship allocation while those from less needy households are covered by loan financing from HELB as has been in the past. In addition, the students from the vulnerable and extremely needy households will receive 100% funding while the needy and less needy will get 93% government funding and a paltry 7% contribution from their households to cover for the tuition fees. All university and TVET students who have received letters from universities and TVET colleges as per the placement from Kenya Universities and Colleges Central Placement Service (KUCCPS) are eligible for funding.

Murang'a University of Technology applauded the Government for the decision to implement a new funding model, starting with the 2022 KCSE cohort where Funding for 2022 KCSE cohort and the cohorts thereafter under the model will come as scholarships and loans which will be categorized as Appropriation-in-Aid (AIA). It is expected that this will result in more revenue from exchange transactions and therefore reducing the budget deficit.

To this far, the Murang'a University of Technology has received Kshs. 128,067,630.00 as scholarship money in the first semester of academic year 2023/24 for the 2022 KCSE cohort and is awaiting disbursement of the second payment. Having implemented the new funding model in year one, semester one and two, the university has experienced few challenges. Dealing with these challenges will improve clarity and proper utilization of funds. The challenges are as follows:

i) Disbursement of funds

Funds for year one semester one was disbursed at the end of the semester, the semester two funds have not been released to the University while the semester will come to an end in the next two weeks. Disbursement could be done at the beginning of the semester for purposes of proper planning and preparedness towards examinations.

ii) Notification to students and bands

Notification to students is done after the semester begins. This should be before the beginning of the academic year to allow households to prepare to pay their portion of tuition fee. Notification and bands should simultaneously be indicated in the institutional HEF portal to facilitate accounts reconciliations.

iii) Misdirection of funds

There are circumstances where funds for some students are directed to other universities. This affects students since it also takes a longtime to re-channel the money back to MUT.

iv) Designation of customer desk

The University Funding Board should designate a person at the customer desk where students can get clarification on the issues they may be facing.

v) Training

Not all officers who directly manage students' funds have been properly trained. This affects the in-flow of information on issues of funding.

vi) Database update

It takes time to update records of students who have changed their course/programme. This may lead to disbursement of funds to students based on an earlier programme admitted into by KUCCPS.

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9.0 The Institution's view on various higher education sub-sector recommendations

MUT appreciates the report by the Presidential Working Party which provided key insights into the Education sector in Kenya and specifically into the University Education Sector. The University holds the following views in the report recommendations;

i) The recommendation to amend the Universities Act, 2012 to allow the identification of Chancellors and recruitment of Vice Chancellors/Deputy Vice Chancellors/Principal of constituent colleges of Public Universities is supported by MUT. It is our view that these amendments shall make universities autonomous and give university Councils the power and authority to oversight the management of universities. Further, Councils understand the needs of a university better than the Public Service Commission and therefore, they stand a better chance at recruiting senior university managers.

ii) The recommendation to amend the Universities Act to provide for recruitment of Deans of Schools and Faculties through competitive appointment rather than elections. MUT is of the view that Deans of School play a critical role in the running and the success of a School. There is therefore a need for a Dean with foresight and acumen to ably steer the School to success. The person to do so may in some instances not be the most popular person. Recruitment of Deans in a competitive appointment would cure this. However, there is a need for a structured way of the recruitment of these Deans to avoid possible favoritism by Management.

iii) The recommendation on provision of enhanced support to research by the Government is supported by the University. MUT believes that this recommendation shall enable universities to carry out their key mandate which is research. Lack of sufficient research funding has been cited as one of the reasons Kenyan universities do not undertake cutting-edge research.

iv) The recommendation that CUE to develop a Higher Education Qualification Framework (HEQF) to equate and provide learners with deficits in some disciplines an opportunity to bridge in order to meet admission requirements for University level education is supported by MUT. This would provide a second opportunity for many students after failing to acquire the required grade for a particular programme.

v) The recommendation on the need to embrace ODeL programmes that are not limited by space is supported by MUT. MUT believes that the advancement of ICT has provided an environment for ODeL and individualized learning. MUT has embraced the concept and has set up a directorate in charge of ODeL. Already the Commission for University Education (CUE) has conducted an inspection of our ODeL center and the University awaits their report. MUT is ready to roll out ODeL programmes as soon as the authority is granted by CUE.

vi) The recommendation on reviewing programmes to Competency Based Education (CBE) is supported by MUT. The University is already retooling its academic staff

to implement CBE by way of pedagogical training. It has also reviewed its Bachelor of Education programmes to be in line with CBE.

vii) The introduction of the new funding model has breathed new life into universities by providing the necessary financing for Universities to run its programmes.

viii) Affirmative action for universities in awarding Government Consultancies is welcomed by MUT. It will enable the universities to improve on their A in A.

10.0 Accreditation process of various programmes being offered by the Institution

The number of academic programmes at present is 80. These consist of different categories - Post Graduate Diploma (1), Undergraduate (45), Masters (19) and PhD (15).

The accreditation status of MUT programmes is as shown in Table 2;

Table 2: Accreditation status of various programmes offered at MUT

S/No.	Level of programmes	No. of accredited/ uploaded on CUE IMIS	No. of programmes approved by senate awaiting uploading on CUE IMIS	Total
1.	Ph.D.	12	3	15
2.	Masters	15	4	19
3.	Post Graduate Diploma	0	1	1
4.	Bachelors	43	2	45
Total		**70**	**10**	**80**

The process of accreditation involves different stages that include the Department, the School, the Graduate School, the Senate and Commission for University Education (CUE). The whole process shall involve relevant stakeholders. The stages are described in the next sections.

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10.1 The Departmental Level

i) Needs assessment survey or stakeholders' requests or market demand shall prompt the need for developing a new academic programme while Programme Self-Assessment shall be carried out before a review of academic programme. This shall be at the Departmental level.

ii) The Chairperson of the respective Department (CoD) shall appoint an Ad Hoc Departmental Curriculum Development and Review Committee which shall be composed of academic staff with relevant expertise.

iii) This Committee shall conduct a needs assessment survey to justify the development of a new programme while for existing programmes, the committee shall undertake a programme self-assessment.

iv) The outputs of the needs assessment survey and programme self-assessment shall be Programme Needs Assessment Report (NAR) and Self-Assessment Report (SAR) respectively.

v) The chair to the Ad Hoc Curriculum Development and Review Committee shall present the NAR and/or SAR to the relevant Department in a Departmental Meeting for adoption and discussion.

vi) The Committee in consultation with the respective CoD shall ensure the appointment of relevant experts to be incorporated in the development and/or review of the curriculum.

vii) The Committee shall develop and/or review the curriculum guided by the Commission for University Guidelines on Curriculum Development and other relevant documents.

viii) The Curriculum Development and Review Committee shall then present the draft/reviewed curriculum to the relevant Department in a Departmental Meeting for discussion, review and adoption.

ix) Upon approval, the CoD shall present the draft/reviewed curriculum to the Dean of the relevant School.

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10.2 The School Level

i) On receipt of the draft/reviewed curriculum from the CoD, the Dean of the relevant School shall constitute an Ad Hoc School Curriculum Development and Review Committee.

ii) The Dean shall submit the draft/reviewed Curriculum to the Chair of the Ad Hoc School Curriculum Development and Review Committee for review and discussion.

iii) The Chair of the Ad Hoc School Curriculum Development and Review Committee shall present the draft/reviewed curriculum to the respective School Board for discussion and adoption.

iv) The Dean of the School, in consultation with the relevant CoD, shall identify appropriate stakeholders for invitation by the Deputy Vice-Chancellor (ARSA) for discussion and review of the School's draft curriculum in a stakeholders' forum.

v) After the stakeholders' forum, the School shall, in consultation with the relevant CoDs, incorporate the stakeholders' input.

vi) For Undergraduate curriculum approved by the relevant School Board, the respective Dean shall table the approved curriculum during the next Deans' Committee, for adoption and discussion.

vii) For Postgraduate curriculum, the Dean shall present the approved Postgraduate curriculum to the Director, Graduate School.

10.3 The Graduate School

i) On receipt of the draft/reviewed Postgraduate curriculum, the Director, Graduate School shall present the draft curriculum to the Graduate School Board for review, discussion and adoption.

ii) Recommendations from Graduate School concerning the draft Curriculum shall be effected by the Dean and reverted back to Graduate School.

iii) Upon confirmation, that all recommendations effected, the Director, Graduate School shall submit the draft/reviewed curriculum to the Chair, Deans' Committee for adoption and discussion by the Deans Committee. The Respective Dean and Chairs of the Departmental and School's Ad Hoc Committees shall be in attendance during the discussion of the curriculum by the Graduate School.

10.4 Deans Committee Level

i) The Chair, Deans' Committee shall receive either:

   a) Draft/reviewed undergraduate curriculum from the respective Deans of Schools and/or

   b) Draft/ reviewed Postgraduate curriculum from the Director, Graduate School.

ii) The Chair of the Deans' Committee shall call a Deans' Committee for adoption and discussion of the received draft/reviewed curriculum.

iii) The respective Deans of Schools shall present the draft/reviewed curriculum to the Deans' Committee. The Respective Chairs of the Departmental and School's Ad Hoc Committees shall be in attendance during the discussion of the curriculum by the Deans' Committee.

iv) Changes proposed by the Deans' committee shall be addressed by the relevant Deans of Schools.

v) Upon approval by the Deans' Committee, the Chair of the Deans' Committee shall present the draft/reviewed curriculum to the Chair of the Senate.

10.5 The Senate Level

i) The Chair Deans' Committee shall present, with the help of the respective Dean of School, the new or reviewed curriculum with a list of resources and facilities to support its implementation to the Senate for discussion and approval. The Respective Chairs of the Departmental and School's Ad Hoc Committees shall be in attendance during the discussion of the curriculum by the Senate.

ii) Once approved by the Senate, the Vice Chancellor shall submit the new curriculum, with the required documentation, to the Commission for University Education for accreditation.

iii) New curriculum shall be mounted upon accreditation by the Commission for University Education.

iv) For Reviewed Curriculum, upon approval by the Senate, the Vice Chancellor authorizes mounting of the Curriculum in the next intake. If the reviewed curriculum's content has more than 30% new content, it shall be treated as a new curriculum.

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11.0 Ways in which the University diversifies its revenue streams to reduce dependence on Government allocations

The University has positioned herself for growth in the face of limited physical infrastructure and manpower resources. Thus, the necessity is there to aggressively address revenue generation to fund part of its growth.

Some of the revenue streams diversification areas other than putting in place stringent cost control measures to ensure prudent financial management include and limited to;

i) Seeking to engage stakeholders with a view to get finances for some of the projects that would otherwise be financed from the budget. Examples include partnerships with Murang'a County Government, research and financial institutions, among others.
ii) New programmes have been introduced in line with market needs to attract more students, thus increasing the revenue base.
iii) Academic staff has been encouraged to seek donor funding for research and offer consultancy and training services.
iv) Enterprise activities in the workshops have been facilitated as necessary to generate more revenue that would increase revenue.
v) Commercialization of research laboratories.

12.0 Initiatives by the Institution to support the Bottom Up Economic Transformation Agenda (BETA) in the areas of research and innovation

Research and innovation are integral to the functioning of a bottom-up economic model, driving productivity growth, fostering entrepreneurship, promoting economic dynamism, and enhancing societal well-being. Murang'a University of Technology (MUT) has engaged in research and innovations aimed at;

i) Capacity building based research

Murang'a University of Technology is cognizant of the role played by Research and innovation in a bottom-up economic model by driving productivity growth, fostering entrepreneurship, and facilitating economic dynamism. In line with this, the University has taken lead in the development of new technologies, processes, and products, which can significantly enhance productivity at the various levels of community development. This is meant to improve efficiency and reduce costs as demonstrated by two research projects undertaken at MUT namely Youth Empowerment and Capacity Strengthening

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for Post-Secondary Training in Agriculture water and Environment and Conservation and Restoration of Wetland Ecosystems for Sustainable livelihoods in Murang'a County, Kenya funded by NRF.

ii) Job creation

Research and innovation create opportunities for entrepreneurship by identifying unmet needs, market gaps, or inefficiencies that can be addressed with new products or services. Entrepreneurs often play a crucial role in the bottom-up economic model by introducing disruptive innovations, challenging incumbents, and driving competition and innovation in markets. The University has therefore, ensured that all students undertake a course in entrepreneurship. Furthermore, MUT through her outreach programmes have trained members of the community in entrepreneurial skills. Every semester, the university trains student on online jobs in conjunction with AJIRA programme. This is meant provide job opportunities to the student as they progress with their studies and beyond.

iii) Sharing new knowledge for use by the community

Research and innovation generate spillover effects by disseminating new knowledge and technologies in the various areas of the economy. These spillovers benefit the community leading to broader-based economic growth and the adoption of best practices. The University has engaged in research that contribute to improvements in quality of life by addressing societal challenges, improving health outcomes, and enhancing environmental sustainability. Several Innovations in healthcare, renewable energy, clean technologies have been developed by MUT staff. Currently, two research projects on development of materials for use in solar cells are ongoing. The two projects are funded by The World Academy of Sciences. Several innovations have also been developed. Some of the innovation includes; solar powered sanitization gadgets used for containment measures during COVID-19, solar powered hydroponic garden where crop nutrients and water are applied remotely and a drone for monitoring pests, diseases and nutrient deficiencies in a farm.

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Annex I

Tour of the project(s)



Figure 2: Front view of the capitalized Hostel Block Phase 3

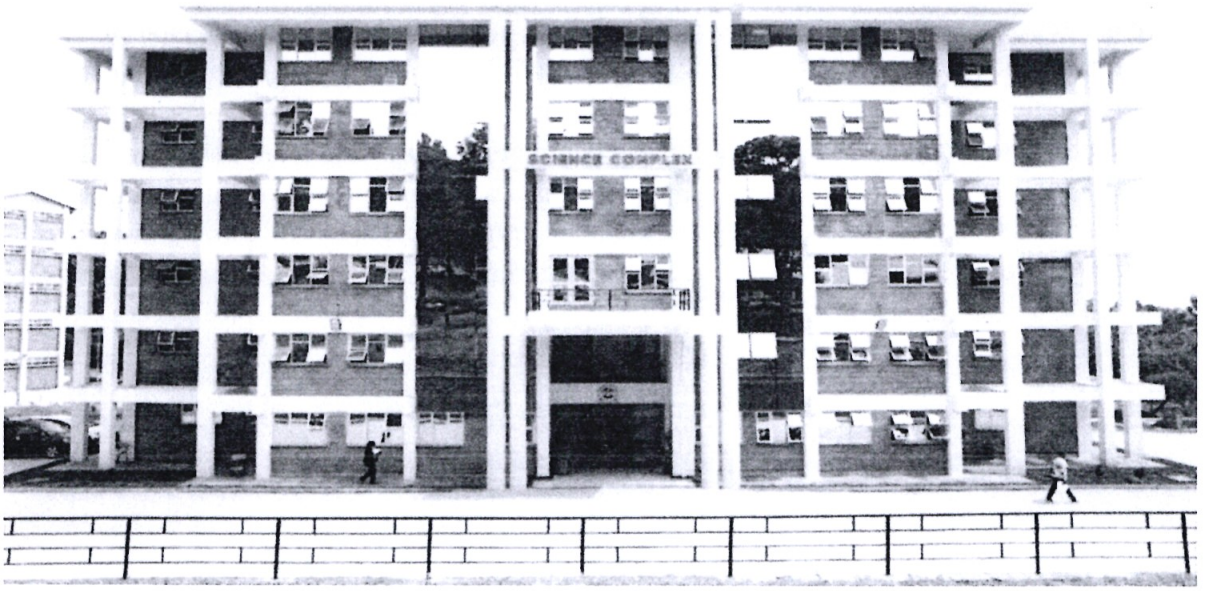

Figure 3: Front view of the Science Complex

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Figure 4: Front view of Hostel Block Phase I, wing II



Figure 5: Front view of Hostel Block Phase I, wing II

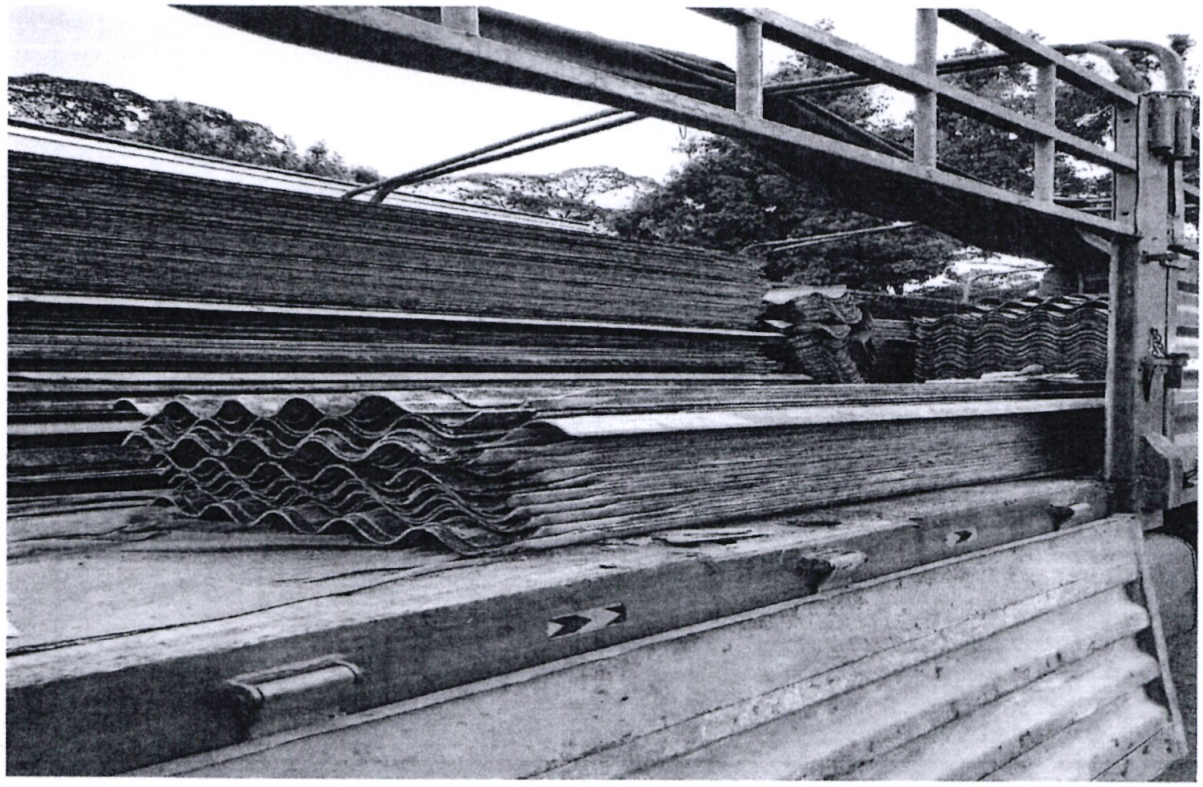

Figure 6: **Removal and replacement of asbestos**



Figure 7: Removal and replacement of asbestos



Figure 8: An Artist's impression of the proposed Tuition Block Phase II



Figure 9: Tuition Block Phase II on-going works

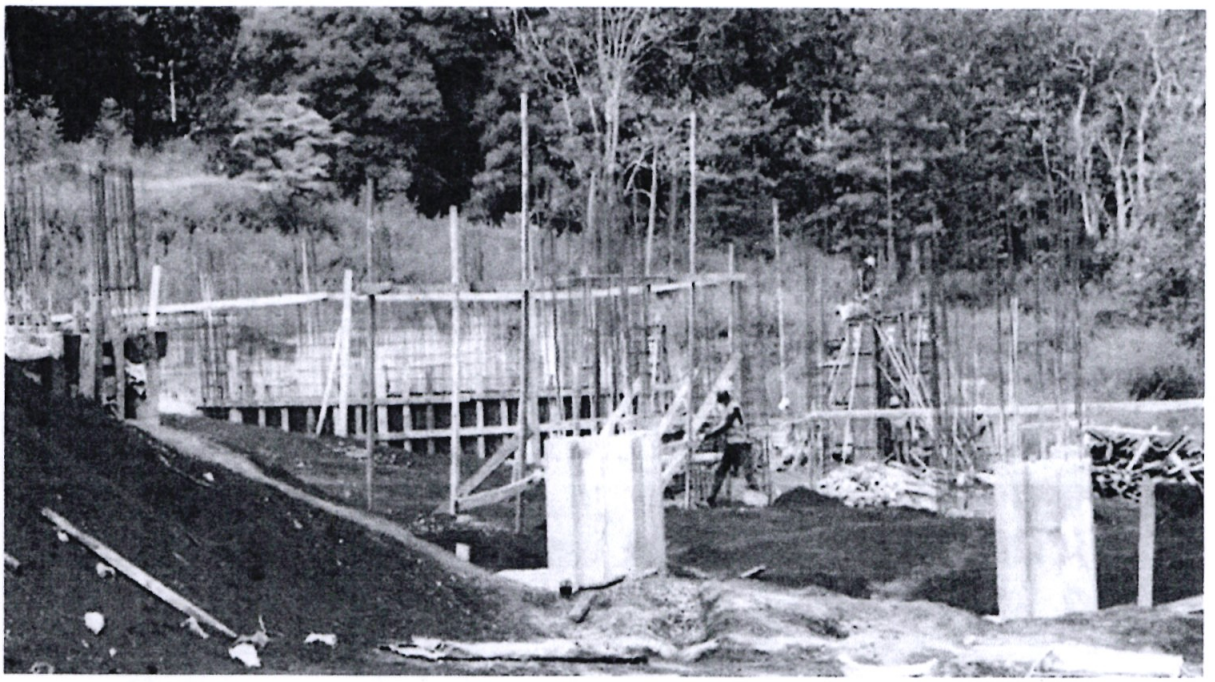

Figure 10: Tuition Block Phase II on-going works



Figure 11: Tuition Block Phase II on-going works

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JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

REPORT TO THE PARLIAMENTARY DEPARTMENTAL COMMITTEE ON EDUCATION

Presented by

Prof. Victoria Wambui Ngumi, Ph.D,EBS

Vice Chancellor, JKUAT

DATE: 3RD APRIL, 2024

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ABBREVIATIONS AND ACRONYMS

AIA	Appropriation in Aid
BORAQS	Board of Registration of Architects & Quantity Surveyors
CUE	Commission for University Education
DCE	Departmental Committee on Education
EBK	Engineers Board of Kenya
GoK	Government of Kenya
JKUAT	Jomo Kenyatta University of agriculture and Technology
KMPDC	Kenya Medical Practitioners and Dentists Council
KUCCPS	Kenya Universities and Colleges Central Placement Service
PWPR	Presidential Working Party Report
STEM	Science Technology Engineering and Mathematics

BACKGROUND

Jomo Kenyatta University of Agriculture and Technology is an institution of higher learning established in Kenya under the Universities Act No. 42 of 2012, through the JKUAT Charter signed on 1st March, 2013. The University's objectives and functions include *inter alia,* to provide directly or indirectly, or in collaboration with other institutions of higher learning; facilities for quality training, research and innovation in agriculture, engineering, technology, built environment, enterprise development, law, and the social, health, pure and applied sciences through integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of the citizens of Kenya.

The University was originally founded as a middle level college by the Government. It admitted its pioneer 180 students in 1981 to pursue diploma certificates in Agricultural Engineering, Food Technology, Horticulture, Civil, Mechanical and Electrical Engineering. Seven years later in 1988, it was elevated to a Constituent University College of Kenyatta University, before assuming full university autonomy in 1994 through an Act of Parliament. Following the enactment of the Universities Act, 2012, JKUAT was re-chartered on 1st March, 2013.

As a public university, JKUAT is provided for within the Executive Order No. 1 of 2023 on Organization of the Government of Kenya. It is specifically placed under the State Department of Higher Education and Research in the Ministry of Education.

University Vision and Mission

A University of global excellence in Training, Research, Innovation and Entrepreneurship for development.

University Mission

To offer accessible quality training, research, innovation and entrepreneurship in order to produce leaders in the fields of Agriculture, Engineering, Technology, Enterprise Development, Built Environment, Health Sciences, Social Sciences and other Applied Sciences to suit the needs of a dynamic world.

University Core Values

- **Quality-**The university shall always be quality driven in all its activities and operations.
- **Teamwork**- The university shall maintain a culture of teamwork to ensure synergy in the conduct of its activities.
- **Transparency**-The university will maintain a culture of transparency in dealing with staff and students and all its stakeholders.
- **Accountability-**The university shall on a continuous basis enhance its accountability systems and practices.
- **Professionalism**- JKUAT shall put emphasis on expertise and professionalism in the conduct of its activities and provision of service to all stakeholders.
- **Innovation-** The university shall endeavour to utilize the latest, up-to-date and most appropriate technology in achieving its objectives.
- **Integrity-**The university shall be honest, truthful and reliable in the provision of services to its customers.

Dynamism- The university shall be responsive and adjust its programmes and services to the changing national and global development needs.

Currently JKUAT offers 342 academic programmes in the five Colleges, namely; College of Engineering and Technology, College of Pure and Applied Sciences, College of Health Sciences, College of Agriculture and Natural Sciences and College of Human Resource Development thus emerging as the most preferred university in Kenya attracting over 35,000 students.

1.0 OVERVIEW OF THE INSTITUTION'S GOVERNANCE STRUCTURE

The governance of JKUAT is anchored on the Constitution of Kenya, Universities Act 2012, University Charter and University Statutes. The Chancellor is the titular head of the institution, while the University Council is the supreme governing body overseeing the operations of the institution on behalf of the government. The composition of the Council include:

1. Dr. James Micah Onsando	-	Chairman of Council
2. Cs. Hassan Abdi Mohamud	-	Member
3. Prof. John H. Nderitu	-	Member
4. Prof. Angelina Nduku Kioko	-	Member
5. Mr. Joel K. Yego	-	Member
6. Mrs. Velma Mudanyi	-	Member
7. Mr. Fredrick Ndambuki	-	Rep. PS State Dept., Higher Education & Research
8. Mr. Eric Korir	-	Rep. CS, National Treasury
9. Prof. Victoria W. Ngumi	-	Vice Chancellor (Ex-official member)

The Vice Chancellor (VC) is the Chief Executive Officer of the University, Secretary to Council and is the chairperson of the University Management Board (UMB) as well as the Senate. The University has three divisions which are: Academic Affairs; Administration and Finance; Research, Production and Extension each headed by a Deputy Vice Chancellor. The VC is assisted by the Deputy Vice Chancellors in running the University. Similarly, the Deputy Vice Chancellors are assisted by the Registrars who are the Chief Administrative Officers of their respective divisions.

The JKUAT management is also organized in a collegiate system where the University operates under five colleges namely: College of Engineering and Technology (COETEC); College of Pure and Applied Sciences (COPAS); College of Human Resource and Development (COHRED); College of Health Sciences (COHES); College of Agriculture and Natural Resources (COANRE). The colleges are led by Principals who are the academic and administrative heads. Each college has schools headed by Deans and the schools have departments headed by Chairpersons. There are

a total of 19 Schools and 62 academic departments. The University has six (6) satellite campuses each headed by a director.

The JKUAT governance structure is provided in figure 1.1 below.

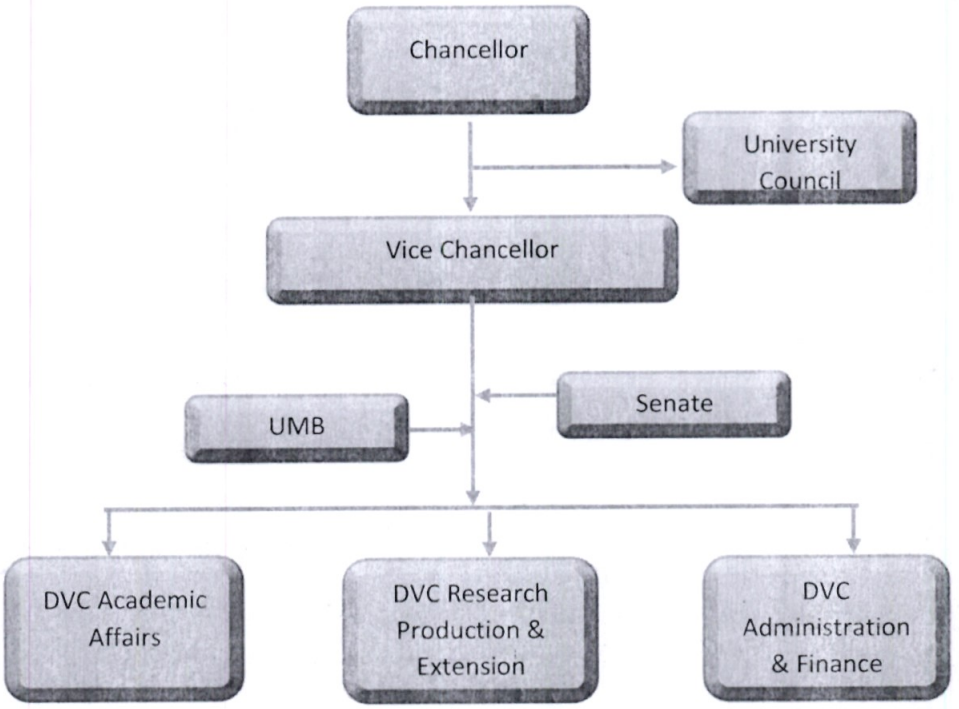

Figure 1. JKUAT Governance Structure

The university has a student governing body the Jomo Kenyatta University of Agriculture and Technology Students Association (JKUSA) established pursuant to the Universities Act (2012) and the JKUAT statutes Schedule VI part II. Student leaders are elected through a prescribed process once every year starting with election of delegates. The delegates constitute the electoral college which elects members of the executive committee. The executive together with other elected representatives and special interest representatives constitute the Congress which meets at least twice in a semester to conduct business under the guidance of a Speaker.

The operations of JKUSA are guided by the JKUSA Constitution. The current JKUSA team was sworn into office on the 11th of March, 2024 and went through a three days leadership training.

The students leadership is under the Academic Affairs Division.

2.0 JKUAT STRATEGIC PRIORITIES ALIGNMENT WITH BUDGET ALLOCATION

Based on actual expenditure, the university requires a budget of Kshs.7,617,716,120 in the current period. However, the approved Budget by the National Treasury is only Kshs. 5.4 billion.

The core mandate of the university is training research and innovation and therefore the University aligns its expenditure to deliver on this mandate.

It is also worth noting that most of the programmes offered at the University are of technical nature in the fields of Agriculture, Engineering, Technology, Architecture, Medicine and Science which require expensive teaching materials.

The allocation also caters for consumables used in new equipment for training in marine, mining and medical programmes. Also, the university is expected to increase part time staff due to a rise in student population and new programmes that are critical to the attainment of bottom-up agenda.

Other priority areas on capital projects are as follows:

i. Administration Building

ii. Centre of Excellence in Engineering and Technology (COETEC)

iii. Development of College of Health Sciences & Human Anatomy Lab

iv. Perimeter wall & Security Lighting

v. CCTV Security system

3.0 STUDENTS' ENROLMENT DATA

The Current student population is **39,427**. The population is mainly driven by an exponential increase in the number of GOK students. The increase is attributable to the quality training and market driven academic programmes offered by JKUAT. In line with the Government's agenda to modernize its technical workforce for rapid industrialization and national development, the University Management and Senate approved the establishment of a TVET Institute and the Centre of Professional Studies.

Table 1. Current students population data

Level	Number of students
Certificate	1,872
Diploma	2,362
Bachelors	32,346
Masters	2496
Doctorates	351
Total	**39,427**

Justification for Offering Certificate and Diploma Courses at the Universities.

1. Universities are mandated to offer training as well as carry out research and innovation. The Universities Act (2012) provides for training at all levels right from certificate to doctorate degree level.
2. Students who have not qualified for direct entry to a degree course but still aspire to pursue degree course find it easier to transition from Diploma course to Degree course when they undertake their Diploma course at the University.
3. In addition, offering Certificate and Diploma programmes is a common practice in major universities internationally. Furthermore, the certificate and Diploma programmes also serve as an additional revenue stream.
4. A number students prefer to undertake their diploma course in a University for prestige.

4.0 STAFF ESTABLISHMENT

Currently the University staff population is **2475** comprising **1380** males and **1095** females. There are 900 teaching staff, 275 Technical Staff and 1,300 non- teaching staff as shown in Table 2 below:

Table 2. staff population

Current staff in post			
Staff	**Male**	**Female**	**Total**
Teaching Staff	609	291	900
Technical Staff	178	97	275
Non-Teaching Staff	593	707	1300

Total staff in Post	**1380**	**1095**	**2475**

A summary of the staff establishment is shown in Table 3 below:

Table 3. Staff establishment

S.No.	Category	Approved Establishment 2023-2027
1.	Teaching	1555
2.	Technical	620
3.	Administrative & support staff	1652
	Total	**3827**

5.0 ASSETS, LIABILITIES AND PENDING BILLS

The university assets, liabilities and pending bills as at 31st December 2023 are as follows:

Total Assets

- The total assets stood at **Kshs. 27.666 billion** as at 31 December 2023. The figure includes Property, Plant and Equipment, inventories, trade receivables and cash & bank balances.

Total Liabilities

The current liabilities were **Kshs. 11.221billion** consisting of Trade payables, outstanding statutory deductions, part-time claims, Bank Overdraft.

Total Pending bills

The total amount of pending bills were **Kshs. 8.875 billion** consisting of PAYE. Pension, service and works and goods. These are categorized in table 4 below;

Total Long-term Liabilities (KCB Loan)

The total amount of KCB bank loan was **Kshs. 2.345 billion** for acquisition of Land at Kenyatta Road for expansion of the Main Campus, and for acquisition of the JKUAT Towers (Formerly ICEA Building which houses JKUAT Nairobi CBD Campus).

Table 4. Pending bills as at 31st December 2023

Category	Amount (Kshs.)
PAYE	3,342,130,871
Pension	3,203,245,779
Part-time Provisions	1,150,782,168
Trade & other payables	673,668,337
Bank loans-Current liability	45,466,762
Bank overdraft	14,002,107
Special research grants	445,908,651
Totals	**8,875,204,675**

The accumulation of bills is majorly due to;

i. Continued reduction in recurrent capitation grants from 2014 to 2018,
ii. Increase in staff payroll costs following implementation of CBAs without commensurate enhancement of funding in 2014 and 2017, as well as
iii. Reduction in self-sponsored fee revenues in the last four years, due to restructuring in the education sector.

The University is committed to settling all pending bills and has continued engaging with suppliers of goods and services and various stakeholders with an aim of full settlement. To ensure speedy settlement, the following measures are being pursued:

a) Liquidation of University properties to settle outstanding pending bills.
b) Restructuring loan facilities to free up cash flows to meet statutory deductions.
c) Implementation of austerity measures in all areas of operation
d) Resource mobilization

Table 5. Summary of Strategies in place to clear the pending bills

S/No.	Strategy	Activity	Amounts realized (Kshs.)	Remarks
1	Rent savings			
	i	Mombasa CBD	22,968,000	Rent reduction
	ii	Nakuru Campus	51,289,992	Campus relocation
	iii	Eldoret	11,289,600	Ceding extra floors
	iv	Kakamega Campus	14,377,104	Ceding extra floors
	v	Kisii campus	5,000,000	Rent reduction 2022
			92,680,696	
2	Restructuring	Restructuring from 4 to 3 divisions Merger of schools in COHRED and COPAS	4,984,020	Completed. Further restructuring being explored.
3	E-learning	Pooled resources at Campuses resulting in savings per resource persons	6,709,090	Ongoing
		Sub-total	**104,373,806**	
	Other measures			
4	KCB loans	Restructuring of KCB loans effected in June 2021	396,000,000	Completed
5	Medical cover	Quotations obtained from insurances especially NHIF ranged from 198M to Kshs. 390M. Enhanced internal controls have resulted in managing the costs to below Kshs.150M p.a		Continuous and Ongoing.
		Achievements per annum	**512,617,806**	

- *Actual cash savings of Kshs.104,373,8016 in reduced operating costs.*
- *Net effect on loan restructuring has freed up cashflows of Kshs.33M toward partial remittance of PAYE each month. The university has prioritized current payments in order to reduce pile up of debt.*
- *Reduced costs under O&M has also reduced rate of accumulation of pending bills.*

6.0 STATUS OF IMPLEMENTATION OF 2023/2024 APPROVED BUDGET & PROCUREMENT PLAN

The total approved budget for the year 2023/2024 amounted to Ksh 5.4 billion and the total procurement plan budget was Ksh 933 million. implementation status for 1st and the 2nd quarter are as tabulated below:

Table 6. Status of budget implementation

Item	Budget	Status of implementation	% implementation
Overall Budget	5,415,728,241	2,737,365,503	51
Procurement budget	933,190,836	301,424,945	32.3

7.0 CURRENT PROJECTS IN THE UNIVERSITY

The University has three major projects under implementation:

1. New Administration block
2. COETEC Building
3. JKUAT Road Beautification Project

a) PROPOSED NEW ADMINISTRATION BLOCK.

The scope of the project; 4-storey office block, comprising the ground floor and 300 persons capacity auditorium, and three other floors, each floor approximately 1000sq meters, totalling to approximately 4580square meters. The block accommodates medium-sized board rooms and offices.

Services are comprised of electrical installation, structured cabling, mechanical ventilation, and mechanical services for plumbing and drainage. The project had external works, comprising parking areas, and soft and hard landscaping.

Justification.

There is need for more space to house the Vice Chancellor's office; the Deputy Vice Chancellors' offices and associated divisions and the human resource department, due to increased enrolment

and expansion programmes. Some staff are housed in dilapidated old structures which need to be demolished; scattered in different places in the university.

Cost of the project.

The contract sum Ksh.506,391,413.90.

Due to inflation add 20%

Complete completion cost to include the solar panels and parking area and also ICT infrastructure

Project implementation history.

The project commenced on 21st January 2013 at a project duration of 72 weeks, it stalled in 2015 and was restarted again in 2019 and stalled in June 2022.The original main contractor M/S Columbia Developers Ltd was terminated on 20th October 2020. We have paid approximately Ksh.348 Million and are in need of Ksh. 260,500,000.00 to complete the project. In the year 2023/2024 we did not have any allocation for the project. The source of funding is the government through MOE; the project is 80% complete.

Challenges of project implementation.

The implementation and completion of the project has been hindered by lack of adequate funding.

Increase in cost of materials and labour over time.

AMOUNT REQUIRED TO COMPLETE THE ADMIN BLOCK

We need approximately **Ksh. 260,500,000.00** to complete the project.

b) PROPOSED COETEC BUILDING.

Scope

The project comprises of construction to completion of a 5 storey building consisting of lecture rooms, departmental offices and two mega lecture halls to house the college of Engineering and Technology. The associated structured cabling, electrical installation and mechanical services of plumbing and drainage are also included.

The approximate total floor area is 6300 m2.

Justification

To provide improved accessibility of university programmes and facilities for training engineers and professionals in the Built environment. This project targets to enhance training capacity to engineering students. The project shall provide facilities for building human capacity in engineering and support attainment of the affordable housing agenda. Engineering outputs will also support attainment of food security by providing farming implements and post-harvest technology in realization of The Big "4" Agenda and vision 2030.

Cost of the project

The project cost is Kshs. 253,720,833.18

Project implementation history

Implementation period: 104 weeks from May 2019.

The actual expenditure to date: Kshs. 208,748,244.81

Allocation for Financial Year 2023/2024: Kshs. 15,000,000.00

Source of funding: Government of Kenya through Ministry of Education.

Current completion status: The project is approximately 75% complete with following already complete:

a) Substructure- 100% complete.
b) R.C Frame superstructure- 100% complete.
c) Walling -100% complete.
d) Roofing- 100% complete.
e) Doors- 20% complete
f) Windows -80% complete.
g) External finishes- 50% complete.
h) Ceiling finishes- 50% complete.

i) Internal wall finishes-60% complete.

j) Floor finishes-30% complete.

k) Plumbing and drainage installation-50% complete.

l) Electrical Installation-50%

Challenges of project implementation.

The implementation and completion of the project has been hindered by lack of adequate funding.

AMOUNT REQUIRED TO COMPLETE THE COETEC BUILDING

The project requires additional funding to be completed in 2024 of approximately **Kshs. 120 million**.

The cost include structural completion, landscaping, furniture, ICT infrastructure and garden seats for the students.

c) JKUAT PROPOSED ROAD BEAUTIFICATION PROJECT

Project scope

The proposed *JKUAT Boundary Wall and Associated Works (Thika Road to Main Gate)* project was conceptualized as part of a larger project of the university main campus perimeter wall. This was occasioned by increased theft and robbery cases in and around the campus as well as trespass into the university land. The first phase of the project was *beautification of the main access road from the Thika Superhighway to the university main gate.* The overall length of the perimeter wall was 6.25 km and the length of the access road was 465 m.

Justification

The main reasons for the beautification project were:

1. To provide Institutional Approach to the University, JKUAT (Frame View with low wall)
2. Enhance University Image, Branding and Visibility (Thika Road Junction Gateway)

3. To provide for Convenient, Safe and Secure Pedestrian and Cyclists Routes to increasing population of staff and students.
4. The pedestrian and cyclist route to minimize vehicular and pedestrian conflicts and accidents
5. To provide for Structured or organised parking spaces for Cyclists at Thika Road Junction and around University Gate
6. To use of Landscaping to improve on access road aesthetics and environment
7. Discourage owners of adjacent plots from draining Sewage to Stormwater drains usually maintained by the university
8. Improve on Security of students and staff by minimizing criminals escape routes along the access road. Street lighting would also be enhanced.

Implementation

- The project started in 2013 and stalled in 2015 at 73.6% due to disputes.
- Implementation period: 36 months..
- Actual expenditure: Kshs 50, 698,799.00
- Contract Sum: Kshs 68,836,283.00
- Financial Year 2023/2024- Nil allocation.
- Source of Funding: Government of Kenya through MOE.
- Current completion level : 73.6%
- Status: Contractor out site and project stalled.

Brief History

The project stalled due to a court case with one of the neighbours and the judgement is yet to be rendered.

Conclusion

The project shall be completed after the dispute is resolved and funding allocated.

The matter has taken long time, and it is hoped that the same shall be concluded speedily.

8.0 EFFECTIVENESS OF THE NEW FUNDING MODEL

The new funding model is one of the key strategies that would resolve the issue of financial sustainability in the institutions of higher learning.

During the current academic year (2023/2024) the university received 5903 Government sponsored students under the new funding Model. Out of these number, 5434 students who had been classified by January 2024 were placed in the following bands:

Table 6: Students funding placement bands

Funding BAND	Number of Students	Percentage
Band 1 (to get 70% funding)	515	9.48
Band 2 (to get 60% funding)	609	11.21
Band 3 (to get 50% funding)	745	13.71
Band 4 (to get 40% funding)	2,785	51.25
Band 5 (to get 30% funding)	780	14.35
Total	5,434	100

A total of 469 students have not yet been classified. It is noted from the Table that over 50% of the students were placed in band 4 which is doubtful whether they will manage to cater for the remainder of the fees balance.

From internal projections the new funding model may not be significant in the short run but may be effective in the long-run subject to timely disbursement of funds and the enrolment numbers continue to raise.

The table below explains the effects of New Funding model on the expected revenue

Table 7. New Funding model Projections

	NFM	80% DUC	*DIFFERENCE*	DUC @ Available Budget (43%)	*DIFFERENCE*
YEAR 1	1,398,327,328	1,449,379,200		623,233,056	
	1,398,327,328	**1,449,379,200**	*(51,051,872)*	623,233,056	*775,094,272*
4 YEARS	**5,593,309,312**	**5,797,516,800**	*(204,207,488)*	**2,492,932,224**	*3,100,377,088*

Assumptions:

1. That the number of students remain the same 5,434
2. All students complete their studies and there are no drop-outs.
3. All the students will be able to pay the balance after the scholarship.
4. There will be timely disbursement of the scholarship funds.

From Table 7 above, it can be seen that, if the government disburses 80% of the DUC (which in principal was supposed to happen), the DUC model would have been a better model for the University. However, based on the current disbursement of only 43% of the DUC, the New Funding Model will be better for the University. It can be seen in the Table 7 that 4 years, the University will realize a total of Kshs 5,593,309,312 under the New Funding Model compared to Kshs. 2,492,932,224 under the 43% DUC. With the assumptions above we conclude that the New Funding Model is a better model for the univeristy.

9.0 JKUAT VIEW ON VARIOUS HIGHER EDUCATION SUB-SECTION RECOMMENDATIONS IN PWPR

JKUAT is in support of the various higher education sub-section recommendations as contained in the Presidential Working Party Report (PWPR). The University has implemented strategies to align to various recommendations in the PWPR. For instance, the University has set a committee to review all the programmes and align them to the Competency Based Education (CBE).

10.0 ACCREDITATION PROCESS OF VARIOUS PROGRAMMES

JKUAT offers an array of programmes in different thematic areas such as; agriculture, engineering, technology, enterprise development, built environment, health sciences, social sciences and applied sciences. The University's programmes are developed in close coordination with industry and regulatory bodies to ensure they are market-driven, innovative and relevant.

The accreditation process commence internally after the programmes has been approved by the Directorate of Academic Quality Assurance (DAQA). Thereafter the programmes are reviewed by

the Deans committee and presented to the University Seante for approval. If the programme meets the threshold and approved by Senate, its is submitted to the Commission for University Education for accreditation. Whereas the Commission for University Education is charged with accreditation of University programmes, universities are in addition required to seek accreditation from various professional bodies such as Engineers Board of Kenya, BORAQS, KMPDC, KMLTTB, Nursing Council, Council for Legal Education and KNDI among others. **This results in multiple accreditations at significant costs**, which if harmonized would ease the financial strain on public universities.

11.0 REVENUE DIVERSIFICATION

Financial sustainability is an important component of an institution's success strategy. As a public institution, the main source of income for JKUAT has been capitation from the government. This is supplemented by internally generated revenues derived mainly from the tuition fees paid by students. Following a reduction in government capitation that can be traced back to 2016, and dwindling numbers of self-sponsored students, the University management implemented various financial sustainability strategies to ensure JKUAT satisfactorily meets its obligations.

Some of the financial strategies implemented included:

(i) *Strict* implementation of the Fees Policy to enhance collection
(ii) Mobilization of funds through writing grants and research proposals
(iii) Establishment of a TVET institute to increase number of self-sponsored students
(iv) Short courses and professional courses
(v) Enhanced sale of farm produce as well as use of farm produce to fees the students
(vi) Upward review of rent for university premises
(vii) Leasing of University properties
(viii) Negotiated reduction in rents for campuses.
(ix) Collaboration and linkages with various local and international institutions. Currently there are over 90 collaborations. The collaborations has brought in new teaching equipment's, training of staff and funds for research. Further, through internationalization the University aim at enhancing students exchange programmes to increase the number of international enrollment.

(x) Revision of fee to align with the cost of the services

(xi) Reduction of expenditure through cost cutting measures (refer to Table 5 above)

(xii) Bidding for tendered projects, including government projects, where JKUAT has strength/ capacity.

12.0 INITIATIVES BY THE UNIVERSITY TO SUPPORT BETA

The University is well aligned to support all aspects of the "*Bottom-up Economic Transformation Agenda* (BETA)" by offering STEM courses to support government priority in the following fields;

1. **Agriculture**- supporting food security, nutrition and smart agriculture
2. **Engineering and Technology**- supporting manufacturing, farm implements, energy and environmental aspects;
3. **Architecture and Building Sciences**- supporting affordable housing and building technologies;
4. **Health Sciences** - supporting provision of universal healthcare (UHC);
5. **ICT, Entrepreneurship and Legal studies** – in support of technical fields and enterprise development (Macro, Small and Medium Enterprise -MSMEs) and digitization of Government services.

Further the University has rolled out various projects across the country aim at supporting the government agenda. Such projects include:

Wheelchair projects: the University has been making wheelchairs to support the health sector.

Interlocking Block Machine: JKUAT designed a machine to produce building blocks that interlock thus eliminating use of motor joint and hence reduces the total building cost by up to 40%. The machine is currently being used in Migori County as a project to empower youth to earn extra income. By reducing the cost of construction, the machine has provided a shot in the arm for Kenya's housing sector.

Some of the University's contributions to the implementation of the BETA and the various implementations are as shown in Table 8 below.

Table 8. Some of the JKUAT initiatives to support BETA

Agriculture: Produce 300,000 clean planting materials	During the 2nd quarter, the University produced 81,371 plantlets of Tissue Culture Banana. The University is working in producing Potatoes tissues culture in collaboration with All Potato Farming Association Corporation Conducting research in the Modern Demonstration Zone in SAJOREC to increase food production JKUATES has been in forefront to support agriculture by propagating seedling that suits various climatic condition across the country
MSMEs: Develop one (1) innovation to upscale processing and production of quality coconut-based value-added products by small and medium size enterprises (SMEs)	The University is undertaking development and fabrication of technologies and equipment for value addition of coconut products to support SMEs in . The University through the School of Computing has been training SMES in the various Counties how to access government e-service.
Housing and Settlement: Train ten (10) construction professionals on resource-efficient housing technology;	The University has developed a short training course on on sustainability in buildings, targeting senior engineering and building design students and working professionals (i.e. architecture, structural and building services engineering).
Healthcare: Train fifty (50) healthcare providers on new and appropriate healthcare technologies	The University undertook the following: a) Trained 15 clinicians and 3 technicians on The WHO Wheelchair Service Training Package -Basic level b) Trained 20 wheelchair managers on appropriate wheelchair provision c) Trained 22 Community Health Promoters to identify community wheelchair needs d) Trained 27 Wheelchair Service Champions at JKUAT 5. For sustainability, COHES Launched the model Wheelchair Service-Learning centre
Digital Superhighway and Creative Economy: Build capacity on digital skills for content creators	The University organized a content creators' training forum for students at Jomo Kenyatta University of Agriculture and Technology on October 11, 2023. The training imparted

	knowledge and skills to young content creators on how to produce and monetize their social media content.

13.0 CONCLUDING REMARKS

Several measures have been put in place to steer the University towards financial recovery. The University's focus has mainly been on cost reduction as well as enhancing income generation. There have been some gains upon implementation of these measures.

We appeal for the following for faster and sustainable recovery;

(xiii) Timely disbursement of HELB and Scholarship funds by the government

(xiv) Review of fees charged to government-sponsored students

(xv) Funding of Research by government of 2% of the total budget

(xvi) Government's bailout package for pending bills

Due to the unique challenges in the university sub-sector, we propose a government bailout package to settle outstanding statutory deductions that are long outstanding and waiver of outstanding tax of Kshs 3.1 billion on staff salaries which have accrued due to budget deficits. Further, we also seek disbursement of unremitted pension obligations of Kshs 3.5 billion which includes amounts arising from previous CBAs.

In this way, the University will save on the interests and penalties currently being levied on non-compliance, which is aggravating the situation. Once the bailout is granted and all the above measures fully implemented, the University will become financially stable and sustainable.

JKUAT wishes to appreciate the Departmental Committee on Education (DCE) for giving us the opportunity to the report on various matters. We consider it an honor and privilege to have been among the University visited to give our views on University Education and funding.

Date:_____

PROF. VICTORIA WAMBUI NGUMI Ph.D., EBS
VICE CHANCELLOR



KENYATTA UNIVERSITY

A REPORT SUBMITTED TO THE DEPARTMENT COMMITTEE ON EDUCATION OF THE NATIONAL ASSEMBLY FOLLOWING AN INSPECTION VISIT ON WEDNESDAY 3RD APRIL 2024

BY THE

AG. VICE-CHANCELLOR

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1.0 KENYATTA UNIVERSITY GOVERNANCE STRUCTURE

1.1 Introduction

The governance structure and operations of the University are established and guided by several statutory and policy documents. Such include:

i. The Universities Act (2012)
ii. The University Charter and Statutes (2013)
iii. The University Strategic and Vision Plan (2023-2027)
iv. The University Calendar
v. The University Catalogue

The governance structure of Kenyatta University comprises of four organs/ offices namely:

i. The Chancellor
ii. The Council
iii. The Vice-Chancellor and
iv. The University Senate

1.2 The Chancellor

At the apex of the governance structure is the Chancellor who is the Titular Head of the University. Among other duties, the Chancellor:

i. Gives advice to the Council which he/she considers necessary for the betterment of the University, and
ii. Confers degrees, diplomas, certificates and other awards.

1.3 The Council

The Council is the governing body of the University. It administers the property and funds of the University in a manner and for the purposes that promote the best interests of the University. The Council Comprises for the following members:

i. The Chairperson
ii. 4 Independent Members
iii. An Alternate Member – Representing the Principal Secretary, State Department for Higher Education and Research in the Ministry of Education
iv. An Alternate Member – Representing the National Treasury

v. The Vice-Chancellor

The University Council works through Committees which have specific membership and terms of reference. Currently, there are Four Committees of Council namely:

i. Finance and Development Committee;
ii. Academic, Governance and Strategy Committee;
iii. Human Resource Management Committee
iv. Audit, Risk and Compliance Committee.

Further, the Council has Boards which handle specific tasks. They include:

i. Honorary Degrees Board
ii. Appointments and Promotions Board for Professors, Associate Professors and equivalent grades
iii. Disciplinary Board for Senior Staff - Grades A-F, Graduate Assistants to Professor and equivalent grades
iv. Staff Appeals Board

1.4 The Vice-Chancellor

The Vice-Chancellor is the Chief Executive Officer of the University and, the Academic and Administrative Head of the Institution. S/he is assisted by Three (3) Deputy Vice-Chancellors namely:

i. DVC Academic,
ii. DVC Administration and Finance,
iii. DVC Research, Innovation & Outreach.

1.5 The University Senate

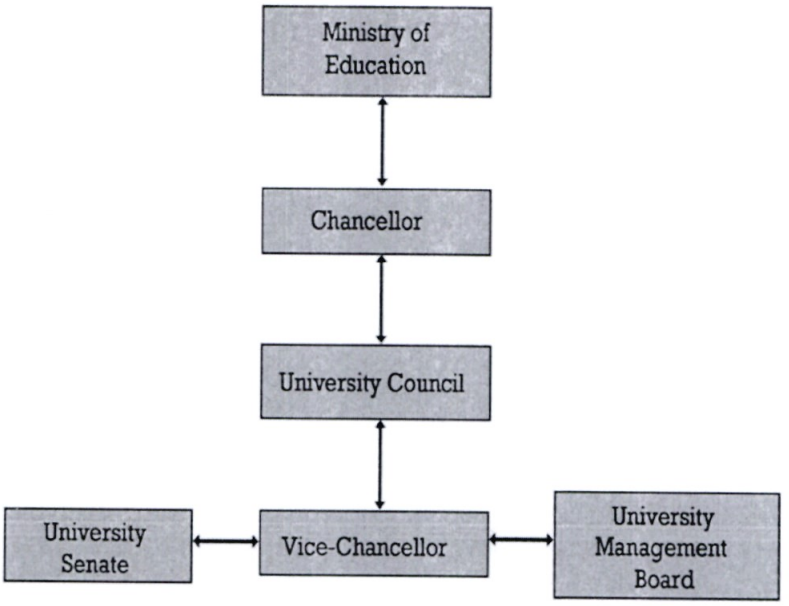
The Senate is the body charged by the University Charter and Statutes to, 'satisfy itself regarding the content and academic standards of any course of study in respect of any degree, diploma, certificate or other award of the University'.

The Vice-Chancellor is the Chairperson of the Senate.

The Senate comprises of:

i. The Vice-Chancellor
ii. The Deputy Vice-Chancellors
iii. Principals of Constituent Colleges
iv. Registrars
v. Executive Deans
vi. Directors of Campuses
vii. Chairpersons of Teaching Departments
viii. Chief University Librarian
ix. Chief Finance Officer
x. Director of Student Affairs
xi. Director of ICT
xii. Two elected members of the students' association (KUSA), and
xiii. Such other member (s) as the Council may determine in accordance with the Statutes

Figure 1.1: Kenyatta University Governance Structure



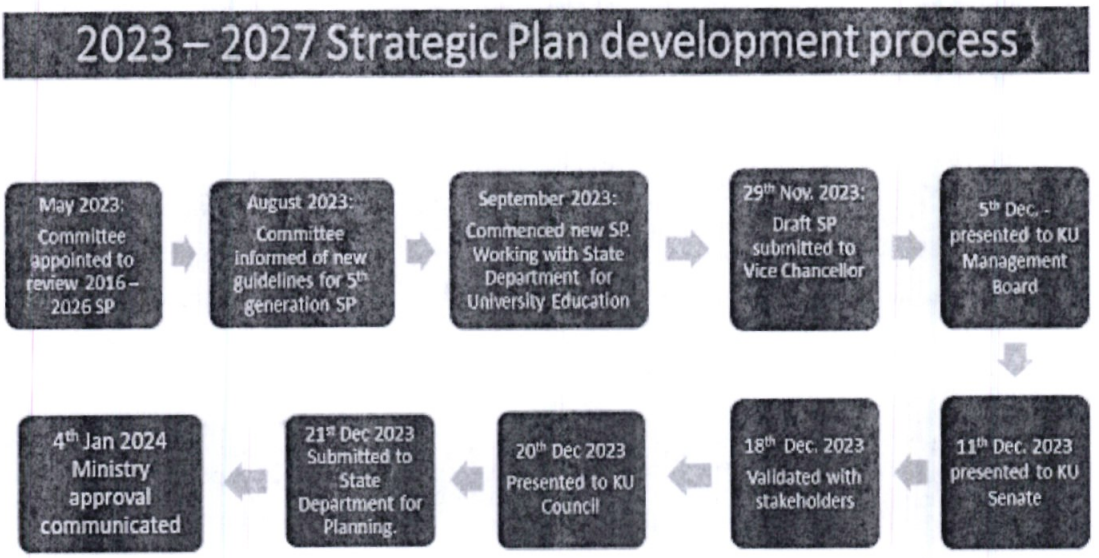
2.0 UNIVERSITY STRATEGIC VISION PLAN AND PRIORITIES 2023-2027

2.1 Introduction

The University is at the final stage of preparation of the 2023-2027 Strategic Plan as per the new guidelines for the 5th generation Strategic Plan issued by the Government. The strategic plan has since been validated by stakeholders and received approval from the Ministry. The plan will be officially launched in the near future.

Key milestones in the preparation of the 2023-2027 Strategic Plan are outlined in Figure 2.1 below:

Figure 2.1: Kenyatta University Strategic Plan, 2023-2027



2.2 KU strategic Model

The University strategic Plan is underpinned on the following fundamental statements:

2.2.1 Vision

A dynamic, inclusive and globally competitive center of excellence in teaching, research and service to humanity.

2.2.2 Core Values

i. Effective service.
ii. Professionalism.
iii. Integrity.
iv. Impartiality.
v. Stewardship.
vi. Accountability.
vii. Effective service.

2.2.3 Mission

To provide quality education and training, and promote scholarship and community service for sustainable development.

2.3 Strategic Priorities, Goals and Key Performance Areas

The University has identified five strategic issues/ priorities of focus over the next four years and set out corresponding goals and Key Performance Areas (KAR) to ensure systematic implementation of the 2023-2027 Strategic Plan.

The Plan is aligned to government guidelines on strategic planning, the Bottom-up Economic Transformation Agenda and other Government me priorities. Table 2.1 below outlines the University strategic priorities, goals and KARs:

Table 2.1 University Strategic Priorities, Goals and KARs:

Strategic Priority/ Issue	Strategic Goals	Key Result Areas
1. Teaching and Learning	To produce competitive, skilled human resource.	KRA 1: Curricula Development. KRA 2: Industry linkages for training. KRA 3: Post graduate training. KRA 4: Internationalization. KRA 5: Teaching staff competencies. KRA 6: Quality assurance.
2. Research and innovation	To advance research, innovation and dissemination for sustainable development.	KRA 7: Innovation and product development. KRA 8: Dissemination of research output. KRA 9: Researcher capacity. *Funding is under resource mobilization
3. Institutional Resources and Capacity	To acquire, upgrade, and maintain adequate resources; and to strengthen institutional capacity.	KRA 10: Infrastructure and facilities. KRA 11: Corporate governance. KRA 12: Human resource management.

Strategic Priority / Issue	Strategic Goals	Key Result Areas
4. Customer focus	To improve customer satisfaction and increase market share.	KRA 13: Student welfare. KRA 14: Access to learning opportunities. KRA 15: Stakeholder engagement. KRA 16: Visibility and market demand. KRA 17: Corporate Social Investment.
5. Pertinent and Contemporary Issues	Mainstreaming pertinent and contemporary issues.	

2.4 Financial Requirement for Implementation

Sufficient resource allocation is very critical to the successful realization of strategic goals and objectives. The University has identified annual resource needs for the actualization of the 2023-2027 Strategic Plan.

Table 2.2: Estimated Financial Requirements and Allocation to the 2023-2027 Strategic Plan

Financial year	Estimated financial requirements (Ksh. Mn)	Estimated allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year 1 -(2023/24)	9,572.1	9,381	-191.1
Year 2 -(2024/25)	9,733.08	9,475	-258.08
Year 3 -(2025/26)	9,829.84	9,570	-259.84

Financial year	Estimated financial requirements (Ksh. Mn)	Estimated allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year 4 -(2026/27)	9,823.15	9,665	-158.15
Year 5 -(2027/28)	9,934.8	9,762	-172.8
Total	48,892.97	47,853	**-1,039.97**

2.5 Financing of the Strategic Priorities

The Development of the 2023-2027 Strategic Plan started before the preparation of the current budget (2023/2024). Consequently, the first plan period 2023/2024 was not factored in the annual budget.

The subsequent plan year priorities will be financed through the respective financial year budgets. With the Government directive for public institutions to reduce the budgetary estimates by 30%, there will be need for the University to defer implementation some targets to a later date.

The variance in financing the strategic plan will be addressed through revenue from various IGAs.

3.0 STUDENT ENROLLMENT AT KENYATTA UNIVERSITY

3.1Introduction

Kenyatta University is organized in nine (9) schools and seventy two (72) departments in which various academic programmes are offered and students enrolled.

Table 3.1: Schools and Departments

School	Number of Departments

Agriculture & Environmental Sciences	5
Business, Economics and Tourism	9
Education and Lifelong Learning	5
Engineering and Architecture	8
Health Sciences	23
Law, Arts and Social Sciences	15
Pure and Applied Science	7
Digital School of Virtual and Open Learning	0
Graduate School	0
Total	**72**

3.2Student Enrolment Data and Total Number of Students in the University

The University admits Government and self-sponsored students to various academic programmes. In the 2023-2024 academic year data on student admission is as detailed below:

i. **Government Sponsored Students**

a) In 2023/2024 Academic Year, Kenyatta University admitted a total of **8,841** first year students.

b) Out of the placed students, a total of **7,187** reported and were registered for the 2023/2024 Academic Year.

c) **1,654** students who were admitted to Kenyatta University are yet to report for studies at the University.

ii. **Self-Sponsored Students - 2023/2024 Academic Year**

a) A total of **4,996** students were admitted in the Self-Sponsored Programme (SSP) as follows;

- The total Undergraduate students admitted were **3,171** out of which **1,330** never reported.
- The total Postgraduate students admitted were **1,825** out of which **943** never reported.

Currently, the number of students enrolled in various levels of study at the University is as shown below

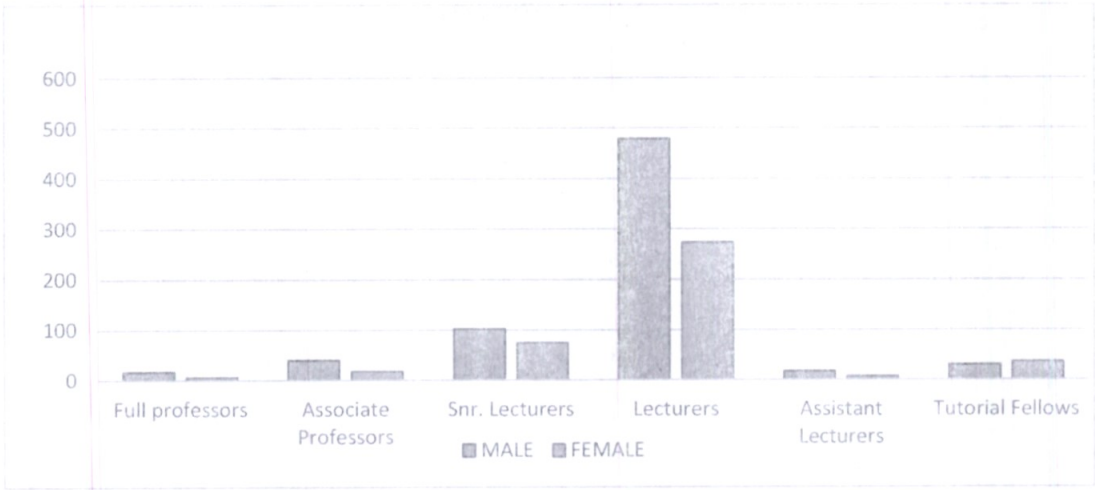
S/No	Level	Number of Students
1	Ph.D	1,490
2	Masters	18,131
3	Postgraduate Diploma	412
4	Bachelors	51,418
5	Diploma	2,106
6	Certificate	575
TOTAL		**74,132**

4.0 STAFF ESTABLISHMENT AS OF APRIL 2024

4.1Teaching Staff per Designation

Designation	Establishment	Current in Post	Variance
Full professors	80	23	57
Associate Professors	122	58	64
Snr. Lecturers	433	176	257
Lecturers	1124	752	371
Assistant Lecturers	0	24	-24
Tutorial Fellows	126	66	60
Totals	**1885**	**1099**	**785**

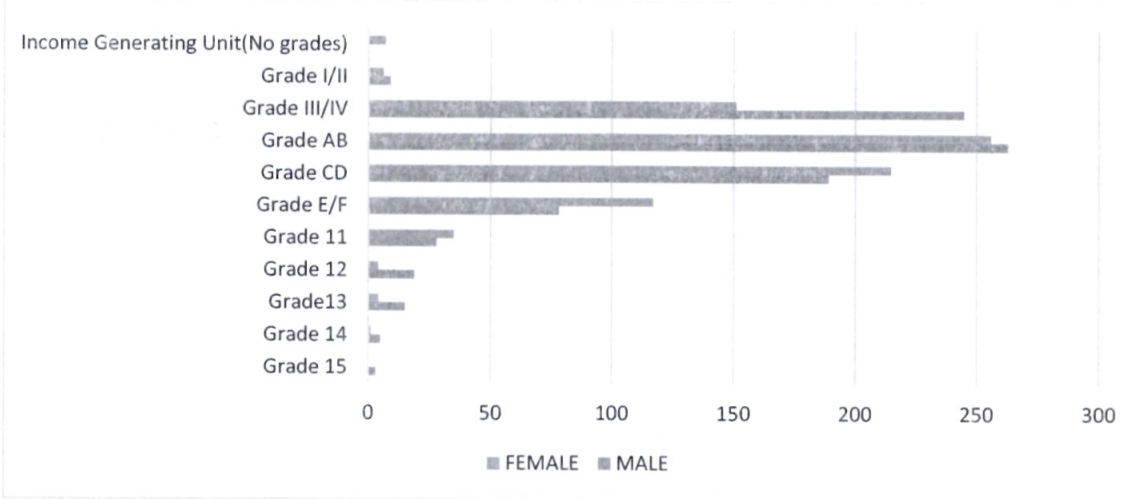
4.2Teaching Staff per Gender



4.3Non-Teaching Staff per Grade

Grade	**Establishment**	**Current in Post**	**Variance**
Grade 15	5	3	2
Grade 14	9	6	3
Grade13	27	19	8
Grade 12	39	23	16
Grade 11	84	63	21
Grade E/F	198	195	3
Grade CD	498	404	94
Grade AB	538	519	19
Grade III/IV	398	396	2
Grade I/II	0	15	-15
Income Generating Unit (No grades)	7	7	0
Totals	**1803**	**1650**	**153**

4.4Non-Teaching Staff per Gender



5.0 UNIVERSITY ASSETS, LIABILITIES, LIQUIDITY AND FINANCIAL PERFORMANCE FOR THE LAST FIVE YEARS

5.1University Assets And Liabilities for the Last Five Years

Year	2018\2019	2019\2020	2020\2021	2021\2022	2022\2023
Fixed assets	17,766,272,655	17,368,763,652	17,058,496,957	16,768,650,499	17,948,565,148
Current assets	1,675,332,451	1,581,369,154	843,678,039	1,118,690,887	1,061,709,070
Liabilities					
Current liability	5,497,338,841	6,389,757,302	7,521,262,369	9,060,173,800	10,894,129,913
Total liabilities	6,179,024,234	7,016,166,660	8,092,593,440	9,956,417,001	13,107,990,276
Liquidity ratio	0.30	0.25	0.11	0.12	0.09

5.2Financial Performance for the Last 5 Years

INCOME					
Government Grants: Recurrent	3,421,558,999	4,117,206,233	3,299,993,296	3,567,722,802	3,454,601,855
Tuition Fees	4,635,730,730	3,384,128,879	2,319,770,645	2,776,868,654	2,750,551,050
IGA and Other Income	803,498,917	641,395,721	233,610,413	523,714,437	82,9970,230
Total Income	**8,860,788,646**	**8,142,730,833**	**5,853,374,354**	**7,060,697,076**	**7,035,574,768**
EXPENDITURE					
Personal Emoluments	6,666,580,038	6,843,958,196	6,011,916,820	6,361,441,604	6,711,751,937
Operation and Maintenance	2,872,012,365	2,627,949,562	1,971,087,824	2,385,521,511	2,368,994,184
Total Expenditure	**9,538,592,403**	**9,471,907,758**	**7,983,004,644**	**8,970,981,265**	**9,,075,473,325**
Deficit/Surplus	(677,803,757)	(1,329,176,925)	(2,129,630,290)	(1,910,284,190)	(2,044,340,057)

5.3 Pending Bills As At 31st December 2023

S/No.	Description	Amount
1	Pension	3,579,613,052.16
2	P.A.Y.E	5,271,610,022.55
3	Cooperatives	158,023,379.19
4	NHIF	6,440,963.80
5	NSSF	22,802,261.00
6	Staff Welfares	19,106,491.33
7	Insurances	4,688,295.69
8	Staff Loans	114,531,786.71
	Total	**9,176,816,252.43**
9	Other Creditors	884,522,187.57
	Grand Total	**10,061,338,440.00**

5.4The Management Interventions Strategies to Improve Financial Health of the University

5.4.1 Interventions for Improvement of Revenue

i. Aggressive marketing in effort to increase student numbers especially self-sponsored students through school visits, organizing career weeks, form four leavers day and attending career fairs in secondary schools

ii. Enrollment of more KUCCPS students and the University has for the second year running being admitting the highest number of KUCCPS sponsored students

iii. Leasing of all available rental spaces within the University

iv. Encouraging staff to write research proposal for funding

5.4.2 Adoption of Cost Cutting Measures

In financial year 2023/2024 the University adopted a second phase of cost cutting measures expected to yield 834 Million. The itemized cost savings votes is attached as **(Document 1)**

5.4.3 Other Strategies

In 2020/2021 financial year we reduced our overdraft facility from 700 Million to 250 Million. The balance of 450 Million was converted to a long term loan a position that has not only reduced current liability but resulted into payment of lower interest rates as well as servicing of principal amount borrowed.

The management has on several occasions negotiated with stake holders on payment plans. They include but not limited to Kenya Revenue Authority, Retirement Benefit Authority, Commissioner of Corporative, kenversity SACCO among others. This effort has allowed the university to operate as debts have reduced gradually.

The management has sought for support from The National Treasury through the Ministry Of Education seeking for more funding and more so payment of pending bills especially pension and Kenya Revenue Authority debt.

6.0 STATUS OF IMPLEMENATION OF THE APPROVED BUDGET

6.1Six (6) Months Performance as at 31st December 2023

Vote Head	Approved budget	Actual expenditure	Variance
Personnel Emoluments	6,167,884,312	3,981,353,980	2,186,530,332
Operations and Maintenance	3,255,157,588	1,114,608,300	2,140,549,288
Capital Expenditure	231,300,000	97,249,605	134,050,395
Total	**9,654,341,900**	**5,193,211,885**	**4,461,130,015**

7.0 UNIVERSITY PROJECTS

7.1Project Implementation Status

Project Name	Project Manager	Commencement Date	Expected Completion Dates	Initial Estimated Project Cost	Expenditure to Date	% Of Completion	Progress Report
Recreation Centre	Kenyatta University	July, 2015	To be reviewed upon funds allocation	540M	56,297,048.00	10%	On hold. Designs completed and foundation works commenced
School of Business	Kenyatta University	July, 2015	To be reviewed upon funds allocation	550M	81,069,865.00	15%	On hold. Designs completed and foundation works commenced
Kenyatta University Children Hospital	Kenyatta University	July, 2014	To be reviewed upon funds allocation	2B	201,644,139.00	11%	On hold. Designs completed and foundation works commenced
School of Architecture	Kenyatta University	Not yet commenced on site	To be reviewed upon funds allocation	670M	10,620,712.00	2%	On hold. Designs completed. Payment and submission to County Government for approval done
Central Stores Main Building	Kenyatta University	July, 2015	To be reviewed upon funds allocation	320M	20,456,693.00	6%	On hold. Design & demolition of existing structures on site complete. Materials for Foundation works procured.

7.2Challengers Facing Project Implementation

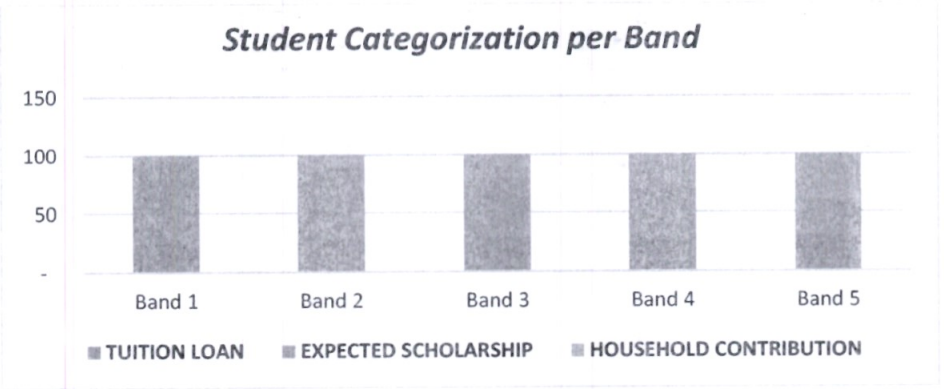
The main challenge facing project implementation is lack of funding and since the projects were internally done, there are no legal and pending bills arising from the projects.

8.0 EFFECTIVENESS OF NEW FUNDING MODEL

8.1Background

The new funding model categorizes students into the following 5 bands, each with expected loan, scholarship and household contribution financing for higher education:

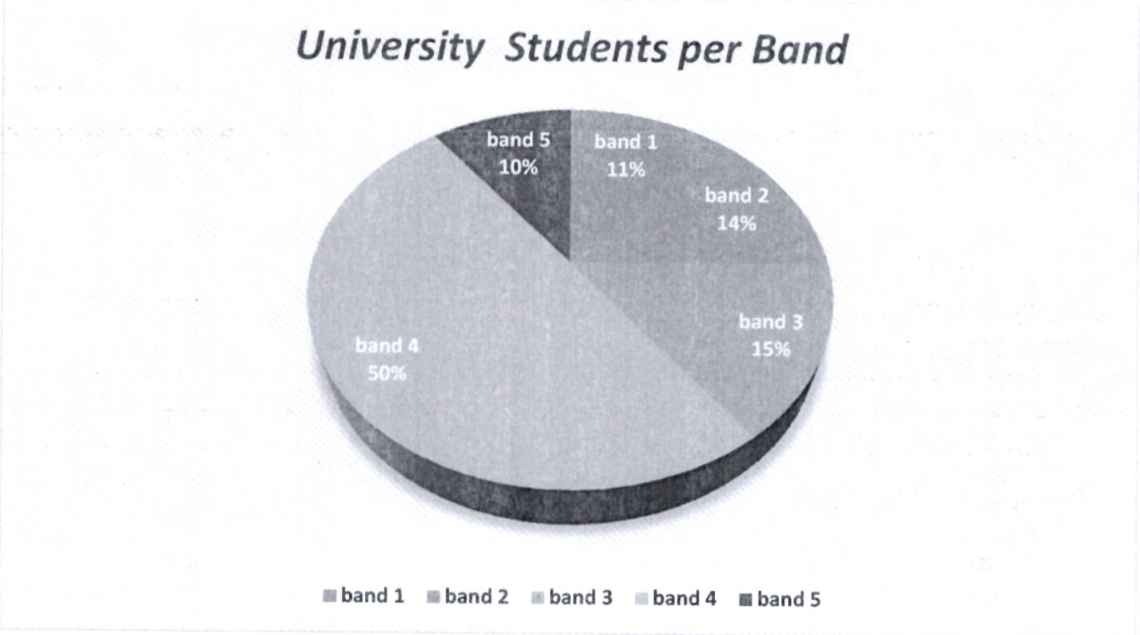
Band	Tuition Loan	Expected Scholarship	Household Contribution	Total
Band 1	25	70	5	100
Band 2	30	60	10	100
Band 3	30	50	20	100
Band 4	30	40	30	100
Band 5	30	30	40	100



8.2Categorization of Kenyatta University Students

The University's first year students admitted in year 2023\2024 have been categorized as follows:

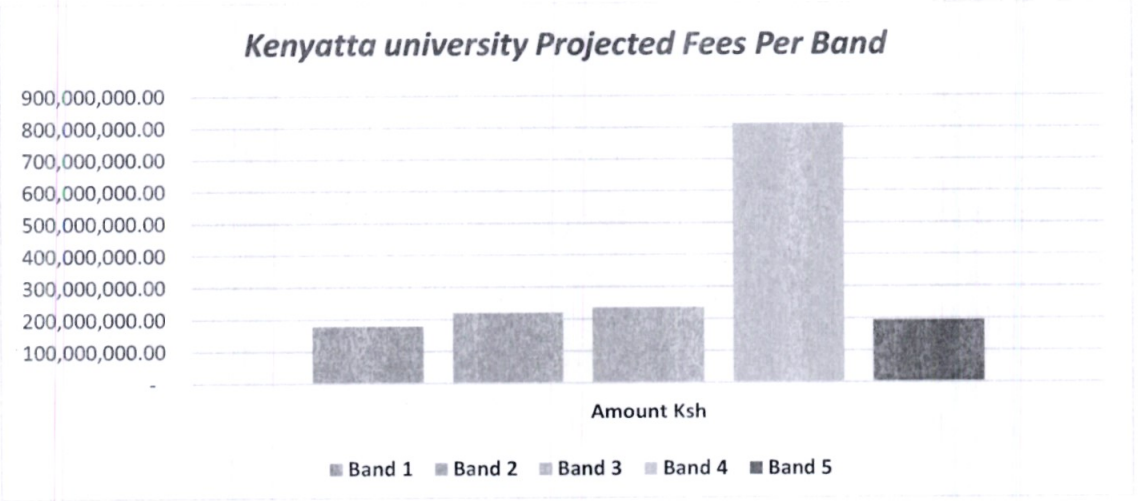
Band	No. of Students per Band
Band 1	740
Band 2	898
Band 3	969
Band 4	3275
Band 5	692
Total	**6574**



8.3Revenue Expected from Students on New funding Model

The expected revenue from loan, scholarship and house hold contribution is as tabulated

Band	Tuition Loan	Expected Scholarship	Household Contribution	Total
Band 1	44,449,050.00	124,457,340	8,889,810	**177,796,200.00**
Band 2	65,685,960.00	131,371,920	21,895,320	**218,953,200.00**
Band 3	70,474,860.00	117,458,100	46,983,240	**234,916,200.00**
Band 4	243,756,540.00	325,008,720	243,756,540	**812,521,800.00**
Band 5	57,956,400.00	57,956,400	77,275,200	**193,188,000.00**
Total	**482,322,810.00**	**756,252,480.00**	**398,800,110.00**	**1,637,375,400.00**



8.4 Challenges Facing Implementation of New Funding Model

i. Deficit in Capitation Received under the Differentiated Unit Cost

The phased out differentiated unit cost provided for Government support of 80 percent and house hold contribution of 20 percent. However, the continuing students under the old funding model are currently being supported to the tune of 44 percent leading to a deficit of 36 percent in the capitation received as shown in Table 8.1.

Table 8.1: Current Capitation Received

Capitation	Monthly capitation	Annual capitation
Current capitation	205,593,530	2,467,122,360.00
Expected capitation	373,806,418	4,485,677,016.00

ii. The classification of students into the five categories (Band 1, Band 2, Band 3, Band 4, and Band 5) for purposes of granting government scholarships and HELB loans is not communicated to the University. As such, the University is not able to determine the amount of fees payable by the household. The first year students have continued to receive university services despite not paying their share of tuition fees.

iii. Inability of the Student to Pay the Household Component

Under the New funding model the cost of programme is to be financed through HELB loan, Government scholarship and household contribution. The University cost of the programs is as tabulated:

Program	Cluster	No of programs	Cost of program
Medicine	1	1	612,000.00
Pharmacy	4	1	428,400.00
Architecture	7	1	367,200.00
Engineering	6	8	336,200.00
BSC	7	9	306,000.00
BSC	8	17	275,000.00
BSC,BA BED	9	20	244,000.00
BSC,BA BED	11	11	204,000.00
BED Arts Economics	12	15	183,000.00
BA	13	6	153,000.00

Example

Student population Bachelor of Education science and Bachelor of Medicine and Bachelor of surgery

Bachelor of Education Science	
Band	No. Of Students
Band 1	26
Band 2	38
Band 3	43
Band 4	134
Band 5	18
Total	**259**

Bachelor of Medicine and Bachelor of surgery	
Band	No. Of Students
Band 1	2
Band 2	5
Band 3	6
Band 4	18
Band 5	20
Total	**51**

Expected student payment per band

B. Ed (Science)				
Category	**HELB Loan**	**Scholarship**	**Household**	**Total**
Band 1	61,200	171,360	12,240	244,800
Band 2	73,440	146,880	24,480	244,800
Band 3	73,440	122,400	48,960	244,800
Band 4	73,440	97,920	73,440	244,800
Band 5	73,440	73,440	97,920	244,800

Bachelor of Medicine and Bachelor of Surgery				
Category	**HELB Loan**	**Scholarship**	**Household**	**Total**
Band 1	153,000	428,400	30,600	612,000
Band 2	183,600	367,200	61,200	612,000
Band 3	183,600	306,000	122,400	612,000
Band 4	183,600	244,800	183,600	612,000
Band 5	183,600	183,600	244,800	612,000

iv. **The number of students placed by the Government and admitted is not sufficient** to support the University budget as shown below:

University Budget	Average student pay	Number of student to meet the budget	Number of student expected to be admitted per year	Current Admission 2023 2024
9,600,000,000	230,000	41,739	10,434	6,574

v. **The New University Funding Model has led to changes in the University's Students Management Information Systems** to accommodate the three modes of financing (HELB Loan, Government scholarship, and the household components). This has been done at an extra cost incurred by the University.

vi. **Delay in remitting funds by the University Funding Board and Higher Education Loans Board.** The delay affects the University's control processes since the students'

unit registration process is dependent on timely, full payment of fees for each semester.

vii. Change of programs by students with different fees structures. The government scholarship is based on the initial program to which a student is admitted. If the student changes to a higher cost program, they are left with a financial burden. The student may appeal for additional funds, but the appeal process takes long and is not an assurance that the student will get additional financing.

viii. Inability of the student to apply for funds due to system challenges and their background

ix. Delay in categorized of students to their respected bunds

x. Delay in processing of the students appeal process

9.0 UNIVERSITY VIEW ON THE HIGHER EDUCATION SUB-SECTOR RECOMMENDATIONS AS CONTAINED IN THE PRESIDENTIAL WORKING PARTY REPORT

9.1Introduction

The University Management appreciates the need for periodic reforms in high education to ensure the sectoral policies are abreast with Government agenda, and the socio-economic situation of the nation. The recommendations of the Presidential Working Party Report will are critical reference in the development and implementation of policy affecting education in the country.

Of great interest in the Report, are the proposals to discourage Universities from offering certificate and diploma courses. Whereas, Kenyatta University commends Government effort to promote Technical and Vocational Education and Training institutions, the role of universities in technical education cannot be wished away. Kenyatta University Managements finds sufficient justification for it to offer certificate and diploma courses.

9.2Justification for the University to Offer Certificate and Diploma Programmes

The following are some of the reasons why Universities should offer Diploma and Certificate Programmes in Kenya.

i. There are some unique programmes that the University has been offering that are not on offer in the TVET institutions. Some of these include:-

a) **Diploma and Certificate in Mandarin Chinese Language and Culture:** Kenyatta University is the only Institution in Kenya with the Technical and Vocational Education and Training Authority (TVETA) accredited Diploma in Mandarin Chinese Language and Culture. Discontinuing the Certificate and Diploma programmes in the University will deny students interested in pursuing Mandarin Chinese Language and Culture the opportunity to do so. The Bachelor of Arts programme in Mandarin Chinese Language and Culture was also accredited by the Commission for University Education (CUE). Having the certificate and Diploma programmes creates a clear pathway of progression of the students from Certificate through Diploma to Bachelor of Arts in Mandarin Chinese Language and Culture at Kenyatta University Confucius Institute as per the Kenya National Qualifications Framework (KNQF).

b) **Diploma and Certificate Courses in Music**

Kenyatta University is well known for Diploma and Certificate programmes in Music. These are programmes that have been in the University over a very long time and the University over the time has ensured there are enough facilities and the human resource to effectively offer the training. Moreover, music is one of the main performing arts track of the Arts and Sports Science pathway in the curriculum framework of the CBC which the University should endeavor to strengthen in preparation for admission of students under the CBC for both certificate, Diploma and Bachelor's degree programmes.

c) **Diploma and Certificate Courses in Sports Administration and Management**

Kenyatta University offers quality recreation and sports programmes and has qualified staff, who are also involved in research to inform policy in order to promote the value of play, leisure, fitness, sports and recreation for

individuals, society, and the environment. Kenyatta University trains personnel who are well equipped to provide services in these areas in terms of leadership, sports and fitness management, and overall running of sports-related programs, in addition to supporting inclusive participation in recreation and sports, across all the population. We are big in training sports-related manpower in the management of sports, and specific to various federations. Personnel from various companies, organizations and sports federations often are encouraged and supported to take up the certificate and diploma courses at the University for continued re-tooling and training. This supports in the provision of personnel and engagement in sustainable sports for development programs in all the Kenyan communities.

ii. It is easier to transition from a Diploma course to a Bachelor's course in the same University. This is because the programmes with Certificate and Diploma courses are structured to offer a firm background with progression, from the lowest to the highest level.

iii. The University has four TVET Centres accredited by TVETA. These are: - Kenyatta University TVET Centre (Main Campus), Kenyatta University Kitui TVET Centre, Kenyatta University TVET Centre, Mombasa and Kenyatta University Nakuru TVET Centre. Plans are at an advanced stage to have the City Campus accredited as a TVET centre. The TVET programmes developed for these centres are also accredited by TVETA and the various stakeholders including the statutory bodies where necessary were involved during the development of the courses. This is in line with the Government requirement that all programmes offered by the various institutions of learning must be accredited by the regulatory body mandated by law to do so. In this regard, it is a requirement that all certificate and Diploma programmes and the Institutions offering them are accredited by TVETA.

iv. It is common practice in most Universities all over the world to have Diploma and Certificate courses which enable them to identify bright students or uniquely talented students for progression and mentoring by the professors even up to PhD

levels. Some examples of universities offering certificate/diploma programmes include the following:-

a) **Massachusetts Institute of Technology (MIT):** Offers Certificate Courses in

- Biotechnology and Life Sciences
- Design and Manufacturing
- Innovation and Technology
- Machine Learning and Artificial Intelligence
- Real Estate Finance and Development
- Digital Transformation
- Legal Tech in the Digital Era

b) **Makerere University:** Offers many Diploma and Certificate courses among them:

- Diploma in Business Administration
- Diploma in Human Resource Management
- Diploma in Accounting and Finance
- Diploma in Entrepreneurship
- Diploma in Procurement and Logistics Management
- Diploma in Hotel and Restaurant Business Management
- Diploma in Business Computing
- Diploma in Computer Science

c) **University of Dar es Salaam**

College of Humanities

- Certificate in Heritage Management and Tour Guidance
- Diploma in Heritage Management and Tour Guidance
- Diploma in Chinese Language

College of Information and Communication Technologies

- Certificate in Computer Science
- Diploma in Computer Science

a) **School of Law**

Certificate in Law

b) **School Of Journalism and Mass Communication**

Certificate in Journalism

In the spirit of internationalization and regional integration, it is important that the Kenyan Universities align themselves to world and regional trends in education.

10.0 THE ACCREDITATION PROCESS OF THE PROGRAMMES BEING OFFERED IN THE UNIVERSITY

i. Accreditation is the last process a programme goes through before it is offered to students.

ii. The first stage in coming up with a new/ review programme is its development or review. The need for a new programme can be initiated from different sources among them:

   a) Departmental curriculum review process.
   b) University level strategic initiative
   c) Partnership between examiner reports.
   d) Review of external examiner report.
   e) Stakeholder initiatives.

iii. Programmes are developed and reviewed at the departmental level by content experts. Each department has a Departmental Programme Development Committee which is responsible for curriculum development and review as a requirement by the Commission for University Education. At this stage stakeholders, including other regulatory bodies are involved for their input in enriching the programme

iv. After a programme is satisfactorily developed or reviewed in conformity with formats and guidelines from the Commission for University Education and other regulatory bodies, the programme is submitted to the School Programme Development Committee which scrutinizes it to ensure adherence to the above mentioned formats and guidelines. The programme is submitted

together with minutes. It is worth mentioning that there is a representative from the Library in both committees.

v. Once the School Programme Development Committee is satisfied with the programme, the Executive Dean of the relevant school then submits it to the Deputy Vice-Chancellor (Academic) with recommendation for approval. It is submitted with minutes from both Departmental and School Programme Development Committees.

vi. The Deputy Vice-Chancellor (Academic) then forwards the programme to the University Programme Development Committee, a requirement also by Commission for University Education, for further scrutiny before recommending for consideration and approval by the University Senate.

vii. After the Senate approves the programme, the University submits the programme to a regulatory body where applicable before finally submitting the programme to the Commission for University Education for accreditation. Each new programme submitted to the Commission is accompanied by Senate minutes and proof of payment of Three Hundred and Twenty Thousand Shillings (Ksh.320,000.00). After payment, the Commission opens their system for uploading and accreditation process begins. Before the final accreditation, The Commission visits the University and the concerned department for inspection to verify physical and human facilities to support the programme.

viii. Some regulatory bodies like the Council for Legal Education charge as much as One Million and Six Hundred Shillings (Ksh.1,600,000.00) per programme.

ix. If the Commission is satisfied, it informs the University of accreditation of the programme and now the programme can be mounted.

x. It worth mentioning here that for a reviewed programmes, if the review is more than 30%, then it will be treated like a new programme and is charged as such.

xi. It is also worth noting that the Commission for University Education carries an Institutional audit for all universities every five (5) years. During the audit, the university is required to pay Nine Hundred thousand Shilling (Ksh. 900,000.00) for the audit and One Thousand Shillings (Ksh. 1,000.00) for

each and every student. This means for a university like Kenyatta which has a population of 72,132 students, it will be required to pay Seventy Two Million and One Hundred and Thirty Two Thousand Shillings (Ksh. 72,132,000.00)

xii. It is also necessary to give our secondary school leavers a choice of the institution they would like to do their certificate or diploma courses especially for the purpose of progression or the desire to be taught by the experts (professors) in the disciplines they wish to pursue.

11.0 RESEARCH INITIATIVES BY KENYATTA UNIVERSITY SUPPORTING THE BOTTOM-UP ECONOMIC TRANSFORMATION AGENDA (BETA)

11.1Mandate

The University through the Division of Research, Innovation and Outreach seeks to fulfill the following mandates:

i. Drive the University's research agenda in line with the Country's Vision (BETA), AU Agenda 2063 and the SDGs;
ii. Catalyze and sustain a research culture in the University;
iii. Institutionalize networking, collaborative research and outreach;
iv. Encourage innovation and handle issues to do with intellectual property rights;
v. Ensure dissemination of research findings

The University has therefore created structures which have been critical in ensuring **an orderly, accountable, organized, predictable and coherent research and innovation ecosystem with tangible and impactful outputs. Such include**

i. Directorate of Research Support and Dissemination
ii. Directorate of Innovation Incubation and University-Industry Linkages
iii. Centre for Research Ethics and Safety
iv. National Phytotherapeutic Research Centre
v. Global Tourism Resilience and Crisis Management Centre

11.2Innovation, Incubation and industry Linkages

Through the Directorate of Innovation Incubation and University Industry Linkages, which has a dedicated innovation and incubation hub that, the University provides innovators with the necessary support such as; business development services, seed capital, space, professional guidance and mentorship among other services to catalyse innovations that will result to impactful enterprises promoting societal development.

Examples of successful innovations which have been commercialized include:

i. **Ecodudu limited** – An innovation that uses Black Soldier Fly larvae to convert food and organic waste into animal feed protein and fertilizers. Ecodudu currently processes over 2000 tons of organic waste collected from a network of food-producing companies. Which contributes to the Agricultural pillar of the BETA Agenda

ii. **Arigiene Limited Company** – which produces sanitation and hygiene products such as bleach, sanitizer, disinfectant, hand wash, car shampoo, multi-purpose liquid soap, shower gel, and dishwashing liquid contributing to the Healthcare pillar of the BETA Agenda

iii. **Afritrack International** – which has infused technology in helping monitor and mitigate accidents, crimes (hijacking, theft, management of fleet- related costs), provides GPS tracking and fleet management solutions –overall incorporating technology to enhance business efficiency and effectiveness – this demonstrates the contribution of technology innovation in enhancing business (Digital Superhighway and Transforming Micro, Small and Medium Enterprise pillars)

iv. **Korio Energy** which produces batteries from chicken droppings making a contribution by reducing the impact of inorganic waste to the environment and human

v. **Flexi Pay** - a merchant-embedded saving-based purchase experience (save now, buy later) that offers a flexible payment option that allows customers to

make purchases and pay for them over time, rather than paying the full amount upfront. (Digital Superhighway and Transforming Micro, Small and Medium Enterprise pillars)

vi. **ONCE SYNC** - stands out as a leader in the digital transformation space, harnessing advanced technologies like Blockchain and Artificial Intelligence to develop industry-defying solutions in sectors such as health, finance, agriculture and land. In the Health Sector, ONCE SYNC has introduced a robust Health Management Information System (HMIS) empowering rural health facilities with digital tools. The Financial Sector has witnessed the implementation of payment gateways and core banking solutions, while the corporate world is benefiting from ONCE SYNC's Entreprise Resource Planning (ERP) and Human Resource Management tools. Chai Sacco now benefits from improved credit delivery channels to tea farmers, which has transformed the agricultural landscape. Galaxy Flowers, a horticulture farm, has experienced operational automation, resulting in increased employment opportunities for youth and women. Additionally, through its partnership with the Ministry of Agriculture, ONCE SYNC is mapping Arid and Semi-Arid Land (ASAL) areas, creating opportunities for last-mile services to reach the rural poor

vii. **Intelliegg Incubator – Elevating poultry farming**, the incubator is an affordable all hatching egg machine that is acquired through an affordable payment system where customer pay 30% of the buying price with the balance paid as they GO (PAYG). The startup uses auto turning, auto candling to check for egg fertility and Internet of Things (IOT) for the best customer experience. The user does not need to monitor the machine continuously to ensure the vitals, temperature and humidity levels are correct as all the controls are remotely monitored via the intelliegg app that one can install on their phones.

viii. **Kavallian Limited Company** - a cleantech company, recycling waste (Papers, plastics, and vegetative waste) into material which is transformed into pieces of furniture. Kavalian Limited provides suitable wood substitutes and address poor waste management systems in the society.

ix. **Solarbag -** is a farm sanitation tool providing solutions to pest management (fruit flies and other pests) in fruits and vegetables farming. Faina Innovations limited introduced the product which is also used for rapid on-farm production of compost fertilizer and soil sterilization. Solarbag comprises of at least two layers of flexible sheet material that are uniquely designed to capture and accumulate solar heat. When pest-infested fruits are placed in the bag the rising temperatures (heat) rapidly kill all life stages of fruit flies and other pests preventing further multiplication of pests on a farm.

x. **Ecomobilus** - converts commercial gasoline motorcycles into electric powered bikes by replacing components of the motorcycle (gasoline kit, the engine, the fuel tank, pedals, accelerators, dashboard, and alternators) among other related components with an electric kit.

11.3Support for Young African Leaders

The university has further taken lead in nurturing young leaders through the **USAID YALI Regional Leadership Center** that support young African leaders as they spearhead socio-economic transformation of Africa as well as enhance peace and security across the continent.

Some of the success stories from the Center include:

i. **Kenyan Youth Biodiversity Network**, a youth-led organization that strengthens the capacity of young people to make informed action towards halting the loss of biodiversity and policy advocacy. The organization's annual oceans awareness caravan and oceans innovation challenge seek to realize

sustainable solutions to challenges facing marine resources, youth-led community actions, and inclusive spaces for marine biodiversity conservation

ii. **Pine Kazi company**, an innovative social business venture that recycles pineapple leaves into eco-friendly fashion products including footwear while providing meaningful sustainable jobs to youths in the community

iii. **Mega Gas Alternative Energy**, a Cleantech start-up aiming to provide low-income families with clean and affordable cooking gas through the recycling of plastic waste. The organization solves the problem of the lack of clean energy that causes indoor pollution and carbon emissions and plays a critical part in mitigating plastic pollution. The organization has designed and fabricated equipment which includes: a reactor, a harvester, 2 coolers, and a separator cylinder. Clean cooking is harvested and compressed into gas cylinders.

iv. **Winam Green Ventures (WGV)**, an organization in Kenya that works with women of underprivileged backgrounds in the Lake Victoria region. WGV educates and empowers women and girls with locally driven, sustainable and environment friendly projects, such as hydroponic farming, briquettes, improved energy saving cook stoves and girls' mentorship

v. **One Vision Kenya**, is a youth led organization that works towards environmental conservation and management. The organization designs and implement projects towards socio-economic development of local communities, with a focus on Climate Change advocacy and Governance, environmental education, sustainable utilization and management of natural resources and Green Entrepreneurship.

vi. **Nyansapo AI,** is dedicated to the global AI ecosystem creating awareness of the cutting-edge businesses and network of AI enthusiasts and learners. Nyansapo AI focuses on integrating artificial intelligence into society by bridging the basic literacy and numeracy gap by providing AI-powered tools

and resources to teach to the foundational literacy and numeracy gaps of children fusing education and technology.

vii. **Drop Access**, is a women-led and youth-led organization that provides clean energy solutions to rural communities to promote climate resilience, economic advancement, equitable access to basic amenities, and reduce carbon emissions. With access to vaccines and medicines often unavailable at health centers in rural areas, the need for portable solar fridges is essential. Drop Access supplies vaccibox at an affordable price to marginalized health centers in Kenya. To ensure affordable access to vaccines and treatment, Drop Access has teamed up with partners and financiers to drive development of Drop Access supply programs. Through this partnership, they provide Vaccibox to help more people have access to life saving vaccines in rural communities.

viii. **Imani Mavuno Group**, a self-help microfinance group that bridges the financial inclusion gap for low-income women in Turkana County, Kenya. The group's microfinance model enables members to save money, receive loans, and secure emergency loans at low-interest rates, financially empowering them and reducing their dependency on aid and harmful practices.

11.4 Selected Research initiatives supporting the Bottom-up Economic Transformation Agenda(BETA)

11.4.1 Select Ongoing Projects in the Field of Agriculture

i. **INCiTiS-FOOD (Integrated and Circular Technologies for Sustainable City Region Food Systems** which seeks to improve food security, reduce food system footprint and empower communities by opening opportunities for them in Agri-food supply and value chains the project is funded by the European Union.

ii. **Feed the Future Striga Smart Sorghum for Africa**- FtFSSSA which seeks to build Striga resistance for food security through genome editing funded by USAID

iii. **Combating Malnutrition in Africa through Diversification** which aims at harnessing the potential of diversification of food system in combating malnutrition and enhancing food and nutrition security in eight countries in the Continent funded by the European Union.

iv. **Universities Promoting Linkages for Impactful Training, Innovation and Technology Transfer in Agriculture** which adopt improved teaching and innovative curriculum stems that facilitate transfer of technical and soft skills funded by the European Union.

11.4.2 Select ongoing projects on Transforming Micro, Small and Medium Enterprise (MSME)

i. **KU-Women Economic Empowerment Project** – which aims to ensure that various stakeholders such as government ministries and department, County government, policy leaders (legislators and policy makers) non-government organization and agencies as well as donors utilize empirical evidence to implement and shape policies, program, interventions and advocacy efforts related to supporting Women's Economic empowerment in Kenya

ii. **Global Entrepreneurship Talent Management (GETM4) project** - which aims to facilitate the potential of entrepreneurial action in line with the EU Recovery Plan to build the Next Generation that is more digital and more

resilient. The project will also provide insight on how entrepreneurial talent of individuals, higher education, and industry can play a crucial role in exploiting the opportunities and tackling the issues created by disruption to support not only economic development but also societal wellbeing in a digitized world

11.4.3 Select Ongoing Projects on Healthcare

i. **Health Equity and Resource Optimization (HERO) project** is designed to support National and County governments to own, lead, and manage the health system in a sustainable way by improving domestics resource mobilization and efficiency for sustainable financing of health; improve social protection systems for health towards equitable access to quality health care services and improve availability and use of quality evidence to inform policy, planning, and implementation of health services in the country.

ii. **Expanding access to maternal and neonatal care through the power of handheld portable ultrasound device** - the evaluation of the Effect of training and implementation of Portable Ultrasound Devices among Mid-Level Clinicians on Maternal and Neonatal Health Services in Selected Counties in Kenya hopes to deliver improved accessibility to antenatal ultrasound and improved outcomes for mothers and neonates at the lower-level facilities and rapid diagnosis of high-risk conditions resulting to a higher proportion of mothers meeting the World Health Organization (WHO) goals of all patients receiving an antenatal scan prior to 24 weeks gestation.

11.4.4 Select Ongoing Projects on Digital Superhighway and Creative Economy

i. **Reigniting the agricultural flame in Eastern Africa's rural lands through CropDig App** – the project has resulted in the development of an innovative mobile Application- "CropDig" which has created a learning and knowledge

sharing hub where farmers, extension officers, technology experts, and county leadership come together to shape the future of agriculture. The project has revealed the transformative power of technology enabling a wider and far reach where traditional approaches have struggled to reach especially among the marginalized rural communities.

ii. **Communities and artistic participation in hybrid environment** - which seeks to pursuing ways of sharing knowledge through virtual reality in different fields

11.5 Strategies for Creation of an Optimum Research Ecosystem

The University strives to create an optimum research ecosystem that promotes excellence in research, scholarship and innovative endeavors. Such strategies include:

i. Continuous roll out of **Research capacity building programs** targeting academic staff and postgraduate students covering the following areas
    - Grant writing
    - Research administration and management
    - Data management and statistical analysis
    - Development of manuscript and where to publish
    - Science communication

ii. Provision of incentives to academic members of staff to undertake research and publish;

iii. Increased pursuance of partnership opportunities with industry players facilitated by the formation of schools/departmental Standing Committee on Collaboration with Industry and Government;

iv. Catalyze and sustain research and innovation activities at the schools

v. Encouraging collaborative and multidisciplinary proposal and book/article writing and facilitation of Intra and inter institution networking;

vi. Provision of financial & non-financial support for incubation;

vii. Strengthening of the technology transfer office that facilitates management of intellectual property, technology licensing, valuation and marketing

viii. Coordination of the mainstreaming of Science, Technology and Innovation (STI) in the University.

11.6 Research and University Financial Sustainability

The University Management considers research and innovation an budding revenue stream which could lead to financial sustainability through:

i. Commercialization of products results resulting from research can be commercialized;
ii. High level research improves a university's ranking which in turn, attract more students and ultimately increase revenue from tuition fees;
iii. Research has the possibility of resulting to alliances with industry, thereby creating income opportunities for both.
iv. The administrative/overhead costs on some of the funded research.

11.7 Recommended for Consideration by Government

Increased funding to facilitate research and innovation and most importantly upscaling of research and innovation results to facilitate commercialization and societal benefits in respect to the BETA Agenda.

Thank you.

Prof. Waceke Wanjohi, Ph.D., FRSB, FKNAS

AG. VICE CHANCELLOR

REPUBLIC OF KENYA
THE NATIONAL ASSEMBLY
13TH PARLIAMENT – FOURTH SESSION – 2025
DEPARTMENTAL COMMITTEE ON EDUCATION

ADOPTION SCHEDULE

AGENDA: CONSIDERATION AND ADOPTION OF THE COMMITTEE REPORT ON THE INSPECTION VISIT TO VARIOUS PUBLIC UNIVERSITIES ACROSS ALL PUBLIC UNIVERSITIES

NO.	NAME	SIGNATURE
1.	Hon. Julius Melly, MP - Chairperson	
2.	Hon. Eve Obara, MP - Vice-Chairperson	
3.	Hon. Dr. Christine Oduor Ombaka, MP - Member	
4.	Hon. Jerusha Momanyi, MP - Member	
5.	Hon. Abdul Haro, MP - Member	
6.	Hon. Mary Emaase, MP - Member	
7.	Hon. Clive Gisairo, MP - member	
8.	Hon. Dick Maungu MP - Member	
9.	Hon. Julius Taitumu M'Anaiba, MP - Member	
10.	Hon. Nabii Daraja, MP - Member	
11.	Hon Peter Orero, MP - Member	
12.	Hon. (Prof.) Phylis Bartoo, MP - Member	
13.	Hon. Rebecca Tonkei, MP - Member	
14.	Hon. Elijah Kururia, MP - Member	
15.	Hon. Joseph Makilap, MP - Member	