

SOUTH EASTERN KENYA UNIVERSITY (SEKU)

STRATEGIC PLAN (2023 - 2028)

Arid to Green Transforming Lives

THE MANDATE, VISION, MISSION, VALUES AND PHILOSOPHY

(1) Mandate

The core mandate of the University is research, teaching and learning, community service, innovation and commercialization.

(2) Vision

A globally competitive Centre of Excellence in Research, Teaching and Learning, Community Service, Innovation and Commercialization.

(3) Mission

To provide quality education through research, teaching, extension, innovation and entrepreneurship with emphasis on food and nutrition security, health, engineering and technology, environment and natural resources management for sustainable development.

(4) Core Values

In order to achieve the vision and mission, the University will be guided by the following core values:

- a) Patriotism
- b) Professionalism
- c) Democracy and good governance
- d) Innovation
- e) Integrity, transparency and accountability
- f) Inclusivity, equity and equality
- g) Freedom of thought
- h) Teamwork
- i) Sustainability

(5) Philosophy

Arid to green Transforming lives.

FOREWORD BY THE CHANCELLOR

The development of Arid and Semi-Arid Lands (ASALs) has been at the core of the Government of Kenya since independence. Over the years, a lot of efforts have been put in place by the Government with a view of tackling various environmental and developmental challenges in the country.

South Eastern Kenya University (SEKU) was strategically established to play a leading role in the development and expansion of higher education and research, with emphasis on agriculture, forestry, mining, energy, water, environmental sciences, health and engineering.

The Kenya Vision 2030, the National Government Agenda, the International Community Sustainable Development Goals (SDGs) and the African Union Development Agenda 2063, provide a roadmap for Kenya's long-term development plan for accelerating economic growth and development. To achieve this, exploitation of higher education and research is fundamental. This Strategic Plan (2023-2028) spells out the vision and mission of the University with clear strategic goals and objectives, guiding principles, and action plans. It also outlines the existing institutional strengths, weaknesses, opportunities and threats and proposes effective mitigating factors to guide in its implementation.

The SEKU Council and Management must put into use all the resources within its reach to ensure effective implementation of this Strategic Plan. For this to be achieved, the University requires to put in place a strong governance structure with visionary and transformational leadership, with the ability to see potential for positive change and informed decision-making in order to transform the University into a globally competitive centre of excellence in teaching, research, innovation and commercialization consultancy and community service.

This Strategic Plan is therefore a demonstration that the University is committed to pursuing growth opportunities while tackling challenges in higher education.

It is my humble appeal to the general public, stakeholders, including parents and students, local community, development partners, County and National Governments, to support the development of SEKU to become a world class University of choice.

ENDORSEMENT BY THE CHAIRPERSON OF COUNCIL

The South Eastern Kenya University takes pride in launching its Strategic Plan for the period 2023-2028.

The Strategic Plan provides a framework within which stakeholders can contribute to the advancement of the University’s vision and mission. This requires the University to establish strong and reliable partnerships with national and international development partners, both County and National Governments, parents, students, local community and the general public. In order to achieve its mandate, vision and mission, the University will be required to mobilize resources in order to effectively implement this Strategic Plan.

The University Council is fully committed to supporting the implementation, monitoring and evaluation of this Strategic Plan to ensure its realization. The Council recognizes the University’s efforts in developing world class strategies and objectives that speak to and are aligned with the national development agenda as informed by Kenya’s Vision 2030, the National Government Agenda, Sustainable Development Goals (SDGs) and the African Union development Agenda 2063.

On behalf of the University Council, and on my own behalf, I take this opportunity to thank all who contributed to the successful review of this Plan. The University Council is optimistic that the strategic goals and objectives set out hereunder, will be achieved within the five (5) year implementation period.

.....
Chairperson, University Council

Preface and Acknowledgement

The University Management is committed to providing a conducive environment that promotes intellectual and freedom of thought, teamwork, pursuit of excellence, professionalism, integrity and continuous improvement of its products and services to meet the needs of its customers. Thus transforming lives and impact nationally, regionally and globally.

The University Management will continue to engage competent human resources, acquire state-of-the-art infrastructure and put in place essential facilities and operating systems in order to realize its core mandate. In addition, the Management will put together a robust marketing strategy to attract students and offer quality training.

The Management will drive the implementation process and regularly review the efforts towards achieving the set targets and milestones within the plan period. We therefore commit ourselves to work with other stakeholders towards the realization of this Strategic Plan.

On behalf of the University Management, I sincerely thank all those who participated in the review of this Strategic Plan for their dedication and hard work.

Prof. Eng. Douglas Shitanda, Ph.D.
Vice-Chancellor

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ACRONYMS AND ABBREVIATIONS

ADA	-	Alcohol and Drug Abuse
ASALs	-	Arid and Semi-Arid Lands
CUE	-	Commission for University Education
DBMS	-	Database Management System
D (RIT)	-	Director of Research, Innovation and Technology
DVC (CS)	-	Deputy Vice-Chancellor (Corporate Services)
DVC (ARI)	-	Deputy Vice-Chancellor (Academic, Research and Innovation)
EAP	-	Employee Assistance Program
ERS	-	Economic Recovery Strategy
ERP	-	Enterprise Resource Planning
GoK	-	Government of Kenya
GER	-	Growth Enrolment Ratio
Ha	-	Hectare
HR	-	Human Resource
ICT	-	Information Communication Technology
ISO	-	International Organization for Standardization
ITES	-	Information Technology Enabled Service
JAB	-	Joint Admissions Board
KATC	-	Kenya Accountants and Technicians Certificate
KENET	-	Kenya Education Network
LAN	-	Local Area Network
LCD	-	Liquid Crystal Display
LATF	-	Local Authorities Trust Fund
M & E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MoEST	-	Ministry of Education, Science and Technology
MDGs	-	Millennium Development Goals
MOU	-	Memorandum of Understanding
M.Sc.	-	Master of Science
NACADA	-	National Authority for the Campaign against Alcohol and Drug Abuse
NCPWD	-	National Council for Persons with Disabilities
NCST	-	National Council of Science and Technology
NGEC	-	National Gender and Equality Commission
NGO's	-	Non-Governmental Organizations
NOFBI	-	National Optic Fibre Backbone Infrastructure
PABX	-	Private Automatic Branch Exchange
PESTEL	-	Political, Economic, Socio-cultural, Technological, Environmental and Legal
PPP	-	Public Private Partnerships

PUIB	-	Public University Inspection Board
PWDs	-	Persons with Disabilities
QMS	-	Quality Management Systems
QMS & PC	-	Quality Management System and Performance Contracting
RMS	-	Resource Mobilization Strategy
R & D	-	Research and Development
SELICO	-	SEKU Enterprise Limited Company
SEUCO	-	South Eastern University College
SEKU	-	South Eastern Kenya University
STI	-	Science, Technology and Innovation
SUD	-	Substance Use Disorder
SWOT	-	Strengths, Weakness, Opportunities and Threats
TF	-	Tutorial Fellow
UKAI	-	Ukamba Agricultural Institute
UNDP	-	United Nations Development Programme
UON	-	University of Nairobi
V2030	-	Vision 2030

EXECUTIVE SUMMARY

The South Eastern Kenya University Strategic Plan for the period 2023-2028 was necessitated by the need to address the gaps and challenges identified during the implementation of the previous Strategic Plan (2018-2023), with a view of aligning it with the Kenya Vision 2030, Fourth Medium Term Plan, the National Government Agenda and the University's vision, to be a globally competitive centre of excellence through teaching, research, innovation and commercialization and extension.

To this end, the University identified the following five (5) Strategic Goals to be implemented within the period in question. The goals represent the broad focus areas that will collectively act as a roadmap for the University's future. These are;

1. Provision of quality university education and training;
2. Enhancement of research, innovation, and commercialization and extension;
3. Enhancement of physical and ICT infrastructure;
4. Promotion of good governance and university image, and
5. Promotion of partnerships and linkages and enhance resource mobilization.

Arising from the Strategic Goals are the following twelve (12) Strategic Objectives developed with clear targets and performance indicators to address the specific goals identified. These are;

1. To produce well educated, skilled, and competent manpower;
2. To increase access to quality University education;
3. To enhance research output and disseminate results;
4. To promote technological innovations;
5. To promote participation in consultancy and extension services;
6. To develop ICT infrastructure to support teaching, learning, research and outreach;
7. Expand physical facilities for teaching, research, learning and student welfare;
8. To promote the University Image and branding for enhanced visibility;
9. To promote integrity and ethical behavior in the University;
10. To institutionalize quality management systems;
11. To enhance human resource development; and
12. To mobilize adequate resources to sustain and advance University activities.

This Strategic Plan is further organized into the following five (5) chapters:

1. Introduction
2. Situation analysis
3. Strategic model
4. Implementation and coordination framework
5. Monitoring, Evaluation and Learning.

This document therefore serves as a tool and roadmap for the University and those who are directly involved in the implementation year to year.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

This chapter presents the background of the strategic plan, Mandate/functions of the University, Global, Regional and National Development Issues - specific to the mandate of the University, and the University's Development Role vis-à-vis the National Development Agenda – Kenya Vision 2030 and its Medium Term Plans, African Agenda 2063, and the 2030 agenda for SDGs (identify relevant Goals, targets and indicators), among other international and regional obligations and conventions.

1.1 BACKGROUND

The South Eastern Kenya University (SEKU) is one of the 35 Chartered Public Universities in Kenya duly established under the Universities Act, 2012, by a Charter granted on 1st March 2013.

SEKU is the successor of South Eastern University College (SEUCO), which was a Constituent College of University of Nairobi, established through Legal Notice number 102 of 15th July 2008, to succeed Ukamba Agricultural Institute (UKAI), an institution established in the 1970s, as an Agricultural Institute, to promote sound management, utilization and conservation of biotic and abiotic dry land resources.

SEKU's main campus is located in Kitui County, Kwa-Vonza location, five (5) kilometers off the Kitui-Machakos Road and sits on approximately 10,000 acres of land. The University has also established, fully equipped and operationalized two (2) ultra-modern campuses in Kitui Town on a parcel of land measuring approximately 2.1 acres and Wote Town on a parcel of land measuring approximately 30 acres. Further, the University has centres at Mtito Andei Town (20 Acres) and Migwani Town (8.15 Acres). In addition, the University owns parcels of land in Emali Town along the Nairobi-Mombasa Highway measuring approximately 4,500 Acres, Upper Hill Area Nairobi measuring approximately 1.83 acres and Mwingi Town measuring approximately 30 acres.

The University's campuses are situated in serene and conducive environments for learning, thus providing a home away from home experience for its students and members of staff. The University admitted its first 150 degree students in May 2010. The number has since grown over the years and the current student population stands at 9,069. It is expected that the student numbers will increase to 15,000 by the end of the plan period (2028). The University offers a wide range of market driven academic programmes, organized into 8 Schools and 30 Teaching Departments.

The University continues to recruit professionally qualified academic, administrative and support staff, with the present staff numbers stand at 462 and the number is also expected to grow to about 800 by the end of the Plan period.

1.2 THE MANDATE, VISION, MISSION, VALUES AND PHILOSOPHY

(1) Mandate

The core mandate of the University is teaching and learning, research and innovation, outreach and community service

(2) Vision

A globally competitive Centre of Excellence in Teaching, Research, Innovation and Service

(3) Mission

To provide quality education through teaching, research, extension, innovation and entrepreneurship with emphasis on food security, health, engineering, and natural resources management

(4) Core Values

In order to achieve the vision and mission, the University will be guided by the following core values:

a) **Patriotism:**

The University shall motivate its employees to serve all customers with patriotism and encourage them to defend its image of at all times.

b) **Professionalism:**

The University shall promote and uphold utmost professionalism in service delivery.

c) **Democracy and good governance:**

The University shall ensure that democracy and good governance principles are adhered to in all its operations.

d) **Innovation:**

The University shall provide a conducive environment that promotes innovativeness.

e) **Integrity, transparency and accountability:**

The University shall ensure that staff provide services to its customers with integrity, honesty, transparency and accountability

f) **Inclusivity, equity and equality:** The University shall inclusivity, equity and equality are mainstreamed in all its functions.

g) **Freedom of thought:**

The University shall create and promote an environment that fosters inclusivity, adaptability and freedom of thought.

h) **Teamwork:**

The University shall encourage teamwork amongst its staff for enhancement of overall goal achievement.

i) **Sustainability:**

The University shall ensure sustainability in its operations by ensuring prudent utilization of its physical, financial and human capital resources.

(5) Philosophy

Arid to green - transforming lives.

1.3 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT ISSUES - SPECIFIC TO THE MANDATE OF THE UNIVERSITY

The South Eastern Kenya University Strategic Plan is aligned to the Sustainable Development Goals. In addition the plan is aligned to the AU agenda 2063 as well as the national development blueprint, the Kenya Vision 2030. As an institution, SEKU's focus lies within the purview of the Social Pillar which encompasses Education and training among others.

The East African Community protocol on education advocates for harmonized curricula, and free movement of human resources. The commission will promote these aspirations through enhanced collaborations and partnerships towards internationalization of university education. Africa's Agenda 2063 envisions a prosperous Africa with social economic development driven by a well-educated citizenry with skills in science, technology and innovation. The agenda also focuses on expansion of student and academic mobility across the continent as well as promoting harmonized education standards and mutual recognition of academic and professional qualifications.

The Kenya Government currently prioritized key areas of focus as a way of working towards attainment of sustainable development goals. The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDG 4 aims to ensure inclusive and equitable quality education that promotes lifelong learning. Currently, the Kenya Government has settled on six core pillars, namely: Agriculture; Micro, Small and Medium Enterprise (MSME) economy; Housing and Settlement; Healthcare; Digital superhighway and creative economy; Environment and climate change. SEKU will advance these goals through providing relevant skills for decent work, gender equality and inclusion to provide education for sustainable development.

The Government of Kenya is committed to providing quality education, training and research for all Kenyans. University education and training has been reviewed in order to ensure creation of knowledge and delivery of accessible, equitable, relevant and quality training that is internationally competitive as envisaged in Vision 2030 and the post-2015 global development framework under the Sustainable Development Goals (SDGs). For this to be achieved, the education sector will expand equity and access, improve quality and relevance and invest in human resources. The Commission for University Education (CUE) under the Universities Act (2012) has been charged with the responsibility to ensure that high standards of university education are attained.

The Goals of University Education

According to the Sessional Paper No. 1 of 2019 on Reforming Education and Training for Sustainable Development, the goals of university education in Kenya are to: 1) Promote socio-economic development in line with the country's development agenda; 2) Achieve manpower development and skills acquisition; 3) Promote the discovery, storage and dissemination of knowledge; 4) Encourage research, innovation and application of innovation to development, and 5) Contribute to community service. – *Capture as Sessional Paper No. 1 of 2019 and University Act, 2012.*

World Class University Benchmarks

The identified criteria for world class status include teaching, learning, research outputs, ICT resources, funding sources and expenditure (World Bank, 2009; UNDP, 2005). The main components considered under teaching and learning are the composition of student population, completion rate and library collection; research outputs including the number of peer reviewed journal articles and books published per lecturer in a year; ICT resources are composed of computers available per student and the bandwidth; funding sources such as revenue from government, internally generated funds and other external sources; while expenditures include personal emoluments, operations and maintenance, research and development. The current SEKU status and international benchmark are as shown in Table 1.

Table 1: World Class University Benchmarks

S/No	Criteria	Current SEKU Status	Benchmark
A.	Teaching and learning: (a) Composition of student population 1.1 Gender	1.1 62% male; 38% female	1.1 50% male; 50% female
	1.2 International students	1.2 0.000% student population	1.2 5% of student population
	1.3 Student-staff ratio (average)	1.3 40:1	1.3 20:1
	1.4 Proportion of Lecturer with PhD	1.4 49%	1.4 100%
	(b) Completion rate	90%	95%
	(c) Library Collection	42,000 book titles	1 million book titles
		20,000 e-journals	24,000 e-journals

2.	Research outputs: (a) Journals	1 articles/lecturer/year	2 articles/ lecturer/year
	(b) Books published	0.014 books/lecturer/ Year	0.2 books/lecturer/Year
3.	ICT Resources/Computers available: (a) Students	1 computer/30 students	1 computer/student
	(b) Lecturers	1 computer/ 5 lecturers	1 computer/Lecturer
	(c) Bandwidth	150 MBps	500 MBps
4.	Funding sources and expenditure: I. Sources (a) Government	69%	60%
	(b) Internal Revenue <i>Funding generated internally</i>	31%	30%
	(c) External sources	0%	10%
	II. Expenditure (i) Personnel emoluments	54%	40%
	(ii) Operations and maintenance	20%	22%
	(iii) Research	5%	23%
	(iv) Development	21%	15%

1.4SEKU's Development Role vis-à-vis the National Development Agenda and Regional and International Frameworks

South Eastern Kenya University is established and mandated to provide directly, or in collaboration, with other institutions of higher learning, facilities for university education. This may include technological, scientific, professional, education and research; advance knowledge and its practical application by research, innovation and other means, disseminate the outcomes of research by various means, and commercially exploit the results of such research which should provide solutions to the challenges affecting the society.

Further, SEKU is mandated to participate in technological innovation as well as in the discovery, creation, transmission and enhancement of knowledge and information, and to stimulate the intellectual life in the economic, social, cultural, scientific, and technological development; contribute to industrial and technological development of society in collaboration and partnership with industry and other organizations. In addition, SEKU is required to inculcate and promote a culture of innovation, critical inquiry and creativity in art, science, technology,

engineering, and education, amongst staff, students, and society to contribute to the national development goals.

The UN and its partners in Kenya are working towards achieving the Sustainable Development Goals: 17 interconnected and ambitious goals which address the major development challenges faced by people in Kenya and around the world. The current United Nations Development Assistance Framework (UNDAF) 2018-2022 is anchored in the country's blueprint for development, the Kenya Vision 2030, and the national priorities as outlined in the Medium-Term Plan IV, the six pillars agenda and the Sustainable Development Goals (SDGs). All the 14 outcomes of the UNDAF are anchored in at least one of the 17 SDGs. The Sustainable Development Goals are a global call to action to end poverty, protect the earth's environment and climate, and ensure that people everywhere can enjoy peace and prosperity. The UN is working through the Vision 2030 strategy focus on reforms and development across 10 key sectors: Infrastructure., Science, Technology and Innovation., Public Sector Reforms., Tourism., Agriculture., Trade, Manufacturing, BPO (Business Process Outsourcing) & ICT (Information Communication & Technology), Financial Services and Education & Training.

SEKU will play its strategic role of providing quality education and training, research, commercialization and extension services to assure the industrialization status of Kenya from a lower to a middle level economy.

2. CHAPTER TWO: SITUATIONAL ANALYSIS

This chapter presents a review of the 2019 - 2023 strategic plan implementation focusing on key achievements of set targets based on Key Result Areas (KRA) at outcome and output level, challenges (that hindered the achievement of the set targets during implementation of the previous plan), emerging issues and lessons learnt. It also presents environmental scan done through SWOT and PESTELE analyses, stakeholder analysis and strategic issues.

2.1 Review of the 2019 - 2023 strategic plan:

This is a review of the South Eastern Kenya University 5-year Strategic Plan, covering the period **2019-2023**. The review has been necessitated by the need to establish the level of achievement and align the next cycle of Strategic Plan to correspond to the MTP IV as per the Guidelines for Preparation of the Fifth Generation Strategic Plan (2023 – 2027) provided by the National Treasury, State Department of Planning. Generally, the strategic plan 2019 - 2023 has greatly assisted SEKU realize its core mandate. The key achievements per key strategic area are as follows:

2.1.1 Key Achievements (level of achievement of set targets, by Key Result Area (KRA))

KRA 1: Provide quality university education and training

The University aligned academic programmes to Vision 2030 development pillars and other development blueprints. A total of 30 Programmes were developed and approved by relevant accreditation bodies. This enabled the University to increase in enrollment from 8078 in the year 2019 to 9069 in the year 2023 being an increase of 12% compared to a target of 33% (-21%) Table 2 shows the details of enrollment per school.

Table 2: Enrolment per school for 2019 to 2023

School	2019	2020	2021	2022	2023
Education	3322	3236	3765	4702	4218
Business and Economics	1628	1596	1787	1893	1523
Science and Computing	1636	1569	1762	1861	1454
Agriculture, Environment, Water and Nat. Resource Management	1288	982	1003	788	538
Health Sciences	204	232	301	460	525
Engineering and Tech	0	0	0	187	413
Humanities and Social Sciences	0	0	0	0	398
Law	0	0	0	0	0
Total	8078	7615	8618	9891	9069

The University increased access to quality education by establishing and enhancing two campuses (Kitui and Wote) and awarded scholarships to 252 needy students. Further, the University attracted 466 qualified staff, developed and implemented a staff training policy.

KRA 2: Enhance Research, Innovation, Consultancy and Community Service

The University achieved this goal by continuously developing capacity in terms of physical infrastructure and academic staff to undertake research and also attract funding and implement research programmes. Under this period, the following works were done by the University: Construction and equipping of 9 laboratories, Construction and commissioning of ROB, TBH 1, TBH 2, Central Administration, College of Humanities and Social Sciences Block, Kitui Town Campus, Wote Campus. This created an enabling environment for staff to participate in research activities that saw the number of research projects that attracted research funds increase to Ksh. 77,500,000 in the year 2023. As a result, the University staff had 609 publications between 2019 and 2023 and also organized 8 research seminars. ***show growth*** In addition, the university participated in 8 consultancies and quite a number of community outreach activities. However, the university was not able to commercialize a product nor patent any innovation.

KRA 3: Enhance Physical Infrastructure

The University increased the number of lecture halls from 24 in 2019 to 68 in 2023 representing 183%. To achieve this, the following University buildings were constructed to completion ROB, TBH 1, TBH 2, Central Administration, College of Humanities and Social Sciences Block, Kitui

Town Campus, Wote Campus. In addition, the University constructed a 14 km tarmac road from Kwa Vonza to the main Campus. This increased the number of students enrolled, the number of staff being allocated office space and easing accessibility to the Campus. The ICT infrastructure has been enhanced since 2019 with more campuses being connected to the fiber backbone, increase in bandwidth, more computers, LCD projectors and more modules procured for the ERP. Moreover, the University continued to secure its land by constructing a 15km fence. However, the University was not able to build a recreation center, modern library, more hostels, a business center, sporting facilities and install solar energy systems.

KRA 4: Promote Good Governance and University Image

The University has continuously endeavored to be responsive to new changes and market demands towards realization of her core mandate in order to remain competitive in the market. This was done through providing public goods and services demanded by the citizenry in an effective, transparent, impartial and accountable manner, subject to resource constraints. The University increased the number of graduates between 2019 and 2023 to a total of 6438. The University has drastically increased its visibility through the vibrant website, newsletters, social media and marketing strategies. The university organized eight workshops to sensitize staff and students on ethics, developed and implemented an anti-corruption policy to promote good governance. In addition, the university institutionalized quality systems by implementing the ISO 9001:2015 quality management system.

KRA 5: Promote Partnerships & Linkages and Enhance Resource Mobilization

The University has put measures in place to facilitate moving from short-term, reactive resource mobilization to long-term mobilization of five or more years with the main focus being on establishing planning operational strategy based on the income generating projects. The University has operationalized and enhanced a number of income generating activities in catering and farm. In terms of partnerships, the university signed 40 MOUs between 2019 and 2023.

Evaluation results indicate that the 2019 – 2023 SEKU Strategic Plan was implemented 70.03 percent.

A summary of the results of the evaluation of the 2019 - 2023 Strategic Plan per strategic goal and objectives is presented in Table 3.

Table 3: Summary Results of the Evaluation of 2019/ 2023 SEKU Strategic Plan

Summary Results of the Evaluation of 2019/ 2023 SEKU Strategic Plan		
Strategic Goal	Strategic Objective	Achievement

		t (%)
Strategic Goal 1: Provide Quality University Education and Training	SO1: To produce well educated, skilled, and competent manpower.	67.92
	SO2: To attract, develop, motivate and retain well qualified and competent staff	51.12
	SO3: To increase access and equity quality education	96.31
Strategic Goal 2: Enhance Research, Consultancy and Community Service	SO4: Enhance research output and dissemination results	92.69
	SO5: Promote technological innovations	6.25
	SO6: Enhance consultancy services	41.67
	SO7: Engage in community outreach and extension services	16.67
Strategic Goal 3: Enhance Physical Infrastructure	SO8: Develop ICT infrastructure to support teaching, learning and outreach.	84.83
	SO9: Expand physical facilities for teaching, research, learning and student welfare	70
	SO10: To promote the University image for enhanced visibility.	82.92
	SO11: To promote integrity and ethical behaviour in university governance	100
	SO12: To institutionalize quality systems	100
	SO13: Enhance Human Resource Development	100
Strategic Goal 5: Promote partnerships and enhance resource mobilization	SO14: To mobilize adequate resources to sustain and advance university activities.	70
	Total Percentage	980.38
	Average Percentage Implementation	70.03

2.1.2 Challenges

The challenges facing university education include access, equity, relevance, quality inclusivity and financing. These include inadequate students qualifying for admission to university, inadequate capacity to cater for admitted students, disparities in the number of students pursuing science and arts based programmes, regional and gender disparities in respect of admissions, inadequate policies on credit transfers between universities, low government sponsorship and poverty.

The education sector in Kenya experienced massive expansion in enrolment and number of institutions over time. According to the Ministry's Education Management Information System (EMIS), the number of public and private primary schools increased from 6,058 in 1963 to 35,442 in 2017, while the number of secondary schools has increased from 151 to 10,665 over the same period. Enrolment in primary education has grown from 891,103 pupils in 1963 to about 10.4 million pupils in 2017, while enrolment in secondary education has grown from approximately 30,000 students in 1963 to approximately 2.8 million in 2017. The increase has been accelerated by the introduction of Free Primary Education (FPE) and Free Day Secondary Education (FDSE) programmes in 2003 and 2008 respectively. In 2018, the government introduced 100% transition rates from primary to secondary schools. This will increase the numbers candidates seeking university education.

Enrolment in the local private and public universities has increased, commensurate with increased numbers of universities. For example, enrolment increased from 361,379 students in 2013 to 443,783 students in 2013/14, which was a 22.8% rise. The enrolment in both public and private universities has continued to rise up to 575,822 in 2017/2018.

Despite increases in enrolment, the transition rate from secondary schools to universities is still low. Existing inequalities in access to education at lower levels need critical attention as they tend to be reproduced or intensified as one goes up the education ladder. Owing to the challenges experienced by the poor, the marginalized, and the disadvantaged, the current environment makes it difficult for such students to participate in university education. However, significant gains were registered under MTP II. The enrolment in TVET institutions increased by 4.6 % from 136,034 in 2013 to 144,248 in 2016 while enrolment in public TVET institutions increased by 0.5 % from 64,465 in 2013 to 64,783 in 2015. Enrolment in youth polytechnics grew by 8.2 % from 71,569 in 2014 to 77,465 in 2015. There has been an increase in access to loans for TVET trainees with the number of beneficiaries increasing from 2,504 in 2013/14 to 12,148 students in 2015/16. On TVET reform, a policy framework for the sector is in place and TVET is focusing on providing Competency-Based Education and training (CBET) that meets the needs of the workplace as well as self-employment. Expansion of public TVET institutions has resulted in significant increase in enrolment from 60,000 in 2013 to 275,139 in 2017.

a. Access and Equity

Challenges to access and equity include: inadequate capacity to cater for the growing demand for more places in the universities; mismatch between skills acquired by university graduates and the demands of the industry; an imbalance between the number of students studying science and arts based courses; lack of policies on credit transfers among universities; gender and regional disparities in terms of admissions and in subjects and courses undertaken; lack of adequate household income as a barrier to students who have qualified and been admitted to university,

fewer students qualifying for university education especially after increase in the number of chartered universities.

b. Quality and Relevance

Universities play a critical role in promoting national cohesion and integration, providing settings where young people and adults from different racial, ethnic, religious and social groups can come together. To this end the focus of quality in education must of necessity be found in the students admitted, the learning environment created, the curriculum or programmes adopted and the academic staff in the institution.

Challenges of quality and relevance include: inadequate ICT and physical facilities and lack of appropriate teaching and learning environment; inadequate permanent staff; reliance on part-time lecturers, weak collaboration with professional accreditation bodies; lack of external quality assurance in public universities; large class sizes; weak linkage between the competences acquired in some programmes and the demands of the market; and inadequate research funding.

c. Financing of University Education

Public universities, as state-owned and funded corporations, have an obligation to the taxpayer to provide quality and affordable university education. University education through public universities is particularly expensive to the Government and is not sustainable with current resources. The challenges in financing public universities include: inadequate budgetary support; low fees being paid by government sponsored students, inadequate funds for capital development; inappropriate programme differentiated unit cost in provision of funds from Government; inadequate internal income generation by the universities and system inefficiencies. (*Underfunding the DUC, CBA's, pension arrears, Diploma and Postgraduate students not funded*)

d. Human Resource in Support of University Education

To achieve the desired student-faculty ratio of 1:40, universities will collectively need to graduate an average of 2,400 PhDs per year for the next five years from 2023 in order to meet the stated Gross Enrolment Rate (GER) of 10% (approximately 600,000 students) by 2028. The human resource challenges faced by the university education sub-sector include: difficulty in attracting and retaining qualified staff especially PhD holders in all disciplines particularly those of national priority and necessary for the attainment of Vision 2030; training and retention of adequate PhD holders; ensuring that universities portray a national outlook, including at top management level. One of the main challenges in the attraction and retention of staff to the sub-sector, especially in the public universities, is the current approach to development and implementation of terms and conditions of service for academic members of staff.

2.1.3 Emerging Issues

Introduction of CBC which requires capacity for implementation and establishment of programs to accommodate it.

- i. Establishment of a new government with its own mandate and agenda: Agriculture, Micro Small and Medium Enterprise Economy, Housing and settlement, Healthcare and Digital Superhighway and creative economy.
- ii. Climate change requires research emphasis to address food and nutrition security and climate mitigation strategies.
- iii. Change in policy of common units requiring addition of other units in the programs/curricular
- iv. Emerging diseases such as COVID 19 with the need for a post COVID response mechanism on virtual classes, upgrade of infrastructure. This also changed the focus of research funding with most of it redirected toward mitigation of the pandemic. This led to limited research funding opportunities. Also, government and donor agencies expenditure priorities changed to mitigate COVID 19 and food shortage due to climate change.
- v. Restructuring of staff establishment including changing government policy to directly reduce the gap between the highest and lowest cadre
- vi. The need for automation of staff performance appraisal
- vii. Increased number of needy students and subsequently scholarship applications. This is also affected by changing policy of government funding to universities
- viii. Change of policy on campus establishment
- ix. Change in policy guiding establishment of MOUs
- x. Use of online platforms for teaching, workshops and seminars requiring ICT infrastructure upgrade. This is also affected by change in technology rendering existing equipment redundant
- xi. Increase in predatory journals that are not peer reviewed but are established for commercial purposes hence reducing the quality of publications
- xii. Change in research and innovation policy to include commercialization
- xiii. Research laboratories requiring biosafety level certification. Emerging technologies requiring purchase and upgrade of existing laboratory equipment
- xiv. Establishment of recreational and sporting facilities with disability inclusion
- xv. Upgrade of modern libraries with e-books and journals for virtual access
- xvi. University newsletters, journals and other publications affected by existence and increased usage of social media platforms. Enhanced university visibility with increased risk of negative publicity
- xvii. Statutory requirements for prudent use of university resources affected by change in laws
- xviii. Workplace policies on GBV affected by changes in government policy and laws on GBV

- xix. Human resource information management system affected by change in government policy
- xx. Cost and delay in accreditation and regulation on academic programmes

2.1.4 Lessons Learnt

In implementing the 2019 – 2023 strategic plan, the University learnt that:

- i. Prudent utilization of funds facilitates completion of university projects in time.
- ii. There is a need to have contingency plans to take care of emerging issues like the COVID 19 Pandemic.
- iii. Need for engagement of staff with technical skills in critical areas is necessary for smooth implementation of the strategic plan.
- iv. Change in government policies has an effect on implementation of the strategic plan.

2.2 Environmental Scan

This 5-year Strategic Plan is a review of the South Eastern Kenya University 5-year Strategic Plan, covering the period 2019-2023. The review has been necessitated by the need to align the Strategic Plan to correspond to the MTP IV.

South Eastern Kenya University analyzed its internal and external environment as part of the strategic planning process. The objective of this Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was to provide detailed information on how internal and external environments impact the operations of the University.

The internal appraisal (Strengths and Weaknesses) focuses on human resources, information and communication technology, structure, culture or traditions, processes, physical facilities, policies and other internal conditions that may directly affect an organization.

The external appraisal (Opportunities and Threats), on the other hand, focuses on the environment external to the organization. This would include aspects such as government policies, actions of competitors, and social, economic and political conditions.

2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is presented in Table 4.

Table 4: Table for (SWOT) Analysis

Strengths	Weaknesses
Large real estate asset base at Kitui (Main campus) (10,000 acres), Emali (4,919 acres), Kitui Town (2	Undeveloped land resources 89.5%

acres), Mtito Andei (20 acres), Mwingi (15 acres), Migwani (8.15 acres) and Wote Town (30 acres) Nairobi	
Rivers flowing through the University land at Kitui main campus with potential for dam construction for stable water supply	Limited facilities to accommodate staff
Modern physical facilities to support teaching and learning	Limited partnerships for resource mobilization
Water reticulation and electricity grid already installed	Limited revenue streams
Well trained, qualified and competent staff	Lack of sewerage system
Availability of market driven academic programmes	Limited ICT infrastructure
Availability of TVET programs and establishment of TVET learning centers at Migwani, Mtito Andei and Wote	Emergent diseases e.g. Covid requiring restructuring of systems such as upgrade of online platforms
Strong student governance system	Low student population in some approved programmes
Strong linkages and partnerships with other universities, County Governments and National Government ministries and agencies, and development partners	Inability to attract many large research grants
Developed University master plan projecting future growth	Challenges in attracting staff in some specialized disciplines/skills
Existence of digitized curriculum for Virtual and Open Learning programs	Low utilization of renewable energy resources
Enhanced digital connectivity due to the existence of fiber optic cable	
Opportunities	Threats
Existence of institutions to partner with the university on staff and student exchange and collaborative research	Limited government financial support (funding/capitation)

Partners willing to develop land resources under PPP arrangement	In adequate differentiated unit cost implementation in academic programmes
Existence of guiding policies for development such as Vision 2030 and the Constitution (2010)	Court cases on ownership of some SEKU properties.
Supportive political leadership	Potential political interference.
Local community support	Emerging Diseases interfering with learning programs
Existence of industry and market for university agricultural/innovative products	Staff retention challenges due to lack of adequate funding
Availability of fiber optic cable for higher speed internet	High cost of ICT facilities and internet access
Renewable energy opportunities such as wind, biogas, biomass and solar	Climate change effects and chronic drought
Expansion of programs following CBC curriculum roll-out	Competition from emerging public and private universities Invasion of University land by squatters

2.2.2 Political, Economic, Social, Technological, Environmental, Legal and Ethics (PESTELE) Analysis.

PESTELE may be summarized in Table 5.

Table 5: PESTELE Analysis

Category	Factors	Description*
Political (driven by government actions and policies)	-Government funding -Change of government regime (After the five-year election cycle) -Political instability Policy reviews that may impact the education sector	-Reallocation to other competing sectors -Change of focus and priority by the new regime due to high cost of living as well as disharmony between the government and the opposition -For example rolling out of CBC which impacts university programs

	Restructuring of HELB for awarding of student financial support	This has affected access to financing education
Economic (related to the broader economy)	<p>Poor economic performance</p> <p>Competing priorities diverting focus away from education sector</p> <p>High levels of debt</p> <p>Inflation and depreciation of Ksh</p> <p>Agriculture</p>	<p>Low GDP growth rates</p> <p>Such as in the event of drought and massive crop failure this may occasion food insecurity thus diverting funds to the reprioritized areas</p> <p>can lead to resources being reallocated to external debt repayment</p>
Social (shifts or evolutions in the society)	<ul style="list-style-type: none"> -Emerging diseases such as COVID 19 -Drug and substance abuse -Disruption of the family social set-up - youth unemployment -CBC implementation 	<ul style="list-style-type: none"> -Restructuring of the teaching methods to comply with the prevailing circumstances - Affects the youth in adherence or completion of studies, clouded judgement -Such as high divorce rates, HIV/AIDs effects leading to child-headed families - -
Technological	<ul style="list-style-type: none"> -Rapid change in technologies -Monopoly of internet service providers -Need for biometrics to monitor class attendance and examination process including CCTV - Artificial Intelligence, Nano-technology, cyber security, and automation 	<ul style="list-style-type: none"> -Requiring constant upgrades which is expensive and renders existing equipment redundant -Compromises the connectivity and service delivery -This will ensure quality assurance

Environmental	Climate change Water shortage Poor transportation services especially for the students Environmental degradation and pollution Waste management	Refocusing of research priority areas This affects learning and running of university
Constitutional and legal compliance	Adherence to CUE guidelines Role of regulators Changes in guidelines and policies from MoE	Quality degree programs Ensures quality assurance such as KNQA in ensuring high quality graduates
Ethical	Academic integrity Risk of corruption	Compromised students and programmes Compromised staff or embezzlement of public funds

2.2.3 Stakeholder Analysis

This Section presents key stakeholders in a matrix form. The details presented include Name of stakeholder, Stakeholder expectation from organization, and organization expectation from the stakeholder. Stakeholder analysis is summarized in Table 6:

Table 6: Summarized Stakeholder Analysis.

Name of stakeholder	Stakeholder's expectation from the University	The University's expectation from the stakeholder
Students	The students expect that the University shall Provide: Quality Teaching Adequate practical facilities Competent staff Quality/market-driven programmes Adequate exposure to industry and real life experiences Timely feedback and communication of issues Timely release of results No missing marks	The University expects that students shall: Attend classes Take their studies seriously Participate in the University activities Manage their time well at the University Be innovative Participate in research and extension services Market the University Adhere to rules and regulations governing students behavior and conduct at all times. Protect the image of the University

	<p>Timely completion of studies</p> <p>Adequate recreation facilities</p> <p>Holistic training and mentorship</p> <p>Exchange programmes</p> <p>Secure, safe and conducive environment</p> <p>Confidentiality in handling their issues</p> <p>Quality support services</p>	
Staff	<p>The staff expect that the University shall:</p> <p>Facilitate them with adequate resources to enable them provide services</p> <p>Provide a conducive working environment</p> <p>Pay salaries and emoluments timely</p> <p>Facilitate effective training and development</p> <p>Be transparent, accountable, and fair in operations</p> <p>Provide clear Career progression process</p> <p>Ensure Job security for all employees</p>	<p>The University expects that staff shall:</p> <p>Manage, implement and provide services that help the University to achieve its Vision and Mission</p> <p>Provide quality teaching, research, consultancy and extension services</p> <p>Initiate and participate in all University programmes and activities.</p> <p>Be ethical in all activities</p>
National and County Governments	<p>The National and County Governments expect that the University shall:</p> <p>Ensure prudent utilization of resources</p> <p>Focus on attainment of the Core Mandate</p> <p>Work in harmony with other Government institutions</p> <p>Be non-partisan in issues of politics and religion</p> <p>Align the Universities activities to the Government Policy directions and priorities.</p>	<p>The University expects that National and County Governments shall:</p> <p>Provide governance and legislation that enable seamless operations.</p> <p>Avail resources to the University.</p> <p>Ensure provision of quality service.</p>
The University Council	<p>The University Council expect that the University shall:</p> <p>Adhere to approved policies and</p>	<p>The University expects that the University Council shall:</p> <p>Provide general oversight over the</p>

	<p>regulations</p> <p>Ensure prudent financial management and resource mobilization</p> <p>Develop and implement market driven programmes</p> <p>Implement the University's Strategic Directions</p> <p>Maintain and improve the University's reputation</p> <p>Develop and maintain physical infrastructure</p> <p>Facilitate training and development of staff</p> <p>Provide conducive and safe working and learning environment</p> <p>Ensure security of students, staff and University property</p> <p>Provide quality health care services for staff, staff's dependents and students</p>	<p>management, administration and implementations of the University programmes</p> <p>Provide directions in utilization of resources at the University</p> <p>Ensure that the University is not exposed to risks than could be avoided</p> <p>Help mobilize resources for the University</p> <p>Put in place an effective and efficient Management.</p> <p>Timely approval of University budgets, procurement plans and policies.</p> <p>Ensure succession planning at Management level.</p>
<p>Parents, Guardians and Sponsors</p>	<p>Parents/Sponsors/ Guardians; expect that the University shall:</p> <p>Provide timely/ effective communication from the University</p> <p>Provide competitive market driven programs</p> <p>Train and release well-equipped graduates for employment.</p> <p>Assure security and safety of all stakeholders</p> <p>Provide a conducive learning environment</p> <p>Provide quality healthcare for students</p> <p>Provide Scholarship opportunities.</p> <p>Provide discrimination free environment</p> <p>Ensure effective mentorship of students</p>	<p>The University expects that Parents/Sponsors/ Guardians shall:</p> <p>Provide resources and support to students.</p> <p>Provide objective support to the University to realize its vision, mission and mandate with a view to producing graduates who are well trained and skilled</p> <p>Provide moral, emotional and spiritual support to students</p> <p>Provide timely feedback on University operations</p> <p>Timely payment of fees.</p> <p>Cooperate with the University in handling Student discipline issues</p>

<p>Local Community</p>	<p>The local community expect that the University shall: Provide access to business opportunities Provide access to employment opportunities Be involved in effective Corporate Social Responsibility activities Participate in environmental conservation and protection Promote national cohesion and peaceful co-existence Ensure capacity building Uphold the culture and values/norms.</p>	<p>The University expects that the local community shall: Maintain peaceful co-existence between the University and the local community Support University operations by ensuring that the environment is conducive Ensure that there is no political interference in the University operations Provide drug free environment conducive for learning.</p>
<p>External service providers</p>	<p>The External service providers expect that the University shall: Make prompt payment for goods and services delivered Be accountable and transparent. Be confidential in handling information Be effective in relaying communication Provide clear and accurate specifications and requirements for products and services Provide a conducive working environment Ensure mutual relationship</p>	<p>The University expects that the External service providers shall: Provide quality and timely services Provide services with honesty and integrity Provide feedback on University operations Not engage in bribery and corrupt practices</p>
<p>Partners/Collaborators</p>	<p>Partners/Collaborators expect that the University shall: Ensure transparency and accountability in resource management Adhere to agreed upon timelines on deliverables. Provide regular feedbacks Adhere to MoUs, MoAs and all legal requirements</p>	<p>The University expects that the Partners/Collaborators shall: Operate in a transparent and accountable manner, Adhere to timelines</p>

	Confidentiality handling information.	
Financial Institutions	<p>Financial Institutions expect that the University shall:</p> <ul style="list-style-type: none"> Open accounts and ease in doing business with them Be accountable, transparent and fair in its operations Ensure prompt remittance of loans and insurance premiums Adhere to financial regulations and policies Engage in partnerships in Corporate Social Responsibility activities Adhere to MoAs, and MoUs 	<p>The University expects that the Financial Institutions shall:</p> <ul style="list-style-type: none"> Adhere to regulation of Monetary Supply Offer Banking Services Encourage capital Formation Provide professional advice on investment Provide brokerage services Provide Pension Fund Services Provide Trust Fund Services Provide Financial services to the Small and Medium Scale Enterprises Provide feedback on University operations
Industry	<p>Industry expects that the University shall:</p> <ul style="list-style-type: none"> Train and release qualified and competent graduates to the market Research and come up with new technology for commercialization Come up with Innovations Engage in partnerships Facilitate involvement in curriculum development and review Provide environment for collaborative research and consultancy Facilitate capacity building Protect intellectual property rights Provide business opportunities Mount and run accredited Programmes 	<p>The University expects that the Industry shall:</p> <ul style="list-style-type: none"> Provide the necessary materials and employment opportunities for both staff and students Provide internship and attachment opportunities for students Partner and collaborate with the industry in areas of mutual interest between the two parties Provide feedback on University products

2.2.4 Strategic issues

During this strategic plan period, SEKU shall focus on the following strategic issues:

Alignment of University activities to MTP IV Plan.

Review of University policies to align them to the new mode of teaching and learning as required by the Competence Based Curriculum (CBC) system.

Alignment of strategies in line with the six (6) core pillars namely of the Kenya Kwanza Government: Agriculture; Micro, Small and Medium Enterprise (MSME) economy; Housing and Settlement; Healthcare; Digital superhighway and creative economy; Environment and climate change.

Re-engineering its operations by automating the remaining administrative operations and focusing on ODEL.

3 CHAPTER THREE: STRATEGIC MODEL

This chapter presents the mandate, vision, core values and philosophy of the University.

3.1 The Mandate, Vision, Mission, Values and Philosophy

The core mandate of the University is research, teaching and learning, community service, innovation and commercialization.

(2) Vision

(1) Mandate

The core mandate of the University is teaching and learning, research and innovation, outreach and community service

(2) Vision

To be a globally competitive Centre of Excellence in Teaching, Research, Innovation and Service

(3) Mission

To provide quality education through teaching, research, extension, innovation and entrepreneurship with emphasis on food security, health, engineering, and natural resources management

(4) Core Values

In order to achieve the vision and mission, the University will be guided by the following core values:

j) Patriotism:

The University shall motivate its employees to serve all customers with patriotism and encourage them to defend its image of at all times.

k) Professionalism:

The University shall promote and uphold utmost professionalism in service delivery.

l) Democracy and good governance:

The University shall ensure that democracy and good governance principles are adhered to in all its operations.

m) Innovation:

The University shall provide a conducive environment that promotes innovativeness.

n) Integrity, transparency and accountability:

The University shall ensure that staff provide services to its customers with integrity, honesty, transparency and accountability

o) Inclusivity, equity and equality: The University shall inclusivity, equity and equality are mainstreamed in all its functions.

p) Freedom of thought:

The University shall create and promote an environment that fosters inclusivity, adaptability and freedom of thought.

q) Teamwork:

The University shall encourage teamwork amongst its staff for enhancement of overall goal achievement.

r) Sustainability:

The University shall ensure sustainability in its operations by ensuring prudent utilization of its physical, financial and human capital resources.

3.2 Key Result Areas (KRAs)

This section gives an outline of the University's five (5) KRAs with an explanation of how they support its mandate and functions as well as how they address the gaps identified in the situation analysis.

KRA 1: Provide Quality University Education and Training

During this strategic plan period, the University will ensure all academic programmes are aligned to Vision 2030 development pillars and other development blue prints and maintain excellence in teaching and learning. It will offer quality and market driven programmes in conformity with CUE Standards and Guidelines, 2014; and TVETA, target a substantial increase in student enrolment and completion rates; integrate ICT in academic programmes; equip laboratories; ensure supervision, monitoring and evaluation of quality assurance processes, strengthen student welfare services; expand library resources and services and strengthen the Information Security management systems.

KRA 2: Enhance Research, Innovation, Consultancy and Community Service

During the Strategic Plan period, the University will facilitate and encourage staff and students to conduct research, increase consultancy activities; provide extension and community outreach services; stimulate the spirit of coming up with innovations; and

form strategic partnerships, linkages and collaborations. It will also emphasize multi-disciplinary and multi-institutional research by engaging internal staff from diverse professional backgrounds and collaborating with researchers and relevant stakeholders from other institutions locally and internationally.

The University will continue to allocate funds for research, innovation and extension activities to meet local and international expectations. The University is also in the process of establishing a University Consultancy Firm to encourage staff and students to undertake consultancy in a formalized manner while focusing on the Government's "Six Pillars" and the Medium term IV plan 2023-2027. The University will continue to organize and host annual international conferences as a way of ensuring active participation of staff in research as well as providing a platform for researchers to disseminate their research findings.

KRA 3: Enhance Physical Infrastructure

During this strategic plan period, the University will continue to develop physical infrastructure and acquire some capital equipment to support its academic, research innovation and community outreach activities. The enhancement of the physical and ICT infrastructure will be pursued in order to cope with the growing number of students and staff, and meet societal needs.

The University will focus on construction of an ultra-modern library, engineering workshops, laboratories, administration block in order to provide optimal office space for teaching and administrative staff. The University will also construct water dams and sink boreholes as a way of enhancing water supply to the institution. Further, the University will install solar energy systems as a way of reducing dependency on power from KPLC which has proved to be expensive and unreliable.

During this strategic plan period, the University will enhance student welfare by constructing a recreation centre, swimming pool, construct more hostels in order to increase the number of students residing within the campus enhance games and sporting facilities among other development projects.

The University intends to automate most of its administrative functions. To achieve this the University will focus on enhancing ICT infrastructure and connect to the National Optic Fibre Backbone Infrastructure (NOFBI). This will not only lower the cost of internet connectivity, but will also increase internet speed which is a prerequisite for mounting online teaching.

KRA 4: Promote Good Governance and University Image

The Corporate Governance framework adopted by this strategic plan embodies the six global principles of good governance which form global benchmarks for corporate governance. These are: ensuring the basis for an effective corporate governance framework; the rights of shareholders and key ownership functions; the equitable treatment of shareholders; the role of stakeholders; disclosure and transparency; and the responsibilities of the organs of governance. The governance guidelines adopted in this strategic plan include requirements that the University shall observe high standards of transparency in accordance with principles of corporate governance; the governance organs shall have the necessary authority, competencies and objectivity to carry out their function of providing strategic guidance and monitoring of management; and that members of the University will act with integrity and be held accountable for their actions.

KRA 5: Promote Partnerships and Enhance Resource Mobilization

The University shall continue to establish and promote partnerships by creating links with the industry and the international community. In the Strategic Plan period the University intend to provide directly, or in collaboration with other institutions of higher learning, facilities for University education in technological, scientific, professional education and research areas, contribute to industrial and technological development of society in collaboration and partnership with industry and other organizations, and participate in commercial ventures and activities that promote its objectives. Further, the University will focus on developing funded research proposals, emphasize on innovations and commercialization of research products, commercialize the farm and outsource some of the non-core functions that eat into the available but limited resources. It will also enhance marketing strategies in order to increase the number of students being enrolled in programmes as a way of enhancing Appropriation in Aid.

3.3 Strategic Objectives and Strategies.

The KRA, strategic objectives and strategies are presented in Table 7. Strategic objectives are what the University commits itself to accomplish in the long term while the strategies are the means, the ways, the how's and the methods by which agencies accomplish their objectives.

Table 7: KRA, strategic objectives and strategies

Key Result Area/ Strategic Focus Areas	Strategic Objective	Strategies	Activities			
KRA 1: Provision of quality university education and training	1. To produce well educated, skilled, and competent manpower	1.1 Roll out market driven programmes	1.1.1 Develop market driven undergraduate and postgraduate programmes.			
			1.1.2. Implement market driven undergraduate and postgraduate programmes			
			1.1.3 Review programmes			
			1.1.4 Carry out tracer studies			
			1.1.5 Incorporate entrepreneurship in the training			
			1.1.6 .Integrate ICT in teaching and learning			
			1.1.7 Aligning programmes to the Competency Based Curriculum (CBC) and TVETA			
			1.1.8 Mount TVET programmes			
			2. To increase access to quality university education	2.1. Implement effective marketing strategy	2.1.1 Develop a marketing strategy for academic programmes.	2.1.2 Award scholarships to students
2.1.3.Increase enrolment in existing campuses and centres						
2.1.4 Apply affirmative action for inclusivity in all academic programmes						
2.1.5 .Strengthen student work study program						
2.1.6 Develop ODEL programmes						
KRA 2: Enhance research, innovation & commercialization and extension	3. SO3: Enhance research output and dissemination results	3.1 Review and implement research policy				3.1.1 Increase funded research projects
						3.1.2 Build multidisciplinary research teams
			3.1.3 Disseminate research findings			

			3.1.4 Implement University Research and Innovation & Commercialization Policy
			3.1.5 Strengthen research infrastructure
			3.1.6 Train staff on competitive grant writing and management
			3.1.7 Increase the University research fund
	4. SO4: Promote technological innovations	4.1 Establish and operationalize incubation centre	4.1.1 Establish an incubation centre for innovations
			4.1.2 Provide start-up capital for innovations
			3. Develop innovations
			4.1.3 Commercialize research products
			4.1.4 Promote patenting of intellectual property
			4.1.5 Establish Unit for IP Management and commercialization
	5. SO 5: Promote participation in extension services	5.1. Establish and facilitate unit for extension services	5.1.1 Participate in extension services
KRA 3: Enhance physical and ICT infrastructure	6. SO6: Develop ICT infrastructure to support teaching, learning and outreach.	6.1 Enhance and strengthen ICT infrastructure in the University	6.1.1 Increase computers, LCDs and smart boards
			6.1.2 Increase the bandwidth
			Increase the modules in the ERP System
			6.1.3 Connecting campuses and centers with high speed internet
			6.1.4 Increase internet hotspots
			6.1.5 Establish digital teaching laboratory
			6.1.6 Establish micro teaching laboratory
			6.1.7 Increase cloud computing services capacity
			6.1.8 Upgrade the university server

			room to a three tier data centre
			6.1.9 Procure high performance computing servers
	7. SO7: Expand physical facilities for teaching, research, learning and student welfare	7.1 Construction of additional physical facilities	7.1.1 Construct lecture halls, laboratories. Offices Engineering Workshops
			7.1.2 Construction of Engineering Workshops
			7.1.3. Construction of modern library
			7.1.4.Expand catering and accommodation facilities
			7.1.5. Provide recreation and sporting facilities
			7.1.6.Develop a business Centre
			7.1.7. Develop alternative solar energy sources
			7.1.8.Enhance security through installation of flood lights
			7.1.9.Expand and maintain road network
			7.1.10.Develop and expand tree nursery, botanical garden and woodlots
			7.1.11. Expand Fencing of University land
			7.1.12.Establish demonstration plots
			7.1.13. Construction of a water dams/Bore holes
			7.1.14. Construction of Administration block
			7.1.15. Construction of Recreational Centre
			7.1.16. Expansion of Migwani TVET Centre
			7.1.17. Expansion of Mtitu Andei Campus
			7.1.18. Parking shades
			7.1.19. Installation of Rain Water harvesting
			7.1.20. Staff housing
			7.1.21 Construction of University Chapel

			7.1.22. Construction of University Garage
			7.1.23. Construction of Multipurpose Hall
			7.1.24. Procurement of Water Bowser
			7.1.25. Procurement of Motor vehicle
			7.1.26. Procurement of Assorted Furniture
KRA 4: Promote Governance and University Image	8. SO 8: To promote the University image for enhanced visibility.	8.1 Engaging in Strategic marketing and publicity	8.1.1 Publish quarterly newsletter
			8.1.2.Raise the visibility of SEKU through the media
			8.1.3. Establish university-community radio station
			8.1.4.Staff marketing department
			8.1.5.Develop and implement corporate social responsibility (CSR)
			8.1.6.Join and participate in national, regional and international associations
			8.1.7. Continuously update the University repository
			8.1.8.Disseminate research information
			8.1.9. Promote University branding
			8.1.10. Engage the media to promote community involvement
			8.1.11. Continuous engagement of staff and students to guarantee harmony
	9. SO 9: To promote integrity and ethical behaviour in university governance	9.1 Compliance with Policies and Regulations	9.1.1 Institutionalize prudent use of university resources
			9.1.2.Sensitise staff on integrity and ethical behaviour
			9.1.3.Mainstream ethics in all university activities
			9.1.4.Implement anti-corruption policy
			9.1.5. Implement the SEKU code of conduct and ethics

			9.1.6. To receive and resolve public complaints
			9.1.7 Participate in trade fares
			9.1.8 Establish and operate social media platforms
			9.1.9 Public participation in University activities
	10. SO10: To institutionalize quality systems	10.1 Compliance with ISO- QMS 9001-2015 and CUE Guidelines	10.1.1 Implement ISO QMS 9001-2015
			10.1.2.Develop and implement ISMS
			10.1.3.Develop and implement environmental QMS
			10.1.4. carry out regular academic audits
			10.1.5. Ensure that programmes are accredited by professional bodies and benchmarking with other internationally accredited institutions.
			10.1.6.Implement CUE standards and guidelines
	11. SO11: Enhance Human Resource Development	11.1 Compliance with the HR policies	11.1.1 Develop and implement HR and employee handbooks
			11.1.2.Develop and implement policy on HIV/AIDS
			11.1.3.Develop and implement gender mainstreaming policy and work place policy on gender based violence
			11.1.4.Review and implement disability mainstreaming policy
			11.1.5.Develop and implement prevention of drug, substance and alcohol abuse policy
			11.1.6. Implement national cohesion and integration principles.
			11.1.7. Develop and implement induction programme for staff
		11.2 To recruit and retain well qualified and competent staff;	11.2.1 Recruit and retain qualified and competent staff

		11.3 To compensate staff for services provided	11.3.1 Pay staff for services provided
		11.4 Train and develop staff	11.4.1 Facilitate staff to go for training
KRA 5: Promote partnerships and enhance resource mobilization	12. SO12: To mobilize adequate resources to sustain and advance university activities.	12.1 Venture in entrepreneurship	12.1.1 Utilize SEKU lands and other properties to generate income
			12.1.2.Operationalize a resource mobilization office
			12.1.3. Establish a SEKU foundation.
			12.1.4.Commercialize the farm
			12.1.5.Establish endowment fund
			12.1.6.Implement resource mobilization policy
			12.1.7.Establish alumni relations office
			12.1.8.Develop and implement short courses
			12.1.9.Establish partnerships and Linkages for resource mobilization
			12.1.10.Develop and implement a marketing plan
			12.1.11. Disseminate research findings through international conference.
			12.1.12Scale up existing traditional income streams
			12.1.13 Diversify revenue streams
			12.1.14 Increase international students
			12.1.15 Source for gifts and grants from Non-Profit Foundations
			12.1.16 Driving operational efficiency

4 CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter presents a brief overview of the organization structure of SEKU, the functions under the Office of the Vice Chancellor, the Functions under Academics, Research and Innovation Division and Corporate Services Division.

4.1 Organization Structure of SEKU

The South Eastern Kenya University (SEKU) Organizational Structure has been developed with an aim to achieve the following:

To maximize the efficiency and success of the University;
Facilitate working relationships with various sections of the University; and
Retain order and command whilst promoting flexibility and creativity.

The Management of SEKU is vested in the Council who provide policy and oversight while the day to day operations are delegated to the Vice Chancellor/Chief Executive Officer with the assistance of the University Management Board.

4.1.1 Functions under the Office of the Vice Chancellor

SEKU is organized into two (2) Divisions and five (5) Directorates reporting directly to the Vice Chancellor/Chief Executive Officer as indicated below:

- i. Academics, Research and Innovation Division;
- ii. Corporate Services Division;
- iii. Corporation Secretary & Legal Services Directorate;
- iv. Directorate of ICT;
- v. Partnerships and Resource Mobilization Directorate;
- vi. Procurement and Supply Chain Management Directorate; and
- vii. Internal Audit and Risk Assurance Directorate.

Functions under Academics, Research and Innovation Division and Corporate Services Divisions

The University has Directorates in Academics, Research and Innovation Division and Corporate Services Division listed as follows:

Academics, Research and Innovation Division	Corporate Services Division
Schools and Campuses	Facilities Management and Administration
Academic Registrar	Finance and Accounts
Academic Quality Assurance	Human Resource Management
Dean of Students	Strategy Quality and Performance Management
University Librarian	Strategic Communication and Public Relations

Research Innovation and Commercialization	
TVET Programmes	

The following constitute the current Schools, Directorates, Institutes and Departments of the University:

(a) School of Agriculture, Environment, Water and Natural Resources

(i) Department of Hydrology and Aquatic Sciences.

(ii) Department of Environmental Science and Land Resources Management.

(iii) Department of Geology and Metrology.

(iv) Department of Agricultural Sciences.

(b) School of Business and Economics

(i) Department of Management Science

(ii) Department of Economics

(iii) Department of Business and Entrepreneurship

(c) School of Education

(i) Department of Educational Administration and Planning.

(ii) Department of Educational Psychology.

(iii) Department of Educational Foundations.

(iv) Department of Educational Communication and Technology.

(d) School of Humanities and Social Sciences

(i) Department of Sociology, Anthropology and Community Development.

(ii) Department of Geography, History and Religious Studies.

(iii) Department of Linguistics, Languages and Literature.

(e) School of Science and Computing

(i) Department of Life Sciences

(ii) Department of Physical Sciences.

(iii) Department of Mathematics and Actuarial Science.

(iv) Department of Computer Science and Technology

(f) School of Engineering and Technology

(i) Department of Civil, Construction and Environmental Engineering

(ii) Department of Electrical, Electronic and Information Engineering

(iii) Department of Mechanical and Manufacturing Engineering

(iv) Department of Industrial and Textile Engineering

- (v) Department of Agricultural and Biosystems Engineering
- (vi) Department of Architecture and the Built Environment

(g) School of Health Sciences

- (i) Department of Public Health
- (ii) Department of Nursing Sciences
- (iii) Department of Medical Laboratory Sciences
- (iv) Department of Food Science, Nutrition and Technology
- (v) Department of Medicine and Surgery
- (vi) Department of Pharmacy
- (vii) Department of Clinical Medicine and Community Health
- (viii) Department of Human Anatomy
- (ix) Department of Medical Physiology
- (x) Department of Pathology
- (xi) Department Medical Immunology
- (xii) Department of Medical Biochemistry
- (xiii) Department of Dentistry
- (xiv) Department of Diagnostics, Imaging and Radiation Medicine
- (xv) Department of Medical Microbiology

(h) School of Law

- (i) Department of Commercial Law
- (ii) Department of Private Law
- (iii) Department of Public Law

4.1.2 SEKU Organization Structure

The SEKU Organization Structure is as indicated in Figure 1 below:

SOUTH EASTERN KENYA UNIVERSITY – ORGANIZATION STRUCTURE 2022

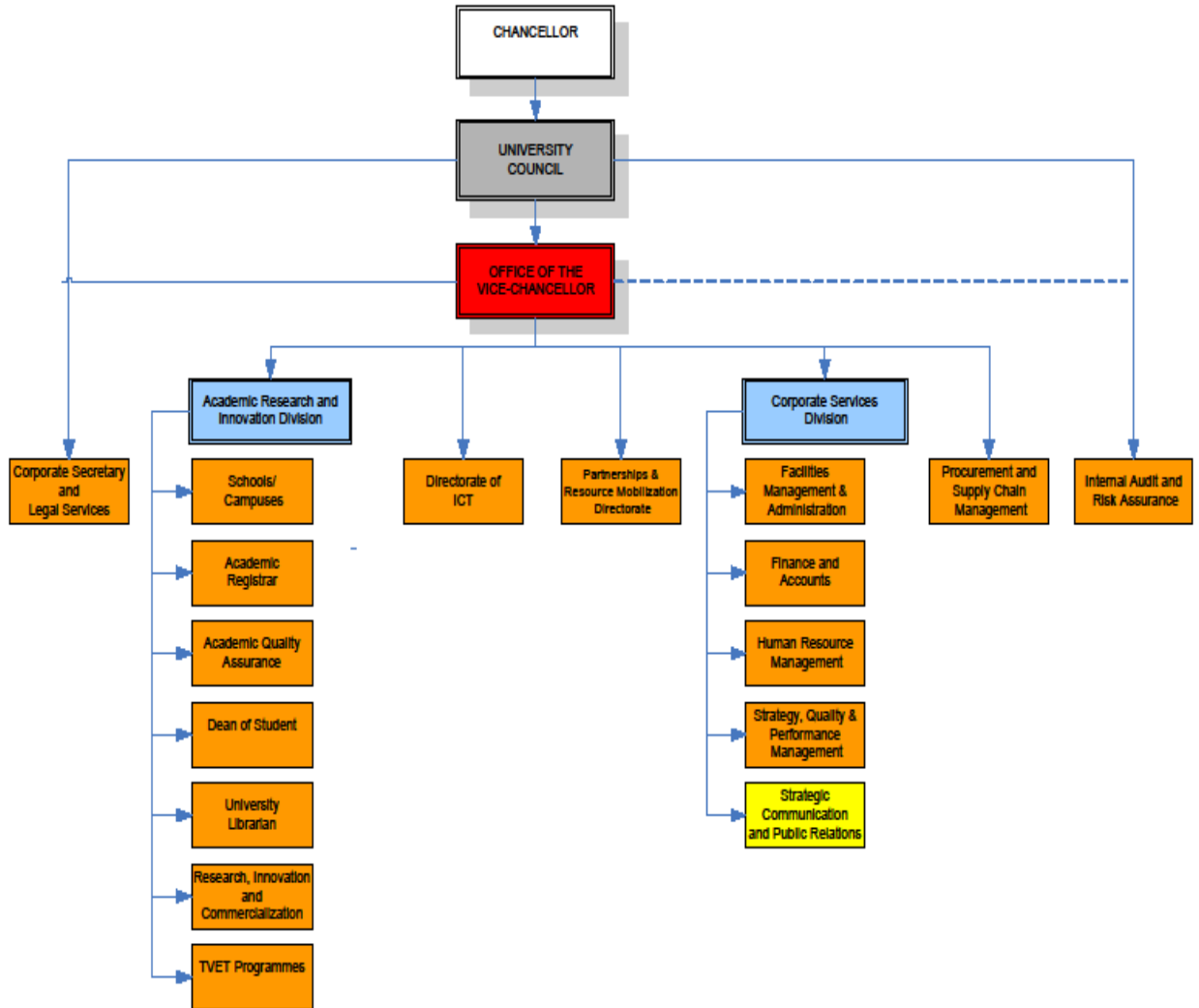


Figure 1: SEKU Organogram

4.2 Staff Establishment

4.2.1 The SEKU Staff Establishment showing the cadre, establishment, in-post, and variance of staff is presented in Table 8.

Table 8: Staff Establishment

OFFICE OF THE VICE CHANCELLOR					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Vice Chancellor	1	1	1	0
2	Research Fellow	7/6	*1	*1	*1
3	Personal Assistant	5/4	*1	*1	*1
4	Administrative Officer	7	2	2	0
5	Senior Administrative Assistant	8	1	1	0
6	Administrative Assistant	9			
7	Records Management Assistant/ Senior	11/10	1	0	-1
8	Principal Driver	11	1	1	0
9	Senior Driver	12	1	0	-1
10	Driver	13			
11	Senior Office Assistant	13	1	1	0
12	Office Assistant	14			
13	Security Officer*		*1	*1	*1
	TOTAL		8	6	-2
OFFICE OF THE CORPORATION SECRETARY AND LEGAL SERVICES					

S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Corporation Secretary and Director of Legal services	3	1	0	-1
2	Deputy Director Legal Services	4	1	2	1
3	Senior Assistant Director, Legal Services	5			
4	Assistant Director, Legal Services	6			
5	Senior Legal Officer	7	2	1	-1
	Legal Officer	8			
6	Assistant Legal Officer	9			
	Senior Paralegal Assistant	10	1	1	0
7	Paralegal Assistant	11			
	Senior Administrative Assistant	8	1	1	0
8	Administrative Assistant	9			
9	Sub Total		6	5	-1
DIRECTORATE OF INTERNAL AUDIT AND RISK ASSURANCE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director, Internal Audit & Risk Assurance	3	1	1	-1
2	Deputy Director, Internal Audit & Risk Assurance	4	1		0
3	Senior Assistant Director, Internal Audit & Risk Assurance	5			

4	Assistant Director, Internal Audit & Risk Assurance	6			
5	Senior Internal Auditor	7	1	0	-1
6	Internal Auditor	8	2	3	1
	Assistant Internal Auditor	9			
				1	1
	Sub Total		5	5	0
OFFICE OF THE DEPUTY VICE CHANCELLOR, ARI					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Deputy Vice Chancellor (ARI)	2	1	1	0
2	Research Fellow	6/5	*1	*1	*1
3	Senior Administrative Assistant	8	2	2	0
4	Administrative Assistant	9			
5	Senior Driver	12	1	1	0
6	Driver	13			
7	Senior Office Assistant	13	1	1	0
8	Office Assistant	14			
	Sub-total		5	5	0
OFFICE OF THE ACADEMIC REGISTRAR					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT	VARIANCE

				INPOST	
1	Academic Registrar	3	1	1	0
2	Deputy Academic Registrar	4	1	0	-1
3	Senior Assistant Academic Registrar	5	4	1	-3
4	Assistant Academic Registrar	6			
5	Administrative Officer	7	13	11	-2
6	Administrative Assistant/ Senior	9/8			
7	Senior Records Management Assistant	10	4	3	-1
8	Records Management Assistant	11			
	Total		23	16	-7
UNIVERSITY LIBRARY				32	
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	University Librarian	3	1	0	-1
2	Deputy Univ. Librarian	4	1	0	-1
3	Senior Assistant Librarian	5	1	0	-1
4	Asst. Librarian	6	1	1	0
5	Senior Library Officer	7	2	1	-1
6	Library Officer	8			
7	Ass. Library Officer/ Library Officer	9	11	5	-6
9	Library Assistant/ Senior	11/10	10	7	-3
10	Senior Library Attendant	13/12	2	1	-1
11	Library Attendant				

	Sub-total		29	15	-14
DEAN OF STUDENTS					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean of Students	3	1	1	0
2	University Chaplain/ Imam	6	2	0	-2
3	Student Counsellor	6	1	0	-1
4	Senior Student Counsellor	9/8	2	1	-1
5	Assistant Student Counsellor				
6	Snr. Sports Officer	6	1	0	-1
7	Sports Officer	7	1	1	0
	Snr. Asst. Sports Officer	8	3	0	-3
9	Asst. Sports Officer	9			
	Senior Sports Assistant	10	0	1	1
	Sports Assistant	11			
10	Senior Administrative Assistant	8	1	1	0
11	Administrative Assistant	9			
		11		1	1
	Sub-total		12	6	-6
CAREER SERVICES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE

1	Career Services Coordinator	6/5	1		
2	Administrative Assistant/ Senior	9/8	1		
3	Records Management Assistant/ Senior	11/10	1		
				1	1
	Sub-total		3	1	1
DIRECTORATE OF ACADEMIC QUALITY ASSURANCE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director	3	*	0	
		4			
2	Deputy Director	5	*		
		6			
3	Senior Administrative Assistant	8	2	0	-2
	Administrative Assistant	9			
4	Senior Records Management Assistant	10	1	1	0
	Records Management Asst.	11			
	Sub-total		3	1	-2
SCHOOL OF BUSINESS - OFFICE OF THE DEAN					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1

2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
4	School Timetable Coordinator	≥ 6	*1	*1	*1
4	Assistant Academic Registrar	6		1	1
5	Admin. Officer	7	1	0	-1
6	Senior Admin. Assistant	8	2	1	-1
7	Admin. Assistant	9			
8		11		1	1
	Sub-total		6	3	-3
DEPARTMENT OF BUSINESS ENTREPRENEURSHIP					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRE NT INPOST	VARIAN CE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
4	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	0	-3
5	Associate Professor	4			
6	Senior Lecturer	5	3	2	-1
7	Lecturer	6	5	4	-1
8	Assistant Lecturer/Tutorial Fellow	7	3	3	0
	Sub-total		14	9	-5

DEPARTMENT OF ECONOMICS					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	2	-1
6	Lecturer	6	3	2	-1
7	Assistant Lecturer/Tutorial Fellow	7	1	1	0
	Sub-total		10	5	-5
DEPARTMENT OF MANAGEMENT SCIENCE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	4	-1
7	Assistant Lecturer/Tutorial Fellow	7	1	1	0

8	Sub-total		12	5	-7
OFFICE OF THE DEAN - SCHOOL OF ENGINEERING AND TECHNOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
4	School Timetable Coordinator	≥ 6	*1	*1	*1
4	Admin. Officer	7	1	0	-1
5	Senior Admin. Assistant	8	2	1	-1
6	Admin. Assistant	9			
	Sub-total		4	1	-3
DEPARTMENT OF CIVIL - CONSTRUCTION AND ENVIRONMENTAL ENGINEERING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			

5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	2	-3
7	Assistant Lecturer/Tutorial Fellow	7	1	1	0
8	Technologist	8	2	0	-2
9	Assistant Technologist	9			
	Senior Technician	10	1	0	-1
9	Technician	11			
	Sub-total		15	3	-12
DEPARTMENT ELECTRICAL, ELECTRONICS AND INFORMATION ENGINEERING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	1	-2
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	1	0
8	Technologist	8	2	2	0
9	Assistant Technologist	9			
10	Senior Technician	10	1	0	-1

11	Technician	11			
	Sub-total		15	4	-11
DEPARTMENT OF MECHANICAL AND MANUFACTURING ENGINEERING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	2	-3
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist	8	2	3	1
9	Assistant Technologist	9			
	Senior Technician	10	1	0	-1
9	Technician	11			
	Sub-total		15	5	-10
DEPARTMENT OF AGRICULTURAL AND BIOSYSTEMS ENGINEERING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT	VARIANCE

				INPOST	
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	1	-2
6	Lecturer	6	5	2	-3
7	Assistant Lecturer/Tutorial Fellow	7	1	1	0
8	Technologist/Assistant Technologist	9/8	2	0	-2
10	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	4	-11
DEPARTMENT OF TEXTILE AND INDUSTRIAL ENGINEERING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	1	-2
6	Lecturer	6	5	0	-5

7	Assistant Lecturer/Tutorial Fellow	7	1	1	0
8	Technologist	8	2	2	0
9	Assistant Technologist	9			
10	Senior Technician/ Technician	11/10	1	1	0
	Sub-total		15	5	-10
DEPARTMENT OF ARCHITECTURE AND THE BUILT ENVIRONMENT					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist	8/9	2	0	-2
9	Assistant Technologist				
10	Senior Technician	10/11	1	0	-1
11	Technician				
	Sub-total		15	0	-15

OFFICE OF THE DEAN, SCHOOL OF HEALTH SCIENCES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
4	School Timetable Coordinator	≥ 6	*1	*1	*1
3	Admin. Officer	7	1	0	-1
4	Senior Admin. Assistant	8	2	1	-1
5	Admin. Assistant	9			
				1	
	Sub-total		4	2	-3
DEPARTMENT OF PUBLIC HEALTH					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	2	-1
5	Associate Professor	4			
6	Senior Lecturer	5	3	0	-3
7	Lecturer	6	5	3	-2
8	Assistant Lecturer/Tutorial Fellow	7	1	0	-1

10	Technologist/Assistant Technologist	9/8	2	0	-2
11	Senior Technician	10	1	1	0
12	Technician	11			
	Sub-total		15	6	-9
DEPARTMENT OF NURSING SCIENCES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3A	3		
4	Associate Professor	4A		1	
5	Senior Lecturer	5A	3	0	-3
6	Lecturer	6A	5	4	-1
7	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
8	Technologist	8	2	1	-1
9	Assistant Technologist	9			
10	Senior technician/ Technician	11/10	1	0	-1
	Sub-total		15	6	-7
DEPARTMENT OF MEDICAL LABORATORY SCIENCES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT	VARIANCE

				INPOST	
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	0	-3
5	Associate Professor	4			
6	Senior Lecturer	5	3	1	-2
7	Lecturer	6	5	3	-2
8	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
9	Technologist	8	2	0	-2
10	Assistant Technologist	9			
11	Senior Technician	10	1	2	1
12	Technician	11			
	Sub-total		15	6	-9
DEPARTMENT OF FOOD SCIENCE, NUTRITION AND TECHNOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3A	3	0	-3
4	Associate Professor	4A			

5	Senior Lecturer	5A	3	0	-3
6	Lecturer	6A	5	1	-4
7	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2
9		9		1	1
10	Senior Technician	10	1	0	
11	Technician	11			
	Sub-total		15	2	-12
DEPARTMENT OF MEDICINE AND SURGERY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	0	-3
5	Associate Professor	4			
6	Senior Lecturer	5	3	0	-3
7	Lecturer	6	5	0	-5
8	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
9	Technologist	8	2	0	-2
10	Assistant Technologist	9			
11	Senior Technician	10	1	0	-1
12	Technician	11			

	Sub-total		15	0	-15
DEPARTMENT OF PHARMACY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	0	-3
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	0	-3
7	Lecturer	6A	5	0	-5
8	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
9	Technologist/Assistant Technologist	9/8	2	0	-2
10	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF CLINICAL MEDICINE AND COMMUNITY HEALTH					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1

3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2
9	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF HUMAN ANATOMY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	0	-3
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	0	-3
7	Lecturer	6A	5	0	-5
8	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
9	Technologist/Assistant Technologist	9/8	2	0	-2
10	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15

DEPARTMENT OF MEDICAL PHYSIOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2
9	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF PATHOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3A	3	0	-3
4	Associate Professor	4A			
5	Senior Lecturer	5A	3	0	-3

6	Lecturer	6A	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
	Technologist/Assistant Technologist	9/8	2	0	-2
8	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF MEDICAL IMMUNOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist/Assistant Technologist	8	2	0	-2
9	Senior Technician/ Technician	9	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF MEDICAL BIOCHEMISTRY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE

1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3A	3	0	3
4	Associate Professor	4A			
5	Senior Lecturer	5A	3	0	-3
6	Lecturer	6A	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2
9	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-9
DEPARTMENT OF DENTISTRY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2

9	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF DIAGNOSTICS, IMAGING AND RADIATION MEDICINE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3A	3	0	-3
4	Associate Professor	4A			
5	Senior Lecturer	5A	3	0	-3
6	Lecturer	6A	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7A	1	0	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2
9	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	0	-15
DEPARTMENT OF MEDICAL MICROBIOLOGY AND PARASITOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1

2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3	3	0	-3
4	Associate Professor	4			
5	Senior Lecturer	5	3	0	-3
6	Lecturer	6	5	0	-5
7	Assistant Lecturer/Tutorial Fellow	7	1	0	-1
8	Technologist/Assistant Technologist	8	2	0	-2
9	Senior Technician/ Technician	9	1	0	-1
	Sub-total		15	0	-15
SCHOOL OF AGRICULTURE, ENVIRONMENT, WATER AND NATURAL RESOURCES - OFFICE OF THE DEAN					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
4	School Timetable Coordinator	≥ 6	*1	*1	*1
5	Admin. Officer	7	1	0	-1
6	Senior Admin Assistant	8	2	0	-2
7	Admin Assistant	9			
8		11		1	1
9		8		1	1

		11		2	2
10		14		2	2
Sub total			3	6	3
DEPARTMENT OF HYDROLOGY AND AQUATIC SCIENCES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	1	-2
5	Associate Professor	4			
6	Senior Lecturer	5	3	1	-2
7	Lecturer	6	5	5	0
8	Assistant Lecturer/Tutorial Fellow	7	1	2	1
9	Technologist/Assistant Technologist	8	2	0	-2
	Senior Technician/ Technician	9	1	0	-1
	Sub-total		15	9	-6
DEPARTMENT OF AGRICULTURE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE

1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
	Departmental Timetable Officer	≥ 6	*1	*1	*1
3	Professor	3A	3	3	0
4	Associate Professor	4A			
5	Senior Lecturer	5A	3	2	-1
6	Lecturer	6A	5	1	-4
7	Assistant Lecturer/Tutorial Fellow	7A	2	2	0
8	Technologist/Assistant Technologist	9/8	2	2	0
9	Senior Technician/ Technician	10	1	0	-1
	Sub-total		16	10	-6
DEPARTMENT OF GEOLOGY AND METEOROLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	0	-3
5	Associate Professor	4			
6	Senior Lecturer	5	3	0	-3
7	Lecturer	6	5	4	-1
8	Assistant Lecturer/Tutorial Fellow	7	1	1	0

9	Technologist	8	2	2	0
10	Assistant Technologist	9			
11	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		15	7	-8
DEPARTMENT OF ENVIRONMENTAL SCIENCE AND LAND RESOURCE MANAGEMENT					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	1	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	4	1
7	Lecturer	6A	5	4	-1
8	Assistant Lecturer/Tutorial Fellow	7A	1	2	1
9	Graduate Teaching Assistant	8A	1	0	-1
10	Technologist/Assistant Technologist	9/8	2	0	-2
	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		16	11	-5
SCHOOL OF EDUCATION- OFFICE OF THE DEAN					
S/No	NEW DESIGNATION	NEW	APPR.	CURRE	VARIAN

.		GRADE	EST.	NT INPOST	CE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
4	School Timetable Coordinator	≥ 6	*1	*1	*1
5	Admin. Officer	7	1	0	-1
6	Senior Admin. Assistant	8	2	1	-1
7	Admin. Assistant	9			
8	Records Management Asst.	11	1	1	0
	Sub-total		5	2	-3
DEPARTMENT OF EDUCATIONAL PSYCHOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRE NT INPOST	VARIAN CE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	2	1	-1
5	Associate Professor	4A			
6	Senior Lecturer	5A	2	0	-2
7	Lecturer	6A	3	1	-3
	Sub-total		7	2	-6

DEPARTMENT OF EDUCATIONAL FOUNDATIONS					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	2	0	-2
5	Associate Professor	4			
6	Senior Lecturer	5	2	0	-2
7	Lecturer	6	3	1	-2
	Sub-total		7	1	-6
DEPARTMENT OF EDUCATIONAL ADMINISTRATION AND PLANNING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	2	0	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	3	0
7	Lecturer	6A	4	3	-1

	Sub-total		9	6	-3
DEPARTMENT OF EDUCATION COMMUNICATION AND TECHNOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	2	0	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	2	0	-2
7	Lecturer	6A	3	2	-1
8	Technologist/Assistant Technologist	9/8	2	0	-2
9	Senior Technician/ Technician	11/10	1	0	-1
	Sub-total		10	2	-8
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES - OFFICE OF THE DEAN					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1

4	School Timetable Coordinator	≥ 6	*1	*1	*1
5	Admin. Officer	7A	1	0	-1
6	Senior Admin. Assistant	8	2	1	-1
7	Admin. Assistant	9			
	Sub-total		4	1	-3
DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	2	-1
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	1	-2
7	Lecturer	6A	5	3	-2
8	Assistant Lecturer/Tutorial Fellow	7A	2	2	0
	Sub-total		13	8	-5
DEPARTMENT OF GEOGRAPHY, HISTORY AND RELIGIOUS STUDIES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT	VARIANCE

				INPOST	
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3	3	1	-2
5	Associate Professor	4			
6	Senior Lecturer	5	3	1	-2
7	Lecturer	6	5	5	0
	Sub-total		11	7	-4
DEPARTMENT OF LINGUISTICS, LANGUAGES AND LITERATURE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	0	-3
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	0	-3
7	Lecturer	6A	5	8	3
8	Tutorial Fellow	7A	1	3	2
	Sub-total		12	11	-1

SCHOOL OF SCIENCE AND COMPUTING - OFFICE OF THE DEAN					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
4	School Timetable Coordinator	≥ 6	*1	*1	*1
5	Admin. Officer	7	1	0	-1
6	Senior Admin. Assistant	8	2	1	-1
7	Admin. Assistant	9			
8	Records Management Asst.	11			
	Sub-total		4	1	-3
DEPARTMENT OF PHYSICAL SCIENCES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	1	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	1	-2
7	Lecturer	6A	8	8	0

9	Assistant Lecturer/Tutorial Fellow	7A	1	1	0
9	Technologist/Assistant Technologist	9/8	3	2	-1
10	Technician/ Senior	11/10	1	0	-1
	Sub-total		19	13	-6
DEPARTMENT OF LIFE SCIENCES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	4	1	-3
5	Associate Professor	4A			
6	Senior Lecturer	5A	4	1	-3
7	Lecturer	6A	6	7	1
9	Assistant Lecturer/ Tutorial Fellow	7A	2	1	-1
9	Technologist/Assistant Technologist		2	0	-2
10		11/10		2	2
	Sub-total		18	12	-6
DEPARTMENT OF MATHEMATICS AND ACTUARIAL SCIENCE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE

1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	1	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	5	0	-5
7	Lecturer	6A	11	9	-2
8	Assistant Lecturer/ Tutorial Fellow	7A	1	1	0
9	Technologist	8	1	1	0
10	Assistant Technologist	9			
	Sub-total		21	12	-9
DEPARTMENT OF COMPUTER SCIENCE AND TECHNOLOGY					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	3	0	-3
5	Associate Professor	4A			
6	Senior Lecturer	5A	3	0	-3
7	Lecturer	6A	5	1	-4
8	Assistant Lecturer/Tutorial Fellow	7A	5	4	-1

9	Technologist	8	2	0	-2
10	Assistant Technologist	9			
	Sub-total		18	5	-13
SCHOOL OF LAW					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Dean	≥ 5	*1	*1	*1
2	Senior Professor	2	1	0	-1
3	School Examination Coordinator	≥ 6	*1	*1	*1
	School Timetable Coordinator	≥ 6	*1	*1	*1
4	Admin. Officer	7	1	0	-1
5	Admin. Assistant/ Senior	9/8	2	0	-2
	Sub-total		4	0	-4
DEPARTMENT OF PUBLIC LAW					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	2	0	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	2	0	-2

7	Lecturer	6A	3	0	-3
	Sub-total		7	0	-7
DEPARTMENT OF COMMERCIAL LAW					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	2	0	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	2	0	-2
7	Lecturer	6A	3	0	-3
	Sub-total		7	0	-7
DEPARTMENT OF PRIVATE LAW					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Chairperson	≥ 6	*1	*1	*1
2	Departmental Examination	≥ 6	*1	*1	*1
3	Departmental Timetable Officer	≥ 6	*1	*1	*1
4	Professor	3A	2	0	-2
5	Associate Professor	4A			
6	Senior Lecturer	5A	2	0	-2

7	Lecturer	6A	3	0	-3
	Sub-total		7	0	-7
DIRECTORATE OF RESEARCH INNOVATION AND COMMERCIALIZATION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
		Grade			
1	Director	≥ 5	*1	*1	*1
2	Deputy Director	6	*1	*1	*1
3	Administrative Officer	7	1	0	-1
4	Senior Administrative Assistant	8	1	1	0
5	Administrative Assistant	9			
	Sub-total		2	1	-1
DIRECTORATE OF OPEN AND DISTANT ELECTRONIC LEARNING					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director	≥ 5	*1	*1	*1
2	Deputy Director	6	0	0	0
3	Administrative Officer	7	1	0	-1
	Senior Administrative Assistant	8	1	0	-1
4	Administrative Assistant	9	1	0	-1

	Sub-total		3	0	-3
BOARD OF POST GRADUATE STUDIES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director	≥ 5	*1	*1	*1
2	Deputy Director	6	*1	*1	*1
3	Administrative Officer	7	1	0	-1
4	Senior Administrative Assistant	8	1	1	0
5	Administrative Assistant	9			
	Sub-total		2	1	-1
DIRECTORATE OF TVET PROGRAMMES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director	≥ 5	1		-1
2	Deputy Director	6	1		-1
3	Administrative Officer	7	1	1	0
4	Administrative Assistant/ Senior	9/8	1	0	-1
5	Tutor	9/8	10	0	-10
	Sub-total		14	1	-13
15	Sub-total	13	14	1	-13
KITUI TOWN CAMPUS					

S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director*	≥ 6	*1	*1	*1
2	Senior Assistant Librarian	5	1	0	-1
3	Asst. Librarian	6	1	1	0
4	Senior Library Officer	7			
5	Library Officer	8	2	2	0
6	Ass. Library Officer	9			
7	Senior Library Assistant	10	4	0	-4
8	Library Assistant	11			
9	Senior Library Attendant	12	4	1	-3
10	Library Attendant	13			
11	Senior Clinical Officer	8	1	0	-1
12	Clinical Officer	9			
13	Senior Pharmaceutical Technologist	10	1	0	-1
14	Pharmaceutical Technologist	11			
15	Senior Medical Laboratory Technologist	10	1	0	-1
16	Medical Laboratory Technologist	11			
17	Senior Nurse	10	1	0	-1
18	Nurse	11			
19	Senior Medical Records Assistant	10	1	0	-1
20	Medical Records Assistant	11			
21	Senior Administrative Assistant	8	1	0	-1
22	Administrative Assistant	9			

23	Accountant	8	1	1	0
24	Assistant Accountant	9			
25	Senior Accounts Assistant	10	1	0	-1
26	Accounts Assistant	11			
27	ICT Officer	9	1	0	-1
28	Assistant ICT Officer	8			
29	Senior ICT Assistant	10	2	1	-1
30	ICT Assistant	11			
31	Senior Office Assistant	13	2	1	-1
32	Office Assistant	14			
				1	1
33	Catering Officer	8	1	1	0
34	Senior Cateress	10			
35	Cateress	11			
36	Senior Cook	12	2	1	-1
37	Cook	13			
38	Senior Catering Assistant	13	2	2	0
39	Catering Assistant	14			
40	Senior Security Assistant	10	1	0	-1
41	Security Assistant	11			
42	Customer Care Assistant	10	2	2	0
43	Customer Care Assistant	11			
				1	1
44	Senior Driver	12	1	1	0

45	Driver	13			
	Sub-total		34	16	-18
WOTE CAMPUS					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director*	≥ 6	*1	*1	0
2	Assist. Registrar	6		1	1
	Tutor	9/8	10	0	-10
3	Senior Assistant Librarian	5	1		-1
4	Asst. Librarian	6	1		-1
5	Senior Library Officer	7			0
6	Library Officer	8	2	1	-1
7	Ass. Library Officer	9			0
8	Senior Library Assistant	10	4	1	-3
9	Library Assistant	11			0
10	Library Attendant/Senior	13/12	4	0	-4
11	Clinical Officer/Senior	9/8	1	0	-1
12	Pharmaceutical Technologist/Senior	11/10	1	0	-1
13	Medical Laboratory Technologist/Senior	11/10	1	0	-1
14	Nurse/Senior	11/10	1	0	-1
15	Medical Records Assistant/ Senior	11/10	1	0	-1
16	Administrative Officer	7	2	2	0
17	Senior Administrative Assistant	8			0

18	Administrative Assistant				0
19	Accountant	8	1	0	-1
20	Assistant Accountant	9			0
21	Accounts Assistant/ Senior	11/10	1	0	-1
22	Assistant ICT Officer/ ICT Officer	9/8	1		-1
23	Senior ICT Assistant	8	2	1	-1
24	ICT Assistant	9			0
25	Office Assistant/ Senior	14	2	0	-2
26	Senior Cateress	8	1	1	0
27	Cateress	9			0
28	Cook/ Senior	13/12	2		-2
29	Catering Assistant/ Senior	14	2		-2
30	Security Assistant/ Senior	11/10	1		-1
31	Customer Care Assistant	11/10	2		-2
32	Human Resource Assistant	11		1	1
33	Maintenance Assistant/ Senior	11/10		1	1
34	Procurement Assistant	11		1	1
35	Driver/ Senior	13	1	1	0
	Sub-total		45	11	-34
MTITO-ANDEI CENTRE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Assistant Director, Mtito Andei Centre	≥ 6	1	1	0

2	Tutor		10	0	-10
3	Senior Admin Assistant	8	1	0	-1
4	Admin Assistant	9			0
5	Senior Library Assistant	8	2	1	-1
6	Library Assistant	9			0
7	Catering Assistant	11		1	1
8	Driver/ Senior	13/12	1		-1
Sub-total			15	3	-12
MIGWANI TVET CENTRE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Coordinator, Migwani TVET Centre	7	1	1	0
2	Tutor	9/8	6	0	-6
3	Senior Admin Assistant	8	1	1	0
4	Admin Assistant	9			0
5	Senior Library Assistant	10			0
6	Library Assistant	11	2	1	-1
7	ICT Assistant/ Senior	11/10	1		-1
8	Procurement Assistant/ Senior	11/10	1	0	-1
9	Artisan/ Senior	11/10	1	0	-1
10	Driver/ Senior	13/12	1	0	-1
Sub-total			7	3	-4

DIRECTORATE OF ICT					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director ICT	3	1	0	-1
2	Deputy Director ICT	4	1	0	-1
3	Senior Assistant Director ICT	5	1	1	0
4	Assistant Director ICT	6			
5	Senior ICT Officer	7	2	0	-2
6	ICT Officer	8	3	4	1
7	Assistant ICT Officer	9			
8	Senior ICT Assistant		2	1	-1
9	ICT Assistant	10			
	Total		10	6	-4
DIRECTORATE OF PARTNERSHIPS AND RESOURCE MOBILIZATION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director	3	1	0	-1
2	Deputy Director	4	1	0	-1
3	Senior Assistant Director	5			
4	Assistant Director	6			
5	Senior Resource Mobilization Officer	7	2	0	-2

6	Senior Administrative Assistant	8	1	0	-1
7	Administrative Assistant	9			
	Sub-total		5	0	-5
PROCUREMENT AND SUPPLY CHAIN MANAGEMENT DIRECTORATE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director Procurement and Supply Chain Management	3	1	0	-1
2	Deputy Director, Procurement and Supply Chain Management	4	1	2	1
3	Senior Assistant Director Procurement and Supply Chain Management	5			
4	Assistant Director Procurement and Supply Chain Management	6			
5	Senior Procurement Officer	7	2	0	-2
6	Assistant Procurement Officer/ Procurement Officer	9/8	5	6	1
7	Supplies Assistant/ Senior	11	5	8	3
8	Store man/ Senior	13/12	2	1	-1
	Sub-total		16	17	1
OFFICE OF DEPUTY VICE CHANCELLOR, CORPORATE SERVICES					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT	VARIANCE

				INPOST	
1	Deputy Vice Chancellor (CS)	2	1	1	0
2	Research Fellow	6/5	1	0	-1
3	Administrative Assistant/Senior	9/8	2	2	0
4	Driver/ Senior	13/12	1	1	0
5	Office Assistant	14/13	1	1	0
	Sub-total		6	5	-1
THE DIRECTORATE OF FMA					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director, FMA	3	1	1	0
2	Administrative Assistant/Senior	9/8	2	1	-1
3	Records Management Assistant/Senior	11/10	1	0	-1
1	Deputy Director, FM	4	1	0	-1
2	Senior Assistant Director, FM	5	1	0	-1
3	Assistant Director, FM	6			
	Sub Total		6	2	-4
MAINTENANCE SECTION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
4	Senior Maintenance Officer	7	5	0	-5
5	Assistant Maintenance Officer/maintenance	9/8	7	2	-5

	officer				
6				2	2
7	Maintenance Assistant/ Senior	11/10	5	5	0
8	Artisan/ Senior	13/12	5	5	0
8	Total		22	14	-8
SECURITY SERVICES SECTION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Senior Assistant Director Security Services	5	1	0	-1
2	Assistant Director Security Services	6	1	1	0
3	Senior Security Officer	7	2	1	-1
4	Assistant Security Officer/ Security Officer	9/8			
5	Administrative Assistant/Senior	9/8	1	1	0
7	Security Assistant/Senior	11/10	9	7	-2
8	Security Guard/Senior	13/12			
	Total		14	10	-4
HEALTH SERVICES DEPARTMENT					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Deputy Director, Medical Services	4	1	0	-1
2	Senior Assistant Director, Medical Services	5	2	0	-2
3	Assistant Director, Medical Services	6			0

4	Medical Officer	7			0
5	Senior Clinical Officer	7	1	0	-1
6	Clinical Officer	9/8	2	2	0
7	Senior Nursing Officer	7	2	3	1
8	Assistant Nursing Officer/ Nursing Officer	9/8			0
9	Nurse/ Senior	11/10	4	0	-4
10	Senior Medical Laboratory Officer	7	1	2	1
11	Assistant Medical Laboratory Officer/ Medical Laboratory Officer	9/8			0
12	Medical Laboratory Technologist/ Senior	11/10	2	0	-2
13	Senior Public Health Officer	7	1	0	-1
14	Assistant Public Health Officer/ Public Health Officer	9/8			0
15	Principal Pharmaceutical Technologist	9	2	1	-1
16	Pharm. Technologist/ Senior	11/10			0
17	Principal Medical Records Assistant	9	2	1	-1
18	Medical Records Assistant/ Senior	11/10			0
				1	1
	Total		20	10	-10
CATERING SECTION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Assistant Director, Catering	6	1	0	-1
2	Senior Catering Officer	7	1	0	-1

3	Assistant Catering Officer/ Catering Officer	9/8	1	2	1
4	Administrative Assistant/ Senior	9/8	1	0	-1
5	Cateress/ Senior	11/10	6	5	-1
6	Cook/ Senior	11/10	6	8	2
7	Assistant Cook/ Senior	13/12	16	8	-8
8	Catering Assistant/ Senior	13/12	19	6	-13
	Office Assistant			1	1
	Customer Care Assistant			1	1
	Total		51	31	-20
ACCOMMODATION SECTION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Assistant Director, Accommodation Services	6	1	0	-1
2	Senior House Keeper	7	1	0	-1
3	Assistant House Keeper/ House Keeper	9/8	1	0	-1
4		8		1	1
5	House Keeping Assistant/ Senior	11/10	2	4	2
6	Custodian/ Senior	13/12	3	2	-1
	Sub-total		8	7	-1
TRANSPORT SECTION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE

1	Assistant Director, Transport	6	1	1	0
2	Senior Transport Officer	7	1	1	0
3	Assistant Transport Officer/ Transport Officer	9/8			
4	Principal Driver	11	20	12	-8
5	Driver/ Senior	13/12			
6	Mechanic/ Senior	13/12	1	0	-1
7	Plant Operator/ Senior	12/11	1	0	-1
	Total		24	14	-10
UNIVERSITY FARM					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Farm Manager	5	1	1	0
2	Assistant Farm Manager	6			
3	Senior Farm Officer	7	1		
4	Assistant Farm Officer/ Farm officer	9/8	1		
5	Farm Assistant/ Senior	11/10	3	4	1
6	Farm Attendant/ Senior	14/13	8	1	-7
	Total		14	6	-6
HUMAN RESOURCE MANAGEMENT DIRECTORATE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE

1	Director, HRM	3	1	0	-1
2	Deputy Director, HRM	4	1	0	-1
3	Senior Assistant Director, HRM	5			
4	Assistant Director, HRM	6	2	0	-2
5	Senior Human Resource Officer	7	5	2	-3
6	Assistant Human Resource Officer/Human Resource Officer	9/8	2	5	3
7	Senior Occupational Health and Safety Officer	7	1		
8	Assistant Occupational Health and Safety Officer/ Occupational Health and Safety Officer	9/8			
9	Human Resource Assistant/ Senior	11/10	3	2	-1
10	Records Management Assistant	11/10	2	1	-1
11	Human Resource Assistant	13		1	1
12	Office Assistant	14		1	1
	Total		17	12	-4
STRATEGY, QUALITY AND PERFORMANCE MANAGEMENT DIRECTORATE (SQPM)					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director, SQPM	3	1	0	-1
2	Deputy Director, SQPM	4	1		0
3	Senior Assistant Director, SQPM	5			
4	Assistant Director, SQPM	6	*1	*1	*1

5	Senior Planning Officer	7	2	0	-2
6	Assistant Planning Officer/ Planning Officer	9/8			
7	Administrative Assistant/ Senior	9/8	1	1	0
	Sub-total		5	1	-3
CORPORATE COMMUNICATIONS SECTION					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Senior Assistant Director, Strategic Communication and PR	5	1	0	-1
2	Assistant Director, Strategic Communication and PR	6			
3	Senior Strategic Communication and PR Officer	7	1	0	-1
5	Assistant Strategic Communication and PR Officer/ Strategic Communication and PR Officer	9/8	1	1	0
6	Customer Care Assistant/ Senior	11/10	2	0	-2
	Total		5	1	-4
FINANCE AND ACCOUNTS DIRECTORATE					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Director, Finance	3	1	1	0
2	Deputy Director, Finance and Accounts	4	1	1	0
3	Senior Assistant Director, Finance and	5	1	1	0

	Accounts				
4	Assistant Director, Finance and Accounts	6			
5	Senior Accountant	7	2	2	0
6	Assistant Accountant/Accountant	9	3	5	2
7	Accounts Assistant/Senior	11/10	14	8	-6
9	Administrative Assistant/ Senior	9/8	1	1	0
	Office Assistant	14		1	1
	Sub-total		23	20	-3
OFFICE OF DEPUTY VICE CHANCELLOR, FPD					
S/No	NEW DESIGNATION	NEW GRADE	APPR. EST.	CURRENT INPOST	VARIANCE
1	Deputy Vice Chancellor	2	1	1	0
2	Admin. Assistant/ Senior	9/8	1	1	0
3	Office Assistant	13	1	1	0
	Sub-total		3	3	0
	TOTAL		1086	462	-624

Summary of projected optimal staffing levels for the period 2023 - 2028

Year	No. of Staff	Increase in No.	% Increase	Est. P. Emol. (Kshs. M)
2022/2023	462	-	-	970.00
2023/2024	674	212	45.89	1,415.11
2024/2025	732	58	8.61	1,536.88
2025/2026	838	106	14.48	1,759.44
2026/2027	960	122	14.56	2,015.58
2027/2028	1086	126	13.13	2,280.13
		624		

4.2.2 Human Resource/Capital Management and Development Strategies

Human capital is one of the most critical resources needed for socio-economic development of an organization or nation. Economic development depicts a wide range of actions, including but not limited to, growth in Gross Domestic Product (GDP), growth in per capita income of citizens, increased employment opportunities, improved quality of life and living standards with regard to basic necessities like food, water, shelter and healthcare.

A critical mass of educated people who are equipped with appropriate knowledge, skills and attitudes is required in order to achieve the country's political, economic and social goals that are articulated in Kenya Vision 2030. In order to remain relevant, institutions need to enhance capacity by way of informed and pro-active leadership; clear management goals, targets and structures; development and implementation of a staff development policy and an effective system of staff appraisal.

According to the Sessional Paper on Reforming Education and Training for Sustainable Development, December 2018, funding Human Resource Development (HRD) will achieve clearly articulated institutional staff development plans, narrow the gap between competencies and the responsibilities of educating staff existing in relation to assignments undertaken, reduce high turnover of staff especially at mid-to-higher job levels, address staffing and equipment needs and inefficient staff management and utilization.

4.3 Financial Resources

4.3.1 Financial Resources

The Financial Resources Requirements (by Key Result Areas and other relevant budget items, per Financial Year and total for plan period) are presented in Table 9.

Table 9: Financial Resources Requirements

Cost Area	Projected Resource Requirements (Ksh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1	67.22	71.72	72.72	73.72	74.72	360.10
KRA2	85.50	85.00	85.00	85.00	35.00	375.50
KRA3	1,252.66	1,406.91	1,300.91	1,181.91	487.91	5,630.30
KRA4	1,498.31	1,610.08	1,832.64	2,088.78	2,358.33	9,388.14
KRA5	46.00	66.00	46.00	46.00	46.00	250.00

Cost Area	Projected Resource Requirements (Ksh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Operation & maintenance	195.82	209.82	190.82	191.82	197.82	986.10
ICT Infrastructure	54.76	41.76	25.76	31.76	27.76	181.80
Buildings	1,120.00	1,272.25	1,172.25	1,037.25	312.25	4,914.00
Water Infrastructure	15.00	15.00	15.00	15.00	15.00	75.00
Road Network	10.00	10.00	20.00	30.00	30.00	100.00
Land Improvement	79.00	79.00	79.00	79.00	79.00	395.00
Teaching Equipment	20.00	20.00	20.00	20.00	20.00	100.00
Motor Vehicles	20.00	35.00	35.00	35.00	20.00	145.00
Furniture	20.00	20.00	20.00	20.00	20.00	100.00
Personal Emoluments	1,415.11	1,536.88	1,759.44	2,015.58	2,280.13	9,007.14

4.3.2 Resource Gaps

The Resource Gaps for the strategic plan are summarized in Table 10.

Table 10: Resource Gaps

FY	Requirement (Ksh. Mn)	Estimated Revenue (Ksh. Mn)	Variance (Ksh. Mn)
Year 1	2,949.69	1,859.81	-1,089.88
Year 2	3,239.71	2,045.80	-1,193.91

Year 3	3,337.27	2,250.38	-1,086.89
Year 4	3,475.41	2,475.42	-1,000.00
Year 5	3,001.96	2,722.96	-279.00

Consider graphical representation for comparison in this section

4.3.3 Resource Mobilization Strategies

The University will use the following listed strategies to fill the financial resource gap determined in section 4.3.2:

- i. Seek for grants from the GoK
- ii. Raise funds through Appropriation in Aid.
- iii. Source for funding from Development partners
- iv. Engage in Collaborations and Linkages
- v. Donations from well wishers
- vi. Submit proposals for Research funds.
- vii. Engage in Private Public Partnership (PPP)
- viii. Diversify sources of revenue
- ix. Apply cost saving measures.

4.3.4 Resource management

The University will put in place the following measures to ensure prudent and efficient utilization of resources.

- i. Adherence to PFM Act 2012 and Regulations 2015.
- ii. Adherence to Public Procurement and Asset Disposal Act 2015 and Regulations 2020.
- iii. Strict Implementation of Programmes as per the donor funding rules, regulations and MOU.
- iv. Enhance internal controls
- v. Strict adherence to budgets
- vi. Monitoring and evaluation.
- vii. Automation of operations
- viii. Apply cost cutting measures.
- ix. Business process re-engineering
- x. Outsourcing of non-core functions

4.4 Risk Analysis and Mitigation Measures

This section presents description of risks and their categorization. The risks are categorized and prioritized based on the likelihood of occurrence and expected impact with suggested actions for mitigation, giving planned actions for mitigation, monitoring and reporting of those risks. The risks and their categorization are summarized in Table 11.

Table 11: Risks and their categorization

Risk Class/ Category	Risk and Description	Risk Consequence	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure	Risk Owner
Strategic? Financial Risks	Inadequate government funding.	SEKU activities slowed or halted. Failure to meet strategic goals. Project linkages and relationships disrupted.	High	High	High	Maintain dialogue with GoK and increase PPP participation to facilitate funding. Identify possible alternative funding streams—PSSP, IGAs. Identify and adopt contingency plans based on priority activities.	VC VC/DVC FPD VC/DVC FPD
Strategic / Reputational Risks	Low enrolment of students.	SEKU activities slowed or halted. Project linkages and relationships disrupted. Staff Redundancy, merging or closure of	High	High	High	Develop and mount academic programs that are market driven with high employability and innovation. Enhance marketing and publicity the University academic programmes. Introduce popular programmes with students	VC DVC ARSA DVC ARSA

		schools or departments					
Strategic Risks	High poverty and unemployment.	Poor enrolments. Discouraged learning and scholarship.	High	High		Train graduates for self-employment. Lobby for funding for bursaries and scholarships.	DVC ARSA VC
Strategic risks	Competition from other Universities.	Loss of students and staff to the competitors.	Medium	Medium		Develop attractive/popular programmes Put mechanisms to attract and retain competent staff	DVC ARSA DVC AHRM
Strategic Risks	Negative politics.	Unable to complete projects or interrupted implementation, adversely affecting SEKU programmes.	Low-medium	High	Medium	Seek collaborations and foster good relations with the political leaders Develop and implement emergency and evacuation plans for staff and students, if required.	VC DVC AHRM/ DVC ARSA/ DVC FPD

Strategic Risks	Climate change and natural disasters (floods, drought, fires, epidemics, earthquake).	Failure to meet SEKU goals. Safety risk for staff and students.	Medium	High	High	Implement crisis management policy. Seek government intervention on emergency and evacuation plans for staff and students, if required.	VC/DVC FPD
strategic / reputational Risks	Security situation: terrorist threats, violence, civil unrest, student demonstrations and riots.	Major Interruption of SEKU activities and dissolution of community structures leading to delay of implementation of programmes. Slowdown of communication with partners and stakeholders due to transport problems. Safety risk for staff and students.	Low-Medium	High	Medium	Temporary Closure of the University operations. Seek government intervention. Enhance security severance. Implement crisis management policy evacuation plan	VC/ DVC AHRM DVC AHRM/ DVC ARSA/ DVC FPD

Financial Risks	Poor absorption of capital and financial resources.	Idle capital and financial Resources. Reduction of capital and financial budget by the Government and donors SEKU objectives not realized to the detriment of beneficiaries.	Low	Medium-High	Medium	Strict adherence to budgets. Implementation of capital projects as scheduled Monitoring is enhanced to increase absorption.	VC DVC FPD VC/DVC FPD
Operational Risks	Inadequate staffing/human resource	Hampered implementation of University programmes and initiatives. Compromised service delivery.	Low-Medium	High	Medium	Lobby the government for more funds to hire and train human resources. Seek alternative sources to improve human resources Develop linkages for training of human resource	VC VC/DVC AHRM DVC ARSA/ DVC AHRM

Compliance Risks	Noncompliance to legal and regulatory requirements and procedures.	Lack of accountability and University credibility. Litigation from the aggrieved parties.	Low	High	Medium	Strict adherence to legal and regulatory framework. Ensure monitoring systems in place with appropriate mechanisms for enforcing compliance consistent with SEKU and legislative requirements.	VC DVC's VC DVC's
Operational Risks	Rapid Changes in technology. Cyber crime Hacking into the university ERP system	Obsolete technology. New forms of crime emerge. Destruction of data and information.	low	high	Medium	Investing in advanced technology to counter crime as a result of emerging technology Install firewalls an anti-anti-virus and malware into the computer systems. Off campus backups of data and information	VC DVCs Director ICT
Operational Risks	Increase in Non-communicable lifestyle diseases for staff and students	Student and staff health is compromised leading to reduced performance in core business	low	high	Medium	Provision of medical care and medical insurance to increase access to medical care. Sensitization of staff and students of the danger of non-communicable	VC/DVCs

						diseases and how to avoid them.	
Operational Risks	Drugs and substance abuse	Increase in mental health issues. Reduced productivity of staff and students affected Low completion rate.	low	high	Medium	Enhanced security surveillance to reduce infiltration of drugs into the University. Enhance Guidance and counseling for the affected staff Regular sensitization of staff and students by the drugs and substance abuse control committee.	VC/DVCs

5.0 CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING

Monitoring can be defined as the process of continually tracking the implementation of planned programmes or activities to assess their progress and performance. In this respect, the university outlines an explicit process of tracking the implementation of the 2023 to 2028 strategic plan objectives. The process involves checking the progress and performance of the key result areas. On the other hand, Evaluation is the determination of the extent set objectives have been successfully met. Therefore, the University has specified the evaluation criteria of the strategic objectives.

Monitoring and evaluation (M&E) provides regular and timely information in support of evidence-based decision-making serving as a key driver towards the realization of an organization's goals. The information prepared includes progress made, challenges encountered and identified emerging issues. This information can also be used to promote a culture of learning and application of lessons learned.

A monitoring and evaluation plan shall be developed and synchronized with the performance contracting process. This is to ensure that the University sets-up an effective and results-based monitoring and evaluation system that will guarantee continuous monitoring using the identified indicators and evaluation during a mid-term review.

The objectives will be to institutionalize an effective and participatory M&E system for the University. This will allow for active participation of the stakeholders in order to ensure that all the information needed is collected and analyzed for improved planning and implementation.

Performance monitoring and evaluation shall be the responsibility of the University Management Board (UMB). However, the Directorate of Strategy, Quality and Performance Contracting will provide leadership in ensuring effective SEKU monitoring and evaluation process that involves heads of the various units. This Directorate will hold meetings once every quarter to evaluate progress of implementation of various strategic objectives. The Directorate will focus on whether existing or new approaches to the implementation of the strategic plan are working effectively, challenges encountered and possible remedies.

5.1 Monitoring

The UMB will be responsible for monitoring the implementation of this strategic plan. The monitoring process will ensure that the established performance targets are met by each unit and appropriate feedback for continual improvement are recommended. The monitoring process will begin with each unit setting performance targets for each year using a performance target framework that will be provided by the Directorate of Strategy, Quality and Performance Contracting. Thereafter, the units will monitor the implementation of their respective strategic

objectives and annual work plans through regular meetings. The various management organs (School/Directorate Board, Senate, UMB and Council) will also monitor the progress of the implementation process through quarterly reports tabled during their respective meetings. The quarterly reports from the various units will be consolidated at the various levels until there is a University-wide performance review report for submission to the Council and other stakeholders.

5.2 Evaluation

The Vice-Chancellor will coordinate both internal and external periodic evaluation. The evaluation of the Strategic Plan will focus on sustainability, efficiency, effectiveness and measurement of actual performance against set targets. The differences, if any, will be identified and appropriate recommendations and intervention measures recommended. The Directorate of Strategy, Quality and Performance Contracting will ensure that the mid-term and final evaluations are carried out. The outcome of the annual evaluation will form the good basis for the next strategic plans cycle. Ad hoc reviews of the Strategic Plan will be undertaken when need arises.

5.3 Learning

After the review process, the University will document all the key result areas, implementation challenges, remedies and emerging issues in a strategic plan review report. This report will be disseminated to all stakeholders using the communication channels established in the university.

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ANNEXES

Annex I: Strategic Plan Implementation Matrix

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target1					Budget (Mn)					Responsibility	
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
KRA 1: Provide Quality University Education and Training	1. SO1: To produce well educated, skilled, and competent manpower	1.1 Roll out market driven programmes	1.1.1 Develop market driven undergraduate and postgraduate programmes.	Programmes developed	Number of Senate approved programmes	15	3	3	3	3	3	2m	2m	2m	2m	2m		
			1.1.2. Implement market driven undergraduate and postgraduate programmes	Programmes implemented	Number of Students enrolled per programme	225	45	45	45	45	45	40m	40m	40m	40m	40m		
			1.1.3 Review programmes	Programmes reviewed	Number of Programmes reviewed	10	2	2	2	2	2	1m	1m	1m	1m	1m		
			1.1.4 Carry out tracer studies	Tracer studies carried out	Tracer studies Reports	5	1	1	1	1	1	1m	1m	1m	1m	1m		
			1.1.5 Incorporate entrepreneurship in the training	Students trained	Number of students trained	500	100	100	100	100	100	1m	1m	1m	1m	1m		
					Number of start-ups and innovations by students	5	1	1	1	1	1							
			1.1.6 .Integrate ICT in teaching and learning	Programmes digitized	Number of programmes digitized	20	4	4	4	4	4	1m	1m	1m	1m	1m		
				Platforms in place	Number Platforms in place	2		1		1		0.5m	0.5m	0.5m	0.5m	0.5m		
			1.1.7 Aligning programmes to the Competency Based Curriculum (CBC)	Programmes aligned	Number of aligned programmes	60	12	12	12	12	12	4m	4m	4m	4m	4m		
			1.1.8 Mount TVET programmes	TVET programmes mounted	Number of TVET programmes													
	2. SO2: To increase access to quality university education	2.1. Implement effective marketing strategy	2.1.1 Develop a marketing strategy for academic programmes.	Marketing strategy in place	Marketing strategy developed	1	1	1				0.5m	4m	4m	4m	4m		
				Marketing strategy implemented														
				2.1.2 Award scholarships to students	Scholarships awarded	Number of scholarships awarded	25	5	5	5	5	5	3.5m	3.5m	3.5m	3.5m	3.5m	
			2.1.3.Increase	Increased	Percentage	5	1	1	1	1	1	10m	10	10m	10m	10m		

			enrolment in existing campuses and centres	student enrolment	increase in student enrolment								m				
			2.1.4 Apply affirmative action for inclusivity in all academic programmes	Proportional representation of gender and minority groups	Percentage of proportional representation of gender and minority groups	30	6	6	6	6	6	0.12m	0.12m	0.12m	0.12m	0.12m	
			2.1.5 Strengthen student work study program	Students involved in work study	Number of Students involved in work study	45	60	75	90	105	120	2m	2m	2m	2m	2m	
			2.1.6 Develop ODEL programmes	Developed ODEL programmes	Number of developed ODEL programmes	5	1	1	1	1	1	0.6m	0.6m	0.6m	0.6m	0.6m	
KRA 2: Enhance research, innovation & commercialization and extension	3. SO3: Enhance research output and dissemination results	3.1 Review and implement research policy	3.1.1 Increase funded research projects	Funded research projects	Number of funded research projects	10	2	2	2	2	2	1m	1m	1m	1m	1m	
			3.1.2 Build multidisciplinary research teams	Multidisciplinary research teams formed	Number of multidisciplinary research teams formed	10	2	2	2	2	2	1.2m	1.2m	1.2m	1.2m	1.2m	
			3.1.3 Disseminate research findings	Publications Workshops and seminars held	Number of publications, Number of workshops and seminars	100 5	20 1	20 1	20 1	20 1	20 1	1m 0.5m	1m	1m	1m	1m	
			3.1.4 Implement University Research and Innovation & Commercialization Policy	Monitoring and evaluation reports	Number of monitoring and evaluation reports	5	1	1	1	1	1	1m	1m	1m	1m	1m	
			3.1.5 Strengthen research infrastructure	Equipment bought	Equipping research laboratories (Anatomy lab) (Kshs.)	50	10	10	10	10	10	50m	20m	20m	20m	20m	
			3.1.6 Train staff on		Number of trainings	5	1	1	1	1	1	.1m	.1m	.1m	.1m	.1m	

			competitive grant writing and management		conducted													
			3.1.7 Increase the University research fund	Research fund operationalized	Allocated funds (Kshs.)	5	1	1	1	1	1	5m	5m	5m	5m	5m		
4. SO4: Promote technological innovations	4.1 Establish and operationalize incubation centre	4.1.1 Establish an incubation centre for innovations	Incubation Centre established	An incubation Centre established	1		1					50m	50m	50m	50m	0		
		4.1.2 Provide start-up capital for innovations	Funded start-ups	Number of funded start-ups	5	1	1	1	1	1	1	1m	1m	1m	1m	1m		
		3. Develop innovations	Innovations developed	Number of innovations developed	5	1	1	1	1	1	1	.8m	.8m	.8m	.8m	.8m		
		4.1.3 Commercialize research products	Products commercialized	Number of products commercialized	5	1	1	1	1	1	1	.8m	.8m	.8m	.8m	.8m		
		4.1.4 Promote patenting of intellectual property	Patents developed	Number of patents developed	5	1	1	1	1	1	1	.2m	.2m	.2m	.2m	.2m		
		4.1.5 Establish Unit for IP Management and commercialization	Established unit	Number of Established unit	1	1	0	0	0	0	0	.4m	.4m	.4m	.4m	.4m		
5. SO 5: Promote participation in extension services	5.1. Establish and facilitate unit for extension services	5.1.1 Participate in extension services	Extension services held	Number of extension services	60	15	15	15	15	15	15	.4m	.4m	.4m	.4m	.4m		
		5.1.2 Develop programmes for extension services	Programmes developed	Number of programmes developed	5	1	1	1	1	1	1	.4m	.4m	.4m	.4m	.4m		
		5.1.3 Implement programmes for extension services	Monitoring and evaluation reports submitted	Number of monitoring and evaluation reports	5	1	1	1	1	1	1	.4m	.4m	.4m	.4m	.4m		
		5.1.4 Involve community participation in	Reports on community participation	Number of Reports on community	5	1	1	1	1	1	1	.4m	.4m	.4m	.4m	.4m		

			research activities		participation														
KRA 3: Enhance physical and ICT infrastructure	6. SO6: Develop ICT infrastructure to support teaching, learning and outreach.	6.1 Enhance and strengthen ICT infrastructure in the University	6.1.1 Increase computers, LCDs and smart boards	New computers,	Number of New computers,	300	60	60	60	60	60	4.8m	4.8 m	4.8 m	4.8m	4.8 m			
				LCD's	Number of LCD's	30	6	6	6	6	6	.36m	.36 m	.36 m	.36m	.36 m			
				Smart boards procured	Number of smart boards procured	5	1	1	1	1	1	1.5m	1.5 m	1.5 m	1.5m	1.5 m			
			6.1.2 Increase the bandwidth	Increased bandwidth (MB)	Increased bandwidth (MB)	60	15	15	15	15	15	0.2m	0.2 m	0.2 m	0.2m	0.2 m			
			Increase the modules in the ERP System	Modules in the ERP system increased	Number of Modules in the ERP system increased	7	2	2	1	1	1	16m	16 m	8m	8m	8m			
			6.1.3 Connecting campuses and centers with high speed internet	Campuses having fiber optic connection	Number of campuses having fiber optic connection	4	1	1	1	1		16m	4m	0	0	0			
			6.1.4 Increase internet hotspots	Hot spots on campus	Number of Hot spots on campus	125	25	25	25	25	25	0.45 m	0.4 5m	0.45 m	0.45 m	0.45 m			
			6.1.5 Establish digital teaching laboratory	Digital teaching Lab established	Number of digital teaching Lab established	2		1		1		0	5m	0	5m	0			
			6.1.6 Establish micro teaching laboratory	micro teaching laboratory established	Number of micro teaching laboratory established	1		1				5m	0						
			6.1.7 Increase cloud computing services capacity	Cloud Services implemented	Number of Cloud Services implemented	5	1	1	1	1	1	.35m	.35 m	.35 m	.35m	.35 m			
			6.1.8 Upgrade the university server room to a three tier data centre	University server room upgraded to a three tier data centre	Number of University server room upgraded to a three tier data centre	1	1					2m	2m	2m	2m	2m			
			6.1.9 Procure high performance	High performance computing	Number of High performance	1	1					2m	0	0	0	0			

			computing servers	server procured	computing server procured												
	7. SO7: Expand physical facilities for teaching, research, learning and student welfare	7.1 Construction of additional physical facilities	7.1.1 Construct lecture halls, laboratories. Offices Engineering Workshops	New lecture halls constructed	Number of new lecture halls constructed	25	5	5	5	5	5	50m	50 m	50m	-	-	
				Laboratories constructed	Number of Laboratories constructed	6	1	1	2	1	1	100m	100 m	0	0	0	
					Number of Offices built	25	5	5	5	5	5	100m					
			7.1.2 Construction of Engineering Workshops	Workshops constructed	Number of Workshops constructed	5	2	1	1	1							
			7.1.3. Construction of modern library	Modern Library constructed	Number of new library constructed	1	1					625m	625 m	625 m	625 m		
			7.1.4.Expand catering and accommodation facilities	Catering Units added	Number of Catering units established	5		2	1	1	1	0	87.25 m	87.25m	87.25 m	87.25 m	87.25 m
				Hostels constructed	Number of Hostels constructed	2							75 m	75m	75m	75m	
			7.1.5. Provide recreation and sporting facilities	Volley ball pitches added	Number of Volley ball Pitches,	1			1			17m	17 m	17m	17m	17m	
				Swimming pool constructed	Number of Swimming pools,	1			1								
				Rugby pitches established	Number of Rugby Pitch	1			1								
				Soccer pitches added	Number of Soccer pitch												
			7.1.6.Develop a business Centre	Business Centre established	Number of business Centre developed	1			1				10 m	10m			
			7.1.7. Develop alternative solar energy sources	Solar systems established	Number of Solar energy systems installed	10	2	2	2	2	2	20m	20 m	20m	20m	20m	

			7.1.8.Enhance security through installation of flood lights	Solar floodlights installed	Number of solar floodlights installed	50	10	10	10	10	10	4	4	4	4	4	
			7.1.9.Expand and maintain road network	Road network expanded	Number of KM of Cabro road	5		3	2			10	10	20	30	30	
			7.1.10.Develop and expand tree nursery, botanical garden and woodlots	New tree species introduced	Number of new tree species introduced	8	2	2		2	2		5	5	5	5	
				Woodlot established	Acreage of woodlot established	15	3	3	3	3	3	5					
			7.1.11. Expand Fencing of University land	University land fenced	KMs of University land fenced	10	2	2	2	2	2	10	10	10	10	10	
			7.1.12.Establish demonstration plots	demonstration farms established	Number of demonstration farms established	5	1	1	1	1	1	3	3	3	3	3	
			7.1.13. Construction of a water dams/Bore holes	Dams constructed	Number of dams constructed	5	1	1	1	1	1	5	5	5	5	5	
			7.1.14. Construction of Administration block	Administration block constructed	Number of Administration block constructed	1			1			0	75	75	75	75	
			7.1.15. Construction of Recreational Centre	Recreational Centre constructed	Number of Recreational Centre	1				0.5	0.5	0	0	0	50	50	
			7.1.16. Expansion of Migwani TVET Centre	Migwani TVET Centre expanded	Number of new blocks at Migwani TVET Centre expanded	1						100	100	50m	0	0	
			7.1.17. Expansion of Mtito Andei Campus	Mtito Andei Campus expanded	Number of new blocks at Mtito Andei Campus	1	1					100					
			7.1.18. Parking shades	Parking sheds constructed	Number of new parking sheds	10	2	2	2	2	2	10	10	10	10	10	
			7.1.19. Installation of Rain Water	Rain Water harvesting systems	Number of Rain Water harvesting	10	2	2	2	2	2	10	10	10	10	10	

			harvesting	installed	systems installed													
			7.1.20. Staff housing	Staff houses constructed	Number of staff houses constructed	50	10	10	10	10	10	25	25	25	25	25		
			7.1.21 Construction of University Chapel	University Chapel constructed	Number of University Chapel constructed	1			1					50				
			7.1.22. Construction of University Garage	University Garage Constructed	Number of University Garage constructed	1	1					20						
			7.1.23. Construction of Multipurpose Hall	Multipurpose Hall constructed	Number of Multipurpose Hall constructed	1		0.5	0.5					25	25			
			7.1.24. Procurement of Water Bowser	Water bowser procured	Number of Water bowser procured	3		1	1	1	0		15 m	15m	15m			
			7.1.25. Procurement of Motor vehicle	Motor vehicles procured	Number of Motor vehicles procured	15	3	3	3	3	3	20	20	20	20	20		
			7.1.26. Procurement of Assorted Furniture	Assorted furniture procured	Amount spent on furniture procured (Kshs. M)	50	10	10	10	10	10	50	20	20	20	20		
KRA 4: Promote Governance and University Image	8. SO 8: To promote the University image for enhanced visibility.	8.1 Engaging in Strategic marketing and publicity	8.1.1 Publish quarterly newsletter	Newsletters published	Number of newsletters published	20	4	4	4	4	4	1	1	1	1	1		
			8.1.2.Raise the visibility of SEKU through the media	Visibility of SEKU raised	Number of articles published/aired in the local media	30	6	6	6	6	6	5	5	5	5	5		
			8.1.3. Establish university-community radio station	University - Community radio station established	University - Community radio station established	1					1						5	
			8.1.4.Staff marketing department	Marketing department staffed	Number of marketing officer appointed	1	1					10	0	0	0			
			8.1.5.Develop and implement corporate social responsibility	Corporate Social responsibility policy	A Corporate Social responsibility policy	1	1					5	5	5	5	5		

			(CSR)	developed and implemented	developed and implemented												
			8.1.6.Join and participate in national, regional and international associations	Subscription fees paid annually	Payment of subscription fees every year participate every year	5	1	1	1	1	1	5	5	5	5	5	
			8.1.7. Continuously update the University repository	Materials posted on the repository	Number of materials posted on the repository	250	50	50	50	50	50	50	5	5	5	5	
			8.1.8.Disseminate research information		Number of public lectures by staff	250	50	50	50	50	50	10	10	10	10	10	
			8.1.9. Promote University branding	Strategically erecting a new signage every year	Number of Branded materials and signage	5	1	1	1	1	1	10	10	10	10	10	
			8.1.10. Engage the media to promote community involvement	Farmers' fields days held annually	Number of field days in an academic year	10	2	2	2	2	2	2	2	2	2	2	
			8.1.11. Continuous engagement of staff and students to guarantee harmony	Staff and students engagements per year	Number of joint event per year	5	1	1	1	1	1	5	5	5	5	5	
	9. SO 9: To promote integrity and ethical behaviour in university governance	9.1 Compliance with Policies and Regulations	9.1.1 Institutionalize prudent use of university resources	Compliance with statutory requirements	Percentage of Compliance with statutory requirements	100	100	100	100	100	100						
			9.1.2.Sensitise staff on integrity and ethical behaviour	Workshops/ seminars Schedule	Number of workshops/seminars held	5	1	1	1	1	1	2	2	2	2	2	
			9.1.3.Mainstream ethics in all university activities	Meetings Scheduled and held	Number of mainstreaming meetings	5	1	1	1	1	1	2	2	2	2	2	
			9.1.4.Implemen	Anti-	Percentage of	100	100	100	100	100	1	2	2	2	2	2	

			t anti-corruption policy	corruption policy implemented	implementation of the policy												
			9.1.5. Implement the SEKU code of conduct and ethics	SEKU code of conduct and ethics implemented	Percentage of implementation of the Code of Conduct	5	1	1	1	1	1	1	1	1	1	1	
			9.1.6. To receive and resolve public complaints	Complaints resolved	Percentage of complaints resolved	100	100	100	100	100	100	0	0	0	0	0	
			9.1.7 Participate in trade fares	Participation in trade fares	Number of trade fares attended	5	1	1	1	1	1	500	500	500	500	500	
			9.1.8 Establish and operate social media platforms	Establishing social media platforms	Number of social media platforms established	7	7	7	7	7	7	0	0	0	0	0	
			9.1.9 Public participation in University activities	Facilitating public participation in University activities	Number of public participation activities.	10	2	2	2	2	2	500	500	500	500	500	
	10. SO10: To institutionalize quality systems	10.1 Compliance with ISO- QMS 9001-2015 and CUE Guidelines	10.1.1 Implement ISO QMS 9001-2015	System in place	QMS developed	1						4	4	4	4	4	
			10.1.2. Develop and implement ISMS	ISMS Developed	ISMS implemented	1	1					4	4	4	4	4	
			10.1.3. Develop and implement environmental QMS	ISO certification awarded	QMS developed	1	1	1	1	1	1	2	2	2	2	2	
			10.1.4. carry out regular academic audits	Audits conducted	Number of academic audits carried out	5	1	1	1	1	1	4	4	4	4	4	
			10.1.5. Ensure that programmes are accredited by professional bodies and benchmarking with other	Programmes accredited	Number of programmes accredited	5	1	1	1	1	1	2	2	2	2	2	

			internationally accredited institutions.														
			10.1.6.Implement CUE standards and guidelines	CUE Standards and Guidelines implemented	Percentage implementation of CUE Standards and Guidelines	100	100	100	100	100	100	0.2	0.2	0.2	0.2	0.2	
	11. SO11: Enhance Human Resource Development	11.1 Compliance with the HR policies	11.1.1 Develop and implement HR and employee handbooks	HR and employee handbook developed.	HR and employee handbook developed and implemented	1						0.5	0.5	0.5	0.5	0.5	
			11.1.2.Develop and implement policy on HIV/AIDS	Develop and implement policy	Percentage of HIV/AIDS policy developed	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	
			11.1.3.Develop and implement gender mainstreaming policy and workplace policy on gender based violence	Review and implement policy	Percentage of Gender mainstreaming policy and workplace policy on gender based violence reviewed and implemented	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	
			11.1.4.Review and implement disability mainstreaming policy	Policy reviewed and implemented	Percentage of Disability mainstreaming policy reviewed and implemented	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	
			11.1.5.Develop and implement prevention of drug, substance and alcohol abuse policy	Policy reviewed and implemented	Percentage of Drug, substance and alcohol abuse policy reviewed and implemented	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	
			11.1.6. Implement national cohesion and integration principles.	Policy reviewed and implemented	Percentage of National cohesion and integration principles implemented	100	100	100	100	100	100	0.5	0.5	0.5	0.5	0.5	
			11.1.7. Develop and implement induction programme for staff	Develop and implement policy	Induction policy developed and implemented	1	1						1	1	1	1	
		11.2 To recruit	11.2.1 Recruit	Qualified	Number of staff	1086	674	732	838	960	1086	1415.	153	175	2015.	2280	

		retain and compensate well qualified and competent staff;	and retain qualified and competent staff	and competent staff recruited and retained	recruited and retained in the service of the University							11	6.88	9.44	58	.13	
		11.4 Train and develop staff	11.4.1 Facilitate staff to go for training	Staff facilitated to go for training	percentage of staff facilitated to go for training	15	3	3	3	3	3	5	5	5	5	5	
KRA 5: Promote partnerships and enhance resource mobilization	12. SO12: To mobilize adequate resources to sustain and advance university activities.	12.1 Venture in entrepreneurship	12.1.1 Utilize SEKU lands and other properties to generate income	SEKU lands and other properties used to generate income	Number of acres utilized	50	10	10	10	10	10	10	10	10	10	10	
					Number of livestock increased	50	10	10	10	10							
			12.1.2.Operationalize a resource mobilization office	Officer appointed	A resource Mobilization officer appointed	1	1					2	2	2	2	2	
			12.1.3. Establish a SEKU foundation.	Foundation established	SEKU Foundation established	1	1					10	10	10	10	10	
			12.1.4.Commercialize the farm	Farm Commercialized	Number of farm enterprises commercialized	5	1	1	1	1	1	10	10	10	10	10	
			12.1.5.Establish endowment fund	Fund established	Annual deposits of funds in the account (Kshs. M)	5	1	1	1	1		2m	2m	2m	2m	2m	
			12.1.6.Implement resource mobilization policy	Non-conventional sources of funds identified	Number of Non-conventional sources of funds identified	3	1	1	1	1	1	2	2	2	2	2	
			12.1.7.Establish alumni relations office	Alumni Office in place	Alumni office established	1	1					1	1	1	1	1	
			12.1.8.Develop and implement short courses	Short courses developed	Number of short courses developed	10	2	2	2	2	2	2	2	2	2	2	
			12.1.9.Establish partnerships and Linkages for resource mobilization	Partnerships and linkages increased	No of linkages and partnerships established	10	2	2	2	2	2	2	2	2	2	2	

			12.1.10.Develop and implement a marketing plan	Marketing plan developed	No. of marketing activities	20	5	5	5	5	5	5	5	5	5	5	
			12.1.11. Disseminate research findings through international conference.	International conference held	Number of international Conferences held in SEKU	1		1						20			

Annex II: Outcome Performance Matrix (2023/2024 – 2027/2028 FYs)

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
KRA 1 (SO 1)	Programmes developed	Number of Senate approved programmes		2022/2023		
	Programmes implemented	Number of Students enrolled per programme		2022/2023		
	Programmes reviewed	Number of Programmes reviewed		2022/2023		
	Tracer studies carried out	Tracer studies Reports		2022/2023		
	Students trained	Number of students trained		2022/2023		
	Startups and innovations by students put in place	Number of start-ups and innovations by students				
	Programmes digitized	Number of programmes digitized		2022/2023		
	Platforms in place	Number Platforms in place				
	Programmes aligned	Number of aligned programmes				
KRA 1 (SO 2)	TVET programmes mounted	Number of TVET programmes				
	Marketing strategy in place	Marketing strategy developed		2022/2023		
		Marketing strategy implemented				
	Scholarships awarded	Number of scholarships awarded		2022/2023		
	Increased student enrolment	Percentage increase in student enrolment		2022/2023		
	Proportional representation of gender and minority groups	Percentage of proportional representation of gender and minority groups		2022/2023		
	Students involved in work study	Number of Students involved in work study		2022/2023		
KRA 2 (SO 3)	Developed ODEL programmes	Number of developed ODEL programmes		2022/2023		
	Funded research projects	Number of funded research projects		2022/2023		
	Multidisciplinary research	Number of multidisciplinary research		2022/2023		

	teams formed	teams formed				
	Publications	Number of publications,		2022/2023		
	Workshops and seminars held	Number of workshops and seminars				
	Monitoring and evaluation reports	Number of monitoring and evaluation reports		2022/2023		
	Equipment bought	Equipping research laboratories (Anatomy lab) (Kshs.)		2022/2023		
		Number of trainings conducted		2022/2023		
	Research fund operationalized	Allocated funds (Kshs.)		2022/2023		
KRA 2 (SO 4)	Incubation Centre established	An incubation Centre established		2022/2023		
	Funded start-ups	Number of funded start-ups		2022/2023		
	Innovations developed	Number of innovations developed		2022/2023		
	Products commercialized	Number of products commercialized		2022/2023		
	Patents developed	Number of patents developed		2022/2023		
	Established units	Number of Established units		2022/2023		
KRA 2 (SO 5)	Extension services held	Number of extension services		2022/2023		
	Programmes developed	Number of programmes developed		2022/2023		
	Monitoring and evaluation reports submitted	Number of monitoring and evaluation reports		2022/2023		
	Reports on community participation	Number of Reports on community participation		2022/2023		
KRA 3 (SO 6)	New computers,	Number of New computers,		2022/2023		
	LCD's	Number of LCD's				
	Smart boards procured	Number of smart boards procured				
	Increased bandwidth (MB)	Increased bandwidth (MB)		2022/2023		
	Modules in the ERP system increased	Number of Modules in the ERP system increased		2022/2023		
	Campuses having fiber optic connection	Number of campuses having fiber optic connection		2022/2023		
	Hot spots on campus	Number of Hot spots on campus		2022/2023		
	Digital teaching Lab established	Number of digital teaching Lab established		2022/2023		
	micro teaching laboratory established	Number of micro teaching laboratory established		2022/2023		
	Cloud Services implemented	Number of Cloud Services implemented		2022/2023		
	University server room upgraded to a three tier data centre	Number of University server room upgraded to a three tier data centre		2022/2023		
	High performance computing server procured	Number of High performance computing server procured		2022/2023		
KRA 3 (SO 7)	New lecture halls constructed	Number of new lecture halls constructed		2022/2023		
	Laboratories constructed	Number of Laboratories constructed				
	Offices constructed	Number of Offices constructed				
	Workshops constructed	Number of Workshops constructed		2022/2023		
	Modern Library constructed	Number of new library constructed				
	Catering Units added	Number of Catering units established		2022/2023		
	Hostels constructed	Number of Hostels constructed				

	Volley ball pitches added	Number of Volley ball Pitches			
	Swimming pool constructed	Number of Swimming pools			
	Rugby pitches established	Number of Rugby Pitch			
	Soccer pitches added	Number of Soccer pitches			
	Business Centre established	Number of business Centre developed		2022/2023	
	Solar systems established	Number of Solar energy systems installed		2022/2023	
	Solar floodlights installed	Number of solar floodlights installed		2022/2023	
	Road network expanded	Number of KM of Cabro road		2022/2023	
	New tree species introduced	Number of new tree species introduced		2022/2023	
	Woodlot established	Acreage of woodlot increased			
	University land fenced	KMs of University land fenced		2022/2023	
	Demonstration farms established	Number of demonstration farms established		2022/2023	
	Dams constructed	Number of dams constructed		2022/2023	
	Administration block constructed	Number of Administration block constructed		2022/2023	
	Recreational Centre constructed	Number of Recreational Centre		2022/2023	
	Migwani TVET Centre expanded	Number of new blocks at Migwani TVET Centre expanded		2022/2023	
	Mtito Andei Campus expanded	Number of new blocks at Mtito Andei Campus		2022/2023	
	Parking sheds constructed	Number of new parking sheds		2022/2023	
	Rain Water harvesting systems installed	Number of Rain Water harvesting systems installed		2022/2023	
	Staff houses constructed	Number of staff houses constructed		2022/2023	
	University Chapel constructed	Number of University Chapel constructed		2022/2023	
	University Garage Constructed	Number of University Garage constructed		2022/2023	
	Multipurpose Hall constructed	Number of Multipurpose Hall constructed		2022/2023	
	Water bowser procured	Number of Water bowser procured		2022/2023	
	Motor vehicles procured	Number of Motor vehicles procured		2022/2023	
	Assorted furniture procured	Amount spent on furniture procured (Kshs. M)		2022/2023	
KRA 4 (SO 8)	Newsletters published	Number of newsletters published		2022/2023	
	Visibility of SEKU raised	Number of articles published/aired in the local media		2022/2023	
	University - Community radio station established	University - Community radio station established		2022/2023	
	Marketing department staffed	Number of marketing officer appointed		2022/2023	
	Corporate Social responsibility policy developed and implemented	A Corporate Social responsibility policy developed and implemented		2022/2023	
	Subscription fees paid annually	Payment of subscription fees every year participate every year		2022/2023	
	Materials posted on the	Number of materials posted on the		2022/2023	

	repository	repository			
		Number of public lectures by staff		2022/2023	
	Strategically erecting a new signage every year	Number of Branded materials and signage		2022/2023	
	Farmers' fields days held annually	Number of field days in an academic year		2022/2023	
	Staff and students engagements per year	Number of joint events per year		2022/2023	
KRA 4 (SO 9)	Compliance with statutory requirements	Percentage of Compliance with statutory requirements		2022/2023	
	Workshops/ seminars Schedule	Number of workshops/seminars held		2022/2023	
	Meetings Scheduled and held	Number of mainstreaming meetings		2022/2023	
	Anti-corruption policy implemented	Percentage of implementation of the policy		2022/2023	
	SEKU code of conduct and ethics implemented	Percentage of implementation of the Code of Conduct		2022/2023	
	Complaints resolved	Percentage of complaints resolved		2022/2023	
KRA 4 (SO 10)	System in place	QMS developed		2022/2023	
	ISMS Developed	ISMS implemented		2022/2023	
	ISO certification awarded	QMS developed		2022/2023	
	Audits conducted	Number of academic audits carried out		2022/2023	
	Programmes accredited	Number of programmes accredited		2022/2023	
	CUE Standards and Guidelines implemented	Percentage implementation of CUE Standards and Guidelines		2022/2023	
KRA 4 (SO 11)	HR and employee handbook developed.	HR and employee handbook developed and implemented		2022/2023	
	Develop and implement policy	Percentage of HIV/AIDS policy developed		2022/2023	
	Review and implement policy	Percentage of Gender mainstreaming policy and work place policy on gender based violence reviewed and implemented		2022/2023	
	Policy reviewed and implemented	Percentage of Disability mainstreaming policy reviewed and implemented		2022/2023	
	Policy reviewed and implemented	Percentage of Drug, substance and alcohol abuse policy reviewed and implemented		2022/2023	
	Policy reviewed and implemented	Percentage of National cohesion and integration principles implemented		2022/2023	
	Develop and implement policy	Induction policy developed and implemented		2022/2023	
KRA 5 (SO 12)	SEKU lands and other properties used to generate income	Number of acres utilized		2022/2023	
	Officer appointed	Number of livestock increased A resource Mobilization officer appointed		2022/2023	
	Foundation established	SEKU Foundation established		2022/2023	
	Farm Commercialized	Number of farm enterprises		2022/2023	

		commercialized				
	Fund established	Annual deposits of funds in the account (Kshs. M)		2022/2023		
	Non-conventional sources of funds identified	Number of Non-conventional sources of funds identified		2022/2023		
	Alumni Office in place	Alumni office established		2022/2023		
	Short courses developed	Number of short courses developed		2022/2023		
	Partnerships and linkages increased	No of linkages and partnerships established		2022/2023		
	Marketing plan developed	No. of marketing activities		2022/2023		
	International conference held	Number of international Conferences held in SEKU		2022/2023		

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