THARAKA UNIVERSITY

STRATEGIC PLAN

2023 - 2027

Education for Freedom/Elimu ni Uhuru

2023

KENYA VISION 2030

VISION

A center of excellence in teaching, research, innovation, and outreach for societal transformation

MISSION

To create a strong knowledge base through teaching, research, and innovation and disseminate this knowledge for societal transformation.

CORE VALUES

- Sustainability;
- Excellence;
- Teamwork;
- Integrity; and
- Timeliness.

FOREWORD

I am delighted to present Tharaka University 2023-2027 Strategic Plan. It is a crucial plan, coming as it is, immediately after the award of the Charter for the University. This means that right from the start of our journey as a fully-fledged University, we will have a clear framework to propel the University forward to the great heights that we envisage it to reach. The Strategic Plan is crucial in helping us track our progress toward set goals.

In an increasingly competitive environment in the higher education sector, an institution must have a clear roadmap that spells out its purpose, what it wants, and how to achieve it. In other words, the purpose of a strategic plan is to connect an organization's Mission and Vision. The Plan mitigates risks in the operations of the University because it gives clear guidelines and timelines for delivery so that stakeholders know what should be executed and by when.

Evaluation of the 2017-2022 Strategic Plan reveals that most of the intended strategic objectives were achieved, while some were partially achieved. The strategic objectives not achieved are brought into this Strategic Plan alongside new strategies. Identifying six strategic issues in writing this strategic Plan ensures that all the areas of operation are captured. The issues are:Quality University Teaching and Learning, Impactful Research and Innovation, Adoption of modern ICT, Holistic Student Welfare Services, Operational Partnerships and Collaborations and Institutional Capacity

This Strategic Plan will be a guiding tool for Tharaka University. Implementing this Plan will progressively increase the efficiency of the University's operations to realize our core mandates of teaching, training, research, and outreach following the best practices in the world.

Prof. Timothy Kiruhi, Ph.D.,
Council Chair

PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan is a significant milestone in the development of Tharaka University following its award of a charter last year (2022), as it provides a framework for meeting the demands of higher education nationally, regionally, and globally. The targets outlined as strategic goals are specific, measurable, achievable, realistic, and time-bound. This is very important to us, for it is the nature of our targets and the focus on them that will enable us to achieve the milestones envisaged in this 2023-2027 Strategic Plan. As an institution, we have conducted SWOT and PESTEL analyses and intend to capitalize on our strengths and opportunities. However, even as we capitalize on our strengths and opportunities and Plan, we must work on our weaknesses, for these are the stumbling blocks we will encounter in our quest for excellence.

In line with the University's Vision, Mission, and Mandate, the Plan focuses on six main goals that will contribute to the economic development of our country and also enhance the University in positioning itself as a leader in the provision of quality education, training, and research, with bias in Dryland Agriculture, Mining and Mineralogy.

To enrich the Plan and make it inclusive, the Steering committee consulted various stakeholders, including the University Council, Management Board, Senate, Staff, Students, and Experts in strategic planning. This has ensured that all the players in the University set up, identify with it and own the Strategic Plan to ease the implementation process.

Therefore, I sincerely thank the Council, the State Department for Economic Planning for their support, the Senate, Management Board, the Strategic Plan Steering Committee members and all the members who participated in developing this Strategic Plan.

In conclusion, I look forward to the support of all stakeholders, including Students, Alumni, Staff, Council, Government, Development Partners, and the Community, in the implementation of this Strategic Plan for the advancement of University Education and the betterment of life.

Prof. Peter K. Muriungi, Ph.D.,
The Vice-Chancellor

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES AND MAPS

DEFINITION OF TERMS

Core Values	The principles guiding actions, behavior, and decisions
Endowment fund	Refers to funds granted - such as bursary, scholarship, fellowship - to support a given activity but are not repayable
Organizational Context	The basis of existence includes the University's Vision, Mission, philosophy, core values, objects, and functions.
Flagship Project	A projected program earmarked for implementation to contribute to the attainment of the focus of a Strategic Goal (Key Result Area)
Kenya Vision 2030	Kenya's Vision for the country's development by the year 2030 is anchored on the social, economic, and political pillars and whose focus is to propel Kenya to achieve a middle-income level status.
Mission	The purpose of existence
Motto	A statement of aspiration
Opportunity	A favorable external situation that has not been exploited.
Netiquette	Netiquette is a made-up word from the words net and etiquette. Netiquette thus describes the rules of conduct for respectful and appropriate online communication.
Risk	A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities and that may be avoided through some mitigation strategies.
Risk Analysis	A framework identifying potential risks to an organization, the severity of the risk, and the mitigation strategies

Stakeholders	Any person or thing that can be impacted by or can impact Tharaka University
Stakeholder Analysis	A framework detailing the stakeholders and their expectations from the organization, and the expectation of the organization from the stakeholders as well as performance indicators, will serve as a pointer that the expectations have been met.
Strategy	The means employed to achieve an objective
Strength	A favorable internal situation
Sustainable Development Goals	Goals developed by the United Nations in 2015 embody a shared vision for all nations to progress and develop in a safe, just, and sustainable space.
Threat	An unfavorable external situation
Target	A measurable focus on achievement
The University	Refers to Tharaka University
Vision	A mental image portraying a desirable future state
Weakness	An unfavorable internal situation

ACRONYMS AND ABBREVIATIONS

AA	Academic Affairs
A-I-A	Appropriations in Aid
AFP&D	Administration, Finance, Planning, and Development
AP	Administration and Planning
ARSA	Academic, Research, and Student Affairs
ASALs	Arid and Semi Arid Lands
BETA	Bottom-up Economic Transformation Agenda
BPGS	Board of Postgraduate Studies
BUSFA	Board of Undergraduate Studies and Field Attachment
BYOD	Bring Your Own Device
CBC	Competency-Based Curriculum
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
COD	Chairperson of Department
CSR	Community Social Responsibility
CUE	Commission for University Education
DVC	Deputy Vice-Chancellor
ERP	Enterprise Resource planning
FLIN	Faculty of Life Sciences and Natural Resources
FPET	Faculty of Physical Sciences, Engineering and Technology
HELB	Higher Education Loans Board
ICT	Information Communication and Technology
IGAs	Income generating Activities
ILRI	International Livestock Research Institute
IP	Internet Protocol
IRF	Internal Research Fund
ISO	International Organization for Standardization
KALRO	Kenya Agricultural and Livestock Research Organization
KEFRI	Kenya Forestry Research Institute
KEMRI	Kenya Medical Research Institute
KENIA	Kenya National Innovation Agency
KEWI	Kenya Water Institute
KWS	Kenya Wildlife Service

KESSP	Kenya Education Sector Support Programme
KPIs	Key Performance Indicators
KRA	Key Result Area
KUCCPS	Kenya Universities and Colleges Central Placement Service
LAN	Local Area Network
M&E	Monitoring and Evaluation
MOUs	Memorandum of Understanding
MTP IV	Fourth Medium-Term Plan
NSSF	National Social Security Fund
ODEL	Open, Distance, and E-Learning
PC	Performance Contracting
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PWDs	Persons with Disabilities
QA	Quality Assurance
R&E	Research and Extension
SACCO	Saving and Credit Cooperative
SDGs	Sustainable Development Goals
SSP	Self-Sponsored Programme
STI	Science, Technology and Innovation
SWOT	Strengths, Weakness, Opportunities, and Threats
TTO	Technology Transfer Office
TUN	Tharaka University
TUNAA	Tharaka University Alumni Association
TUSA	Tharaka University Students Association
UPS	Uninterruptible Power Supply
Wi-Fi	Wireless Fidelity

EXECUTIVE SUMMARY

This document presents the details of the Tharaka University strategic plan for the period 2023 to 2027. Tharaka University is a chartered public institution of higher learning located in Tharaka-Nithi County, Kenya. Established by Chuka University, Tharaka University began its operations in September 2015 as a campus of Chuka University to offer certificates, diplomas, Degrees, master, and doctoral programs. Currently, Tharaka University is among top four performing state corporations in Kenya and is the second best performing among public universities. The University has a population of over 6000 students and continues to attract more students.

Upon the expiration of the University's strategic plan 2017-2022, the Council and Management of the University made a decision to review the University's operations in light of current realities. The preparation of this Strategic Plan followed a consultative and participatory process that involved all the stakeholders who assessed the internal and external environment they operate in and gave their input on the direction they felt the institution should take. The team also undertook a Strength, Weaknesses, Opportunity, and Threats analysis (SWOT) and also performed an environmental scan using the Political, Economic, Social, Technological, ecological and Legal (PESTEL) analysis, which helped in coming up with strategic objectives as found in the Strategic Plan.

The overall purpose of the 2023-2027 Strategic Plan is to explain the strategic direction of the University, provide a framework for achieving identified strategic issues and identify key strategic objectives for the period of five years. To achieve this, the University commits to ensure effective and efficient management of resources and enhance engagement of different stakeholders of the University.

Through evaluation of the 2017-2022 Strategic Plan, SWOT analysis and feedback from stakeholders, seven Strategic issues were identified: Teaching and Learning, Research and Innovation, Community Outreach, Student Affairs Services, Resource Mobilization and Management and Institutional Transformation. The Strategic Plan has articulated an implementation matrix showing priority areas, strategic objectives, activities, key performance indicators, timelines and cost.

CHAPTER 1 : INTRODUCTION

Overview

This Chapter lays the basis and gives an overview of strategy as an imperative for organizational success within the context of strategic planning for a higher institution of learning. National development priorities, regional and international development frameworks are described relative to development of this strategic plan. Further, relevant policies allied to the success of the implementation are cited. The chapter with a brief description of the history of the University.

1.1 Strategy as an imperative for Organizational Success

The 2023-2027 Strategic plan is the University's commitment to achieving its mission of creating a strong knowledge base through teaching, research, and innovation and disseminating this knowledge for societal transformation. The Strategic plan is an important time-bound guide for organizational success that will ensure a proactive, goal-oriented, and responsive approach to the diverse needs of the institution.

The development of the 2023-2027 Strategic Plan emphasizes the University's firm commitment to its mission, addressing various policies and legal considerations. In line with the University's charter that clearly outlines the mandate of the University, the plan provides a clear pathway for activities and strategies that will ensure that over the next five years the University will meet its mission of transforming the society.

The primary goal is to enhance our institutional and managerial capabilities, aligning with national and international development strategies and policies advocated by the Government of Kenya and all relevant stakeholders in the education sector. Tharaka University's 2023-2027 Strategic Plan incorporates a comprehensive Action Plan, outlining strategic issues, goals, key result areas, outcomes, objectives, strategies, key activities, expected outputs, output indicators, annual targets, and budgets, with responsibility clearly defined.

The implementation of this plan, guided by annual work plans, reflects our dedication to strategic attentiveness, strong governance, and alignment with national and international development agendas, ensuring that the University remains dynamic, responsive, and impactful in fulfilling its mission to the society, the nation, and beyond.

1.2 The Context of Strategic Planning

The 2023-2027 Strategic Plan was developed to provide a framework that would enable TUN to realize its vision and mandate in the course of its development nationally, regionally and globally. This strategic plan identifies broad directions that TUN will follow to realize its vision and corporate level initiatives for implementing those directions. Although the scope of the current strategic plan is well defined, emerging policies and trends will be accommodated through continuous review. This Strategic Plan incorporates the tenets and spirit of the United Nations 2030 Agenda for Sustainable Development, African Union Agenda, East Africa Community Vision 2050, Constitution of Kenya (2010), Kenya Vision 2030, Fourth Medium Term Plan, Bottom-Up Economic Transformation Agenda, and Sector Policies and Laws.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The United Nations' 2030 Agenda for Sustainable Development is a global initiative that outlines 17 Sustainable Development Goals (SDGs) aimed at addressing a range of global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice. Each SDG has specific targets and indicators to be achieved by 2030. TUN intends to contribute to the SDGs by incorporating sustainable development principles into various aspects of its operations, including teaching, research, community engagement, and institutional management. Tharaka University will integrate SDGs into its academic programs to raise awareness and equip students with the knowledge and skills to contribute to sustainable development. TUN will conduct research that addresses local and global challenges outlined in the SDGs, with a focus on providing practical solutions for sustainable development. The University will actively engage local communities to address their specific needs, contributing to poverty reduction, improved health, education, and overall well-being. During the Plan period, TUN will promote gender equality and inclusivity within its community and incorporate these principles into research and outreach activities. TUN will implement initiatives to reduce the university's carbon footprint, promote energy efficiency, and incorporate environmental sustainability practices into its operations. TUN will ensure access to quality education for all and will promote lifelong learning opportunities that align with the SDGs. TUN will collaborate with government agencies, non-governmental organizations, private sector entities, and other stakeholders to collectively work towards achieving the SDGs. In the 2023-2027 Plan, TUN will strive to offer health-related programs, conducting research on health issues, and promoting health and well-being within the

university community and beyond. Further the University will integrate the principles of justice, human rights, and peace-building into its academic programs, research, and institutional governance. Importantly the institution will Leverage in Information and Communication Technology (ICT) for education, research, and development initiatives to bridge the digital divide and promote innovation.

1.2.2 African Union Agenda

Tharaka University under Aspiration 1 of AU Agenda 2063 will align its 2023-2027 Strategic Plan by focusing on quality education and skills development. This shall involve enhancing academic programs, incorporating innovative teaching methodologies, and fostering research that addresses Africa's developmental challenges. Tharaka University will particularly take interest in STI driven skills in its education to bring about a revolutionary workforce. Tharaka University will promote partnerships with industries and research institutions, fostering a culture of innovation and knowledge creation. Tharaka University will focus on entrepreneurship development, industry partnerships, and research that supports economic growth. TUN will contribute to the provision of a decent and good working environment to its staff and as well as ensuring a serene learning environment that is accessible for all including persons with disability. TUN will work with other partners and society to ensure there are modern, affordable and livable habitats and quality basic services for the benefit of all stakeholders. This will mean working closely with all levels of Governments and other support partners. TUN will contribute to the improvement of health outcomes by offering programs in health sciences, conducting relevant research, and actively participating in community health initiatives that will ensure better nutrition for the immediate society (Located in ASALs) and the country at large. Tharaka University will produce skilled healthcare professionals who will address health challenges in the region and beyond with an additional skill on handling unique health challenges in ASALs.

TUN will contribute to agriculture and food security through research and academic programs in dryland agriculture and related fields. Tharaka University will engage in initiatives that enhance sustainable farming practices, agricultural innovation, and food production with a focus on turning ASALs into productive areas. Tharaka University will implement sound environmentally sustainable and climate resilient economies and communities to support agriculture and food security. Tharaka University will carry out training and campaigns of current and good practice for natural resource conservation and Management including planting trees and conservation of scarce water sources.

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is a regional vision for socio-economic transformation and development. It articulates the dreams and aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams. The EAC Vision 2050 lays out a broad perspective in which the region optimizes the utilization of its resources to accelerate productivity and the social wellbeing of its people and higher education plays a very critical role. TUN strategic plan will contribute to EAC vision 2050 by providing an enabling environment through channeling out quality workforce and coming up with impactful research output that addresses strategic areas of education, agriculture, health and other sectors linked to economic transformation and growth in the region.

1.2.4 Constitution of Kenya

The Constitution of Kenya (2010) **articles 43.1(f)**, **53.1(b)** and **55(a)** makes education a right of every Kenyan. The Constitution provides that education and training in Kenya is governed and managed under a two-tier government, the National Government and the County Governments. TUN exists within this legal set up and is binded in its engagements to the dictates of the constitution. Further to that, the several sections of the Constitution of Kenya, 2010 are relevant to the mandate of TUN within which this strategic plan shall be implemented:-

1. Under **Article 11,** the State has a mandate to promote all forms of national and cultural expression through literature, the arts, traditional celebrations, science, communication, information, mass media, publications, libraries and other cultural heritage. This article further, recognizes the role of science and indigenous technologies in the development of the nation as well as promoting the intellectual property rights of the people of Kenya. TUN shall continue to develop academic programmes and engage in research activities that promote the diverse cultural setups locally and internationally.

2. In **Article 40 (5), it is stated that** the state shall support, promote and protect the intellectual property rights of the people of Kenya and obligated to promote innovations, production and technology transfer. TUN's mandate includes coming up with innovative ideas. TUN shall work within the established framework to support, promote and protect the intellectual property of its staff, students and collaborators.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

Kenya Vision 2030 places great emphasis on the link between education and the labor market, the need to create entrepreneurial skills and competences, and strong public and private sector partnerships. It articulates the development of a middle-income country in which all citizens will: Have embraced entrepreneurship, be able to engage in lifelong learning, perform more non-routine tasks, be capable of more complex problem-solving, be able to take more decisions, understand more about what they are working on, require less supervision, assume more responsibility, and as vital tools towards these ends, have better reading, quantitative reasoning and expository skills. This has considerable importance for the kind of education and training system required to deliver the requisite skills, competencies and programmes. TUN has addressed these issues within its strategic plan especially on the first two strategic issues geared towards enhancing quality teaching and learning for positive societal transformation as well as to foster a culture of research and innovation to meet real-life needs.

The Fourth Medium Term Plan is informed by Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BETA), global and regional development commitments. This Strategic Plan will focus on the social sector with a focus on education and training. The government Bottom-Up Economic Transformation Agenda (BETA) is geared towards realizing an economic turnaround. The current administration is concerned about the problems that have led many Kenyans at the bottom of the pyramid to sink further into abject misery and poverty. TUN supports the BETA enabler of Education and Training with a target to address the inequalities in the country's education system so as to level the playing file for all children irrespective of their backgrounds. The aim is to address the inequalities in the country's education system as well as provide adequate human capital that is responsive to the demands of the labor market.

In the years 2023 - 2027, the national government plans to support the higher education sector as a BETA enabler through a number of interventions. These interventions include expansion of infrastructure, training on digital skills, reforming higher education funding models and the operationalization of the Open University. TUN strategic plan has been designed in-line with this Agenda so as to support the realization of its goals and derive the benefits for the growth and improvement of the institution.

1.2.6 Sector Policies and Laws

In Kenya the education sector has a plethora of rich policies that guide implementation of education right from basic education to higher education. Tharaka University 2023-2027 Strategic Plan is guided by the following sector policies and laws: -

i. The Universities Act, 2012 (No. 42 of 2012) for Tharaka University Charter 2022·

ii. The Universities Act, Cap 210B - This Act gives the regulations governing the advancement of university education

iii. Commission for Universities Education 2014 which outlines the standards for establishment and operation of the Universities.

iv. The Council of Legal Education, Cap 16A – This Act gives the regulations governing the legal education sector

v. Higher Education Loans Board, Cap 213A – This Act allows the Ministry of Education to grant education loans to students.

vi. Science, Technology and Innovation Act, 2013 – it facilitates the promotion, coordination and regulation of the progress of Science, Technology and Innovation (ST&I) in the country.

vii. Kenya National Commission (KNATCOM) for UNESCO Act 2013

viii. Sessional Paper No. 14 of 2012

1.3 Brief History of Tharaka University

Tharaka University is a fully fledged public university located in Tharaka-Nithi County 36 km from Kathwana, the Headquarters of Tharaka Nithi County, 50 km from Meru town and 70 km from Chuka Town. The University sits on a total area of 67 Acres of land. It shares the scenic beauty of Tharaka Hills that dot the terrain towards the Meru National Park, 20 km away. The location of the University provides a perfect setting for learning and interaction between students and staff from all walks of life, free from the hustle and bustle of mundane activities.

Tharaka University started as Chuka University -Tharaka Campus in September 2015. On 23rd March 2017, the Campus was inspected by CUE, and upon satisfying the requirements, it was gazetted on 27th July 2017 as Constituent College of Chuka University through Tharaka University College Legal Notice No. 146 of 2017. On the 2nd of August, 2022, and upon

fulfillment of all the required requirements for the award of charter, the University College was awarded a charter and became a fully-fledged public university.

Tharaka University is a dynamic institution that prioritizes cutting edge education with strong, diversified academic programmes aimed at producing all rounded graduates. With the University's particular interest in Dryland Farming and Mining, it is expected that it will significantly contribute to the improvement of the livelihoods of the communities living in Arid and Semi-Arid Lands (ASALs) by opening up new frontiers of knowledge, research, and economic opportunities in these areas.

Figure 1.1: Map of Tharaka University

1.4 Methodology of Developing the Strategic Plan

The 2023-2027 Strategic planning process started with the evaluation of the 2017-2022 Strategic Plan at the end of the Plan to determine the level of implementation of the plan. The report formed the basis that guided the Steering Committee in determining the issues and strategic goals to be addressed and met in the 2023-2027 Plan. The Committee engaged all the stakeholders in the data collection process by use of questionnaires and based interviews to gather information that formed the basis of an internal analysis.

A thorough situational analysis was undertaken to ensure that the resulting strategies are relevant, responsive and appropriate. The situation analysis enabled the members of the strategic task force to understand the organization better, and develop a clearer appreciation of its strengths, weaknesses, opportunities and threats (SWOT).

The Steering Committee held a strategic planning session at Warwick Hotel in Nanyuki, Laikipia County in September 2022. Operational concepts and strategies were discussed and presented during this meeting. Ideas collected through the situational analysis as well as interviews and discussions with various stakeholders were presented and validated for inclusion in the draft strategic document. The draft Strategic Plan was presented to the University Management Board, Senate representatives and the Council for input in a three-day workshop held at the Lake Naivasha Resort in March 2023 under the guidance of Taruma Consultants.

The Steering Committee held several meetings to incorporate the input of the Naivasha workshop between April and May 2023. In June 2023 the University received the 5th Generation Guidelines from the State Department for Economic Planning. The Committee worked on the draft Strategic Plan and realigned it to fit the 5th Generation guidelines provided. In early December 2023, the Steering Committee held a final working session together with a representative from the State Department for Economic Planning to finalize the 2023-2027 Plan adhering to the guidelines and inputs of all stakeholders.

After the 2023-2027 Strategic Plan was subjected to scrutiny by the University Management Board and Senate it was submitted to the State Department for Economic Planning for review and feedback. Tharaka University 2023-2027 Strategic Plan was presented to the Council for approval before implementation.

CHAPTER 2 : STRATEGIC DIRECTION

Overview

The chapter outlines the University's mandate as stipulated in Tharaka University Charter (2022). It examines the vision and mission, which serve as guiding principles for the institution's operations. The core values, embedded in the University's culture, are also explored. Additionally, the chapter discusses the Quality Statement Policy, emphasizing the University's commitment to adhering to national and international standards.

2.1 Mandate

Tharaka University draws its mandate from Tharaka University Charter, 2022 and they are as follows: -

1. Provide directly, or in collaboration with other institutions of higher learning, facilities for University education (including technological, scientific and professional education)

2. Provide and advance university education and training to qualified candidates, leading to the conferment of degrees and award of diplomas and certificates and such other qualifications as the Council and the Senate shall from time to time determine and in so doing, contribute to manpower needs.

3. Promote a culture of innovation and entrepreneurship thus enhancing translation of research findings into practical solutions for societal transformation.

4. Conduct cutting-edge research across various fields to contribute to global knowledge through encouraging interdisciplinary research collaborations to address complex societal challenges.

5. Develop and provide educational, cultural, professional, technical and vocational services to the community and in particular foster corporate social responsibility and the practical arts.

6. Participate in commercial ventures for the benefit of the institution and stakeholders.

2.2 Vision Statement

A center of excellence in teaching, research, innovation, and outreach for societal transformation

2.3 Mission Statement

To create a strong knowledge base through teaching, research, and innovation and disseminate this knowledge for societal transformation.

2.4 Strategic Goals

The following are the seven (7) Strategic Goals Tharaka University hopes to achieve in order to realize its Mission, and with which this Strategic Plan is centred around:

1. Enhance quality teaching and learning for positive societal transformation;
2. Foster a culture of research and innovation to meet the real-life needs for societal transformation;
3. Leverage modern ICT to enhance University's operations and service delivery;
4. Enhance Student Welfare Services for the comfort and holistic development of students at the University;
5. Establish and operationalize solid partnerships and collaborations to leverage new knowledge and resources; and
6. Strengthening institutional capacity to ensure all objectives are fully met.

2.5 Core Values

Tharaka University has five core value statements that express non-negotiable convictions for all members of the organization as they work towards fulfilling the University Mission.

The five core values are: **Sustainability**, **Excellence**, **Teamwork**, **Integrity**, and **Timeliness**.

The mnemonic acronym is **SET-IT**.

1) **Sustainability -** Utilizing the ever-diminishing resources without wastage and misappropriation by ensuring maximum value for the current as well as for the future generations.

2) **Excellence** - Being outstanding in all services, activities and programs undertaken by the University.

3) **Teamwork**   - Working together to share ideas, resources, and skills to achieve common goals and objectives through complementary capacities and gifts.

4) **Integrity -** Upholding honesty, transparency, accountability and strong moral principles and values in all decisions and actions taken at all times.

5) **Timeliness -** Being punctual and meeting deadlines, respecting others' time and being responsible for meeting one's commitments.

2.6 Quality Policy Statement

Tharaka University is committed to providing quality education, training, and outreach services through teaching, research, innovation, and extension services for societal transformation.

The University will create a solid knowledge base through teaching, research, and innovation and disseminate this knowledge to produce all-rounded graduates with problem-solving skills for positive societal transformation. The University is committed to meeting customer, institutional, statutory, regulatory, and other interested parties' requirements by continually improving the quality of its processes, services, and products in conformity with the Quality Management System as per the ISO 9001:2015 standard.

In this commitment, the University shall be guided by a passion for excellence, sustainability, integrity, teamwork, and timeliness. The University ensures that strategic quality objectives are developed and reviewed for continued suitability considering the context of the University and quality management system.

CHAPTER 3 : SITUATIONAL AND STAKEHOLDER ANALYSIS

Overview

This section aims to explain Tharaka University's internal and external environment clearly. It is a helpful guide in developing strategies that exploit the strengths and opportunities to handle weaknesses and threats. It includes both an internal analysis using SWOT and an external analysis using PESTEL

3.1 Situational Analysis

This Strategic Plan is informed by among others, the University's key achievements, challenges and lessons realized in the previous strategic planning period.

3.1.1 External Environment

The University conducted an assessment of opportunities and threats emanating from the external environment using various tools.

3.1.1.1 Macro-environment

The external factors create an environment in which Tharaka University operates and determines its ability to achieve its vision and mission. The factors examined range from the global, regional and local situations and are discussed using the PESTEL (Political, Economic, Social, Technological, ecological and Legal) model as shown below.

Political Environment: A stable and favorable political environment ensures economic prosperity, peace, adequate funding and development of policies and legislation that supports the education sector. With sustained political stability the University will attract students from various regions of the country.

The Government policy on the curriculum change in the system of education from 8-4-4 to Competency Based Curriculum (CBC) will influence the structure of our programmes and pedagogy.

Government Policy on funding of tertiary education may influence the adequacy of funds available for university education. Local political interests may also interfere with the governance and management of the University.

Economic Environment: Tharaka University largely depends on capitation from the Government of Kenya and collection of fees from the students for operations and expansion. The high cost of living due to inflation has significantly reduced the ability of students to pay their fees on time. Over the years government funding has been declining and is likely to decrease due to the harsh economic times. Therefore, there is a need to widen the revenue base through research activities and IGUs and to enhance student welfare programs. The expected increase in population surrounding the University provides a market for goods and services and affordable unskilled and skilled labour necessary for operations.

Social Environment: Factors in the social environment include changing family demographics, education levels, cultural trends, attitude changes and changes in lifestyles. Social-cultural factors that favor promotion and growth of the University include a growing young population that is available to exploit opportunities offered by the University and higher education at large, and the change of culture in promoting female education and training which has seen the University enroll many female students from the local community and from others parts of the country. The University governance and management organs are staff from all parts of Kenya representing the face of Kenya.

Social factors that have negative influence on the operations of the University include early sexual relationships among students that exposes them to life threatening diseases, high numbers of Educated-unemployed University youths, early and forced marriages of girls and gender-based violence in some communities in the country which denies many girls opportunities to access education. Alcohol and Substance abuse has become rampant among the young population that is currently in the institutions of higher learning. Students that engage in these vices are likely to fail to complete their studies or attain the desired grades due to health complications.

The University has established a good working relationship with the surrounding community. This community provides accommodation, labour, goods and services to University staff and students. This community good-will ensure that there is a comfortable living environment where the University is unable to provide such services.

Technological Environment: Technological advancements have great influence on the ability of the University to meet the needs of its clients. The use of technology as a tool for national development and international competitiveness requires an effective system for innovation, technology adoption, diffusion and transfer. ICT continues to play a fundamental role in improving efficiency, reducing costs across the University and underpinning the organizational

change programmes mainly Automation of Service Delivery and Integration of ICT in teaching and learning. During the COVID-19 Global Pandemic that forced the closure of all institutions of learning in 2020 and 2021, the adoption and use of ICT facilitated establishment of virtual classrooms and meetings were held online. Innovative research, learning and teaching in addition to supporting administrative processes increased exponentially within the digital cyberspace. During the post-pandemic period, ICT has ensured there is efficiency and ease of access to services offered by the University. With the widespread use of Artificial Intelligence at work to boost productivity and in education to personalize teaching and learning, there is a critical need to build capacity and guardrails on the ethical use of Artificial Intelligence at TUN.

Ecological Environment: The focus here is on factors that influence the surrounding environment and the impact of ecological aspects. The University has a conducive learning environment and is situated in a region with expansive land that provides opportunities for dry land farming. The University has committed itself to environmental sustainability by planting over 30,000 trees within the University. This has created a good microclimate thus providing a serene environment for learning. The ecological environment of the University presents it with numerous exploitation opportunities for minerals and natural resources through linkages with the community and development partners. The National Park around the University provides great opportunities for ecotourism, research and branding of the University. Tharaka University will contribute towards better environmental conservation through her programmes and projects that will emphasize on environmental conservation and alternative sources of energy

Legal Environment: There exists a variety of laws and policy instruments that impact on the effectiveness with which the University delivers its mandate. Tharaka University Charter, 2022 gives the University operational autonomy which enables her to develop her own academic programmes, raise her own funds and prioritize order of utilization. The Commission for University Education (CUE) regulates the quality of academic programmes in universities. The University will continue developing and implementing several policies and adhering to relevant laws and regulations to support service delivery.

3.1.2 Summary of Opportunities and Threats

The implementation of the Plan's objective will depend on the University's opportunities available and how well it manages its threats. There must also be awareness and effective

response to the factors that present threats likely to hamper the successful implementation of this Plan. An analysis of Political, Economic, Socio-Cultural, Technological, Ecological and Legal (PESTEL) environments have been made and summarized in Table 3.1.

Table 3.1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	Community goodwill and support,	Political instability
Economic	Access to professional part-time teaching staff,	Declining Government funding Inflation and high cost of living
Social	Increasing demand for higher education and professional programmes in the ASALs.	Competition for learners from other institutions
Technological	Technology advancement in ICT can be utilized to promote teaching and research and increase efficiency	Cyber attacks and phishing
Ecological	Availability of natural resources within the immediate environment that offer opportunities for research.	Climate variability
Legal	Laws and policies that favor university operations	Lengthy and costly processes on implementation of new curricia

3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structures

The University has a Chancellor who is appointed and holds office under the provisions of the University Act. The Chancellor is the titular head of the University and, in the name of the University, confer degrees and grant diplomas, certificates, and other awards of the University. The Chancellor may occasionally direct an inspection of the University or an inquiry into the teaching, research, or any other work of the University. The Chancellor may also arrange for visitation into the general administration and organization of the University in such a manner as may be provided by the university statutes. Moreover, h/she may, from time to time, give advice to the Council, which he considers necessary for the betterment of the University.

The University is governed by the Council, appointed by the Cabinet Secretary, Ministry of Education under the provisions of the University Act. The Council consists of the Chairperson, the Principal Secretary for the time being responsible for University Higher Education and Research, the Principal Secretary for the time being responsible for National Treasury, Five members appointed through an open process, and the Vice-Chancellor who is the secretary to the Council. The functions of the Council are outlined in Article 15 of the University Charter.

The University has a Management Board that manages the day-to-day operations of the University and ensures efficient management of the human resources, programs, facilities, and finances of the University. The Board also plans for the development and needs of the University and develops strategies for generating revenue to secure adequate financial support for the University.

The University Management Board consists of; The Vice-Chancellor, who is the Chairperson; Deputy Vice-Chancellors; Principals of Colleges and Campuses; Registrar(s) of the University; Finance Officer of the University; Planning and Development Officer. However, the Charter gives the Management Board authority to co-opt any other member it may deem fit.

3.1.3.2 Internal Business Processes

The internal business processes are anchored in the Quality Management System (QMS) and cut across three (3) divisions of the university namely; Academics, Research and innovation, Student welfare, Research, outreach and Administration, Finance, Planning and Development.

Academics and Student Affairs: This division carries out the following academic processes;
   i. Administration of Academic Matters
   ii. Management of Students' Disciplinary Issues
   iii. Administration of Academic Training Forums
   iv. Administration of Graduation and Certification Requirements

Research, Innovation and Linkages: To enable the realization of the University's mandate
   i. Management of Annual Research Conferences
   ii. Management of Internal Research Funding
   iii. Management of Extension and Outreach Activities

Administration, Planning and Finance: This division is the backbone of realization of effective service delivery at the University. It has the following processes:
   i. Overseeing Recruitment of Staff
   ii. Processing Applications for Review and Promotion of Employees
   iii. Management of Long-term Human Resource Training and Development
   iv. Handling Staff Disciplinary Cases for Grades I-IV and A-F
   v. Overseeing Budget Preparation, Revenue Collection and Expenditure
   vi. Coordinating Planning, Acquisition, Maintenance and Insurance of Infrastructure and Assets
   vii. Managing Medical Services Schemes for Staff and Students

3.1.3.3 Resources and Capabilities

Tharaka University has a resource base that comprises sixty-seven (67) acres of land, infrastructures on Information, communication and technology, ODeL directorate, research and

innovation facilities, Lecture halls, offices and recreation facilities like student centre and swimming pool. In addition, the University has adequate and competent human resource capacity, good financial position, and good reputation which enables the University to execute her mandate.

3.1.4 Summary of Strengths and Weaknesses

The realization of the Strategic Plan's objective will, to a large extent, depend on the University's strengths available and how well it manages its weaknesses. An analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the Political, Economic, Socio-Cultural, Technological, Environmental and Legal (PESTEL) environments have been made and summarized in Table 3.2 .

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	• Well established and operational management and governance functions • Has a diverse and disciplined student body	• Inadequate funding for University operations • Psychosocial challenges among students
Internal Business Processes	• Operational Open, Distance, and e-Learning facilities • Offers diverse academic courses enabling progression from lower levels to Doctorate level • Holds conferences, career and innovations workshops and other interdisciplinary forums that enhance research and innovation and publish proceedings	• Staff and students are not well versed with the Strategic Plan • There is need to enhance the research function in terms of productivity, funding and capacity building.

Resources and Capabilities	• Has professional, competent and committed staff • Has robust student welfare and mentorship programmes • University located in the Arid and Semi-Arid Lands (ASALs) areas of upper Eastern region, an environment suitable for launching programmes in its niche area • Has put in place state of the art infrastructure to provide a comfortable, safe and secure learning and living environment	• Inadequate staffing

3.1.5 Analysis of Past Performance

The University fully identifies with the philosophy of the University as spelt out in its Vision and Mission and endeavors to be a centre of excellence and a leading institution in matters pertaining to dryland farming, mining and mineralogy. In the 2017-2022 Strategic Plan, the University made

a number of achievements in the performance of its core mandate of teaching, research, innovation and outreach for societal transformation though with a few challenges.

3.1.5.1 Key Achievements

University Teaching and Training: The University made significant progress by implementing the previous strategic Plan between 2017 and 2022. TUN Launched new academic programs; Bachelor of Science in Agricultural Education and Extension, Bachelor of Journalism and Mass Communication, Bachelor of Psychology, Bachelor of Actuarial Science, and Bachelor of Science in Information Technology. To accommodate increasing programmes and students population, TUN established more faculties and Departments; the Faculty of Physical Sciences Engineering and Technology (FPET), the Faculty of Life Sciences and Natural Resources (FLIN) and Departments of Basic Sciences, Computer Science, and Dry Land Agriculture and Natural Resources. To enhance the quality of teaching TUN established the Quality Assurance Directorate that does teaching evaluations for all programs bi-annually.

Research, Innovation, and Outreach: To improve on research output, TUN has managed to make it a culture to train staff on fundable proposal writing using contemporary techniques to be able to win grants. Three trainings conducted between 2017 and 2022. To support funding of research, the University established Internal Research Funds (IRF), where staff and postgraduate students apply for research funding annually. These funds have benefited Three Ph.D. students, Five Master's students, and three Multidisciplinary Research conducted by teaching staff. Further, TUN holds International Research Conferences annually where staff share research output. So far, three international research conferences have been held. These conferences have attracted both local and international participants. TUN established a Demonstration unit on drainage and water harvesting systems, set up on all university buildings and draining water into a dam for use during dry seasons and demonstration farms of the university. Through the Faculty of Life Sciences and Natural Resources, the University has obtained a license from the KWS to establish a wildlife conservancy unit for teaching and promoting the local community to appreciate local tourism. Lastly, there has been an increase in Collaborative research experience with other universities like Leiden University, Jomo Kenyatta University of Agriculture and Technology, Masinde Muliro University of Science and Technology, Meru University of Science and Technology, and Chuka University.

Information Communication and Technology: To kick start the process of digitization of university services, ERP system with Academic, Human Resources, Procurement, Finance, accommodation, and Catering modules has been implemented. This platform has improved the efficiency with which services are provided to all stakeholders. TUN has trained staff on Information Security Management System (ISMS) and initiated its implementation. The system, established under ISO 90001: 2015 certification system, is awaiting audit by an external system auditors. The purpose is to ensure confidentiality, integrity, and availability of information. The IP CCTV surveillance system has been installed, awaiting integration with the ERP system. Cameras have been installed in strategic security points, and a monitoring office established. Two computer laboratories were established, and computers with all the requisite accessories were installed. Additionally, two smart boards were procured and installed in learning resource centers to support digital learning. TUN has Continuously upgraded its website to provide a vibrant, accessible, website as a communication tool and marketing tool for the University. LCD projectors have been procured for all departments to support teaching, meetings and workshops. E-library services are provided through the University website. Through the ICT Department, the Library Department has implemented the e-learning Resource Centre that is equipped, being used by lecturers and students. A computer Academy was established and operationalized. Five programs are already offered on various ICT certificate programs for continuing students and staff, including cybersecurity courses. Lastly, TUN operationalized the Open Distance and E-Learning (ODEL) Directorate. About 200 students are currently registered under the mode.

Student Services: Tharaka University has endeavored to provide a conducive environment to its students as well as expand on student services. During the review period TUN initiated a work-study program aimed at assisting needy students, more than 400 students have benefited. Through the Office of the Dean of Students, the University is gradually increasing the number of beneficiaries. TUN has continued to mentor Tharaka University Student Leaders (TUSA) who are trained on effective and democratic elections and leadership every year. Through the Office of Dean of Students, the Student's Counseling office was established and operationalized. Guidance and Counseling services are now enhanced to offer psychological support to students and staff. Peer counselors have been trained, and a peer counseling club established to reach out to more students.

Resource Mobilization and Management: Comprehensive annual budgets are prepared to encompass all aspects of university operations. Regular internal audits are also conducted to

ensure operational integrity. The implementation of University projects undergoes thorough monitoring and evaluation along with undertaking diligent quarterly financial reporting. Staff support, development, and training align with the established Human Resource development policy. The establishment of the University Sacco stands as a testament to the commitment of the University towards the finacial well-being of the fraternity. iIn order to meet the University's regulatory and sompliance obligations, all staff deductions are meticulously submitted as part of routine administrative procedures.

Institutional Transformation: During the plan period Tharaka University developed a 10-year Master plan that provides the blueprint for development and expansion. The Master plan objectives have been partly implemented through Strategic plan of 2017-2022 and University's annual performance contracts. This strategic plan will equally serve to meet the Master plan's goals. In the early stages TUN constructed among others a four-story Media Studio House and equipped it with relevant teaching materials, key among them equipment for Journalism and Mass Communication course. By the mid of this period, TUN completed construction of the University Health Unit. TUN has continued to expand its infrastructure by initiating construction of the Administration Block, Main Library, and Science Tuition Block. TUN has established Six Teaching Demonstration units: Orange farm, Fish pond, Poultry units, Pig Units, Goat units and apiary. TUN was Awarded Platinum certificate for excellent Customer Service Delivery and attained twice the excellent performance in Performance Contracting evaluation within that period. To cap the achievement, TUN was awarded a Charter making it a fully fledged University on 2nd August, 2022.

3.1.5.2: Challenges

These are non-exhausted struggles that the University has had to contend with as it sought to fulfill its Mission between 2017 and 2022.

i. Increased and at times duplicated number of regulatory bodies requiring the University to comply with specific standards with increased/additional charges which must be paid to them for various services.

ii. The need and insufficient thereof, for a more recurrent budget to facilitate the employment of full-time lecturers and supporting staff.

iii. There was no funding from the Exchequer during the first two years of the establishment of the University College, this slowed down the development of the infrastructure.

iv. COVID-19 situation reduced A-I-A during the pandemic period as a result of the closure of the University, affecting the smooth running of day-to-day business.

v. Low research output due to few academic staff and over reliance on a limited internal research fund/ kitty.

vi. The staff had a heavy workload in teaching and supervision, which slowed down growth in the number of external funding for research.

vii. Changes in education system from 8-4-4 to CBE, necessitating review of the curricula for all programmes in the University.

3.1.5.3 Lessons Learnt

During the plan period,the following lessons were learnt:

i. Enhance marketing to attract more students

ii. Involve and sensitize all stakeholders in the implementation of the strategic plan

iii. Train staff on writing fundable research proposals to attract more external research grants

iv. There is a need to acquire more land for expansion

v. There is an urgent need to identify Income-generating activities (IGAs) outside the conventional mode

3.2 Stakeholder Analysis

Stakeholders are people or institutions affected by our operations or whose operations can affect us. It is crucial to understand who the stakeholders of Tharaka University are, what each of them expects of us, and what we expect from each of the stakeholders. The following stakeholders of the University were identified in the strategic planning process.

Table 3.3: Stakeholder Analysis

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of Tharaka University
1	Students	Learning, research and innovation	• Quality education • Effective learning experience • Respect • Quick admission • Dignity • Conducive learning environment • Timeliness	• Attend lectures and sit for all examinations • Pay requisite fees • Maintain discipline • Hard work • Peaceful Coexistence • Prudent utilization of resources
2	Parents and guardians	Support the students	• Security of students • Quality graduates • Welfare of students • Guidance of students	• Pay requisite fees • Support the student •
3	Staff and Researchers	Teaching, train, research and outreach activities	• Pay allowances, • Incentives, • Conducive working environment • Training and Development of staff and researchers	• Hard work • Be disciplined • Improve skills • Commitment to work • Professionalism • Prudent utilization of resources
4	The Government	Policy and Capitation	• Compliance with statutory requirements, • Efficiency and transparency • Prudent use of funds, • Relevant programmes, • Quality graduate,	• Timely release of capitation • Provide policy direction • Increase capitation • Security

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of Tharaka University
			• Research evidence, • Generate funds.	
5	Alumni	Support university activities	• Involvement in University activities, • Recognition	• Fundraising and support for University programs • Participate in University activities • University brand ambassadors • Mentorship
6	Employers	Employment, internships and attachment to students	• Quality Graduates • Holistic and responsible graduates	• Provide internships • Employ Tharaka University graduates
7	Community	Support the university in provision of conducive living environment	• Good relationship • Opportunities • Technology transfer	• Support University • Provide labor
8	Suppliers	Timely delivery of quality goods and services	• Prompt payment, • Transparent procurement process	• Deliver quality goods and services on time • Participate in the procurement process
9	Research institutions	To carry out research and disseminate research findings	• Share research findings • Collaborative research	• Fund research projects • Collaborate with Tharaka University
10	Donors and sponsors	Provide donations and grants	• Prudent utilization of Donor funding • High-quality research and project proposals	• Provide donations and sponsorship • Provide research and project grants
11	Media	Accurate dissemination of information	• Information, advertisement • Quality Graduates	• Report accurately • Affordable rates
12	Local leaders	Support the university operations	• Employment of local people on merit • Respect for local leaders • Consultation	• Support the University • Priority patronage
13	Financial institutions	Financial Services	• Provide banking services	• Efficient banking services • Affordable terms and interest rates
14	Faith-based organizations	Spiritual support	• Recognition, • Congregants	• Spiritual nourishment • Spiritual counseling

S/No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of Tharaka University
15	Professional bodies	Regulatory role Professional development	• Meet their requirements • Renew subscriptions	• Professional advice • Training • Affordable fees
16	Institutions of higher learning	Collaborations	• Networking • Exchange programs	• Participation in conferences • Sharing of knowledge originated from research • Collaborative research • Networking • Benchmarking

CHAPTER 4 : STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Overview

The Chapter is organized to bring out three key aspects of the plan: Strategic Issues, Goals and Key Result Areas. The plan identifies six (6) Strategic Issues resulting from situational and stakeholder analyses carried out during the end-term review of the 2017-2022 Strategic Planning Period. These issues are translated into Strategic Goals and Key Result Areas.

4.1 Strategic Issues

The challenges that affect TUN and form the basis for the strategic goals are:

1. Quality University Teaching and Learning
2. Impactful Research and Innovation
3. Adoption of modern ICT
4. Holistic Student Welfare Services
5. Operational Partnerships and Collaborations
6. Institutional Capacity

4.2 Strategic Goals

The Strategic Goals that form the pillars of the SP are:

1. Enhance quality teaching and learning for positive societal transformation
2. Foster a culture of research and innovation to meet the real-life needs for societal transformation
3. Leverage modern ICT to enhance university operations and service delivery
4. Enhance student services for the comfort and holistic development of students at the University
5. Establish and operationalize solid partnerships and collaborations to leverage new knowledge and resources
6. Strengthening institutional capacity to ensure all objectives are fully met

4.2.1 Strategic Goal 1: To enhance quality teaching and learning for positive societal transformation

Tharaka University is a young vibrant institution of higher learning that has, from inception, taken clear pathways in University Teaching and Learning. The University strives to achieve quality

teaching and learning by developing and maintaining quality programmes, recruiting outstanding teaching staff and attracting qualified students. As a growing institution, the University, being a young Public University, has an opportunity to set a strong foundation on its core mandate of teaching and learning through incorporation of modern technologies, that reflect the best available ways of teaching and learning .The University will design new academic programmes that play a pivotal role in producing innovative and creative graduates with skills to steer Kenya to economic and social goals envisaged for education and training in the Vision 2030 and synchronized with national values in the Kenya Constitution, 2010, as well as in the Universities Act, 2012. Through attractive academic programmes, the University will contribute towards creating a broad knowledge-based economy to meet the human resource requirements for a rapidly changing and diversified economy.

During the Strategic Plan period, Tharaka University plans to achieve the following three (3) Strategic objectives so as to achieve quality in teaching and learning:

4.2.2 Strategic Goal 2: Foster a culture of research and innovation to meet the real-life needs for societal transformation

Research and innovation are important mandate areas of a university. They enable the university to contribute towards the dynamic social needs that are the hallmark of civilization and development of human life and have great potential for wealth creation. If this potential is not exploited, the university will lose out on the national agenda and the aspiration of the Kenya Vision 2030 and its global ranking and competitiveness will be weakened.

Research is anchored on the frameworks of national, regional and international development policies; key being the enhancement of quality in research outputs disseminated via publications, organization of internal and international conferences, seminars, symposiums and workshops.

During the Strategic Plan period, Tharaka University will continue to strengthen this function by encouraging staff and students to conduct research, increase consultancy activities, provide extension, accelerate and preserve innovations, form strategic partnerships, linkages and collaborations. The University 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 also continue to incrementally allocate funds for research, innovation and

extension activities to meet local and international expectations. Internal Research Fund will support competitive research ideas and innovations as part of building research capacity for staff.

Dissemination of research findings will continue to be done through internal and external fora and platforms such as workshops, seminars and conferences as well as publication in reputable peer reviewed journals. In all these areas, the University will align priority partnerships, research, and innovation themes towards the realization of the SDGs and Kenya Vision 2030 objectives.

4.2.3 Strategic Goal 3: To leverage modern ICT to enhance university operations and service delivery

Information, Communication and Technology (ICT) has become a fundamental and critically essential tool in enhancing the effectiveness of teaching and learning and ensuring business continuity in educational institutions. ICT has the ability to transform the way services are organized and delivered to stakeholders. ICT continues to play a fundamental role in improving efficiency, reducing costs across the University and underpinning the organizational change Program mainly Automation of Service Delivery and Integration of ICT in teaching and learning.

ICT continues to play a vital role in driving economic, social and political developments especially in the implementation of the Kenya Vision 2030 blueprint, the Kenya Digital Masterplan 2022-2032 and the United Nations Sustainable Development Goals (SDGs).

Tharaka University actualized a number of ICT-related initiatives to address dynamic needs and increase efficiency of service delivery towards the realization of the SDGs and Kenya Vision 2030 objectives.

4.2.4 Strategic Goal 4: Enhance student services for the comfort and holistic development of students at the university

Tharaka University is aware of the need to address the health, safety, and wellbeing of its students. This is an essential factor in the ability of students to upvote knowledge, change the societies they live in, and be leaders of national and global transformation. Vision 2030 emphasizes the need to develop capable and dynamic human resources that will drive development of Kenya. Integral to this is ensuring that the welfare of the people is maintained, and that their basic rights to services and resources are in place. The social pillar seeks to achieve just, cohesive and equitable social development in a clean and secure environment and details the ways in which improving human welfare underpins the social pillar. Addressing this key area

boosts knowledge generation and absorption capabilities. This will help in addressing the challenges associated with poverty reduction and hunger by raising agricultural productivity and contributing to economic development.

The roles of a University are critical to key national development plans through its effects on social dynamics. The core values in graduates upon graduation, including teamwork, leadership and integrity are critical in creating a conducive environment for social development by tackling challenges of ethics and morality affecting the nation and the world at large. The University Statutes highlight this importance by reiterating the role and responsibility the University needs to play in shaping the social welfare of students and supporting the institution's values by developing and imposing students' standards. The University recognizes that student welfare is a critical component in enhancing excellent learning, and it is crucial to the wellbeing of the entire University fraternity and the society as a whole. Students' health, accommodation, catering, sports, associations, clubs and societies among others, are essential for the University to produce quality, holistic, empowered graduates to drive social change and also encourages Student-University interaction through programs and activities. These student services, infrastructure and capacity-building aspects constitute the focus of this Strategic Goal and are an integral part of driving the Mission and Vision of the University.

4.2.5 Strategic Goal 5: To establish and operationalize solid partnerships and collaborations to leverage on new knowledge and resources

Research, Science, Technology and Innovations play an important role in the social and economic development of a country by generating essential evidence for the formulation of government policies geared towards solving problems of humans' experience. Whereas the community has shown resistance to new ideas, this program aims to enhance awareness and knowledge among the community for mental, behavioral and attitudinal changes to improve their livelihoods and work efficiency.

Community services will be anchored on the frameworks of national, regional and international development agendas. Relevance and sustainability of such programs will involve identification of community needs through needs assessment.

4.2.6 Strategic Goal 6: To strengthen institutional capacity to ensure all objectives are fully met

The University shall endeavor to use different mechanisms to build its capacity in order to provide resources needed to implement its strategic goals in view of its vision and mission. The resources needed may be in the form of time, money, skills and ability to use them. Over the years the university has operated under minimal resources but it is certain to acquire them timely and cost effectively. The sources include but are not limited to labour markets for human capital, government grants and A-I-A comprising fees collections, farm, cafeteria and medical for financial resources. Other targeted income will include investment income, research grants, donations and many more.

The ability of the University to achieve its mandate will depend on the availability, adequacy and efficiency of physical facilities and infrastructure development and supply. For a University seeking academic excellence, up-to-date infrastructure and learning equipment are essential. Tharaka University values aesthetic and artistic infrastructure that provides a safe and comfortable learning environment. The University has witnessed rapid growth in students' population which has not been in tandem with the growth of the University infrastructure. Hence, the University facilities and infrastructure requires expansion, maintenance and improvement.

The University requires continuous infrastructure development in order to ensure excellence in teaching, learning, research and outreach. During the current Strategic Plan period, the University will devise and implement a robust plan for upgrading its infrastructure to reflect a positive image to its clients. The University will construct and transform laboratories into dynamic hubs stocked with modern equipment, build and equip a state-of-the-art library, upgrade the quality of lecture theatres, modernize the appearance of the university facilities and provide faculty, staff and students with latest technological facilities for leadership in teaching, learning, research and career development.

Implementation of this strategic plan will largely depend on resource provision, therefore, resource mobilization and utilization is critical. The university has estimated revenue from the Government funding and other sources as shown in Table below for the next five years

4.3 Key Result Areas

The Key Results Areas linked to achieving each of the Strategic Goals are:

1. University Teaching and Learning
2. Research and Innovation
3. Information, Communication and Technology
4. Student Welfare
5. Partnership and Collaboration
6. Institutional Transformation

Table 4.1: Strategic Issues, Goals and KRA

Strategic Issue	Goal	KRAs
Quality University Teaching and Learning	Enhance Quality Teaching and Learning For Positive Societal Transformation	University Teaching and Learning
Impactful Research and Innovation	Foster a culture of research and innovation to meet the real-life needs for societal transformation	Research and Innovation
Adoption of modern ICT	Leverage modern ICT to enhance university operations and service delivery	Information, Communication and Technology
Holistic Student Welfare Services	Enhance Student Welfare Services for the comfort and holistic development of students at the University	Student Welfare
Operational Partnerships and Collaborations	Establish and operationalize solid partnerships and collaborations to leverage new knowledge and resources	Partnership and Collaboration
Institutional Capacity	Strengthening institutional capacity to ensure all objectives are fully met	Institutional Transformation

CHAPTER 5 : STRATEGIC OBJECTIVES AND STRATEGIES

Overview

The Chapter outlines the Strategic Objectives aimed at attainment of the six Strategic Goals. Every strategic objective (SO) is categorized within each goal and further broken down into strategies and activities. These objectives are formulated to be Specific, Measurable, Attainable, Realistic and Time-bound (SMART). The annual projections over the Strategic Planning Period take into account the prevailing circumstances.

5.1 Strategic Objectives

With regards to University Teaching and Learning, the University has established the following key strategic objectives:

SO1.1: To Expand Competitive Programmes

The world today continues to witness major technological advances and developments, which are opening up in many new areas. The University's principal objective is to promote these developments, to encourage and facilitate research activities, which address the new demands of the national and global economy. Therefore, Tharaka University aspires to continuously develop and review academic programmes in order to give its students the innovative skills for an ever-changing employment environment and make them valuable resources for employers.

SO1.2: To Increase Student Enrolment

The Government of Kenya aims to make education universal and accessible to all. This has been partially achieved through implementation of free primary and free day secondary education in line with aspirations and spirit of Sustainable Development Goals (SDGs) 2030 and Africa Agenda 2063. Since introduction of free primary and secondary education in 2003, Gross Enrolment Rate has increased by over 20%. Tharaka University is keen to continue this achievement in higher education through increasing its enrolment. The strategies below have been set to achieve this objective:

SO1.3: To enhance Quality in Education and Training

Tharaka University aspires to champion high-quality education whose content will be relevant to the needs of the economy and society. Being a new institution of higher learning, the

University has set to immensely contribute in addressing the shortage of capacity in the higher education sub-sector. To effectively achieve this, it is imperative to plan on best practices capable of guaranteeing not only quality in teaching and training, but also ascertaining that qualified graduates join the job market.

With regards to Research and Innovation, the University has established the following key strategic objectives:

SO2.1: To Generate high impact research outputs that addresses societal needs

Tharaka University has a need to enhance support for research excellence, innovation and incubation activities with a view to disseminating and commercializing the research output. The University is charting to broaden her resource base by holding collaborative research activities such as annual conferences, innovation and exhibitions with local and international institutions, as well as partnering with industries, research institutions and relevant government agencies.

SO2.2: To Promote and preserve the culture of Research and Innovation

Tharaka University is keen to ensuring that researchers efforts are recognized by developing human and infrastructural capacity to support innovations and inventions and that they are also supported to patent their findings and commercialize their innovations in their area of expertise.

SO2.3: To promote International Linkages in Research and Innovation

The University will continue to incrementally allocate funds for research, innovation and internationalization of the University to meet local and international expectations. Internal Research Fund (IRF) was established in the 2019/20 Financial Year to support competitive research ideas, innovations and collaborative research as part of building research capacity for staff and students.

With regards to Information Communication and Technology, the University has established the following key strategic objectives:

SO3.1: To Enhance Secure, Sustainable and Effective Use of ICT Infrastructure

Secure, Sustainable and effective usage of ICT Infrastructure in universities is determined by a balance of strategies focusing on people, processes and technologies. The weakest link of any computer system is the human being, hence training of staff and students on cybersecurity and employing ICT Infrastructure to complement human-based security systems is key in improving the efficiency of University Operations.

These strategies work together to provide a digital environment that ensures the University stakeholders familiarize, adopt and adapt to the latest ICT Technologies and the deployed ICT Infrastructure to support the University processes.

SO3.2: To Develop ICT Infrastructure to Improve the Efficiency of University Operations

Automation is key in reducing service delivery times and increasing staff productivity. Automation brings in a need for easy access to computing devices to support the automation process. Automation is also enabled by development of robust and secure systems. Tharaka University will continually develop its ICT infrastructure to enhance efficiency in service delivery.

SO3.3 To Utilize ICT Infrastructure in Expansion of the University Web Presence

ICT can create organizational visibility is a critical aspect of ensuring the University is marketed globally. With the proliferation of social media driven marketing strategies, the need for dynamism with regards to the information provided in the University website, digital channels and Social Media Platforms is vital in enhancing organizational visibility.

SO3.4: To Utilize ICT Infrastructure to Improve the Effectiveness of Teaching and Learning

Technology-enhanced teaching, learning and student engagement is no longer a luxury but a necessity for ensuring business continuity in institutions of higher learning. This is key in ensuring that the University is continually increasing the effectiveness and efficiency of learning.

With regards to Student Welfare, the University has established the following key strategic objectives:

SO4.1: To Develop Student Support Programme

Student support programs and activities is a critical component for the wellbeing of a student.

For students to achieve in their holistic academic life, welfare issues that include health, accommodation, catering, sports, association, clubs and societies among others need to be addressed adequately.

SO4.2: To Strengthen Student Governance Mechanism

One of the key areas of student development is in leadership and governance. The University endeavors to advance this component in its programs.

SO4.3: To produce all-rounded graduates

The University is geared to produce all-rounded graduates who are able to fit in a dynamic world of work, political and socio-economic dimensions.

SO4.4: To strengthen students' career services

One of the major aims of the training is to develop and grow in one's career. Career information and exposure to market driven courses through training and collaboration with stakeholders is imperative in the promotion of career services.

Table 5.1 outlines the outcome, outcome indicators along with their 5-year projections for each of the strategic objectives developed.

Table 5.1: Outcomes Annual Projections

KRA1:University Teaching and Learning							
Strategic Objective	**Outcome**	**Outcome Indicator**	**Projections**				
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
SO1.1: To expand competitive programs	Increase in competitive programmes	% increase in graduates absorption rates in job market	5	5	5	5	5
SO1.2: To increase student enrolment	Adequate quorum in all university programmes	Increase in % of filled declared capacity	70	75	80	85	90
		% increase in enrollment of SSP students	3	3	3	3	3
		% Increase in A-i-A from tuition fees	5	5	5	5	5
SO 1.3: To enhance quality in education and training	Quality graduates released to the job market	% of graduates engaging in gainful activities	70	75	80	90	95
KRA2:Research and Innovation							
Strategic Objective	**Outcome**	**Outcome Indicator**	**Projections**				
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
SO 2.1: To generate high-impact research outputs that address societal needs	Real-life Societal Needs addressed	No. of households reached through impactful research outputs	30	50	70	90	100
		No. of grants attracted	2	3	4	4	4
		% increase in publications in high impact journals	10	20	30	35	40
SO 2.2: To Promote and preserve the culture of	Enhanced research activities	Increase in no. of research outputs disseminated	5	5	5	5	5

Research and Innovation		No. of fora to discuss research findings	5	5	5	5	5
		No. of commercialized products or services	0	1	1	2	2
SO 2.3: To promote International Linkages in Research and Innovation	Increased number of international linkages	No. of association established	2	2	3	3	3
		No. of functional MOUs	5	6	6	7	7
		No of exchange programs for students and staff	2	2	2	2	2
		No. of linkages with industries and research institutions	2	3	3	4	4

KRA3:Information, Communication and Technology

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 3.1: To Enhance Secure, Sustainable and Effective Use of ICT Infrastructure	Secure and Enhanced Use of ICT Infrastructure	No. of Students trained in ICT Skills and Cybersecurity	500	800	1000	1500	2000
		% of Staff trained in ICT Skills and Cybersecurity	100	100	100	100	100
		% of Internet coverage	40	50	60	75	85
SO 3.2: To Develop ICT Infrastructure to Improve the Efficiency of University Operations	Efficient Service Delivery through ICT	% of University operations automated	30	45	65	85	100
SO 3.3: To Utilize ICT Infrastructure in	Enhanced global visibility	Increase in the no. of web impressions	40,000	60,000	80,000	100,000	150,000

Expansion of the University Web Presence	of the University	Progressive improvements in Web Rankings	103	90	80	70	50
SO 3.4: To Utilize ICT Infrastructure to Improve the Effectiveness of Teaching and Learning	Increased use of ICT in Teaching and Learning	No. of recorded lectures	40	100	150	300	500
		No. of new ODeL Modules	24	24	24	24	24

KRA4: Student Welfare

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 4.1: To Develop Student Support Programme	Enhanced student well-being financially and socially	% student completion rate	76	78	80	82	84
SO 4.2: To Strengthen Student Governance Mechanism	Effective student governance	Increase in TUSA Leadership student satisfaction rate	TBD	60	70	75	80
SO 4.3: To produce all-rounded graduates	Holistic graduates	% of graduates engaging in gainful activities	70	72	74	76	78
SO 4.4: To Strengthen Students' Career Services	Informed students	Increase in student satisfaction rate with Knowledge on Career Choices	TBD	60	70	75	80

KRA5:Partnership and Collaboration

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 5.1: To Strengthen Collaborations and Partnerships	Effective engagements	No. of collaborations	1	2	3	4	5
		% increase in projects/research funding from partners	10	10	10	10	10
SO 5.2: Promote Socio-	More Socially and	% increase in no. of	10	10	10	10	10

Economic Empowerment of Community	Economically Empowered community	community enterprises doing business with the university					
SO 5.3: Enhance Extension and Community Outreach Services	Increased extension and community outreach services	No. of CSR activities	1	2	2	3	3
SO 5.4: Establish Consultancy Services	Operational Consultancy services	Revenue generated from consultancies (in KShs. Mn)	-	-	0.5	0.7	0.8

KRA6:Institutional Transformation

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 6.1: To Provide a Secure and Comfortable Teaching, Learning, and Living Environment	Serene environment for learners and staff	Increased work environment satisfaction rating	65	70	75	80	85
SO 6.2: To acquire plants and equipment	Improved Institutional Capacity	% Improvement in average staff performance appraisal score	80	85	90	92	95
SO 6.3: To expand the University's Financial Resource Base	Enhanced financial sustainability	% increase in A-i-A	20	20	20	20	20
SO 6.4: To institutionalize Prudent Management of Financial Resources	Enhanced financial sustainability	% of Pending bills	≤1	≤1	≤1	≤1	≤1
		% adherence to the approved budget	100	100	100	100	100
		Auditor General Reports' score	Unqualified				
SO 6.5: To Recruit, Train and Retain Qualified Staff	Effective workforce	% Increase in productivity index	TBD	2	2	2	2
		% of Employees turnover	1.3	1.1	1.0	0.8	0.75

SO 6.6: To Improve on Service Delivery Systems	Effective Service Delivery	% Increase in customer satisfaction score	69	71	73	77	85
SO 6.7: To Strengthen University Governance	Effective Governance	Performance contracting rating	Excellent				
SO 6.8: To develop a Positive Image of the University	Increased University visibility and credibility	No. of new students	1400	1600	1800	2000	2200
		% Increase in external customer satisfaction score	72	74	76	78	80

5.2 Strategic Choices

Table 5.2 outlines the strategies that TUN has evaluated and chosen towards achieving the Strategic Objectives.

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
University Teaching and Learning	**Objective 1.1:** To expand competitive programs	**S1:** Establishing and maintaining quality academic programmes **S2:** Expanding on short courses for industry and community
	Objective 1.2: To increase student enrolment	**S1:** Marketing University programs **S2:** Optimizing the University Website to reach more prospective students
	Objective 1.3: To enhance quality in education and training	**S1:** Enhancing teaching effectiveness and excellency **S2:** Monitoring implementation of academic programs **S3:** Expanding learners' experiential learning opportunities **S4:** Strengthening postgraduate teaching

		S5: Enhancing operations in Faculties and Departments for excellent service delivery
		S6: Modernizing learning environments for timely and excellent content delivery.
		S7: Enhancing the capacity of Learning Management System (LMS) to enhance teamwork in content development and timely delivery
		S8: Expand library resources and services
Research and Innovation	**Objective 2.1:** To generate high-impact research outputs that address societal needs	S1: Enhancing collaborative research
		S2: Writing fundable proposals to enhance sustainability
		S3: Sharing research findings
	Objective 2.2: To Promote and preserve the culture of Research and Innovation	S1: Strengthening and promoting research in the University.
		S2: Incubating research findings
		S3: Analyzing local cultural knowledge systems (rites of passage, language, material culture)
	Objective 2.3: To promote International Linkages in Research and Innovation	S1: Establishing international staff and students exchange Programmes
		S2: Establishing linkages with international universities
Information, Communication and Technology	**Objective 3.1:** To Enhance Secure Sustainable and Effective Use of ICT Infrastructure	S1: Training students and staff on ICT Skills and Cybersecurity
		S2: Enhancing service delivery and ensuring the confidentiality, integrity, and timely availability of information through ICT
		S3: Expanding intranet and internet coverage for timely and excellent functioning of all university users.
		S4: Securing the University ICT resources

	Objective 3.2: To Develop ICT Infrastructure to Improve the Efficiency of University Operations	**S1:** Develop ICT infrastructure to enforce physical security **S2:** Develop ICT infrastructure to protect assets and improve the efficiency of University operations and timely delivery of services
	Objective 3.3: To Utilize ICT Infrastructure in Expansion of the University Web Presence	**S1:** Undertaking regular website updates **S2:** Optimizing the use of University website and social media channels **S3:** Improving the University Web Rankings
	Objective 3.4: To Utilize ICT Infrastructure to Improve the Effectiveness of Teaching and Learning	**S1:** Utilizing ICT infrastructure in teaching and learning to foster excellence and timeliness. **S2:** Enhancing the utilization of ICT infrastructure in ODeL
Student Welfare	**Objective 4.1:** To Develop Student Support Programme	**S1:** Consolidating financial resources and motivators for deserving students **S2:** Improve students' security and safety **S3:** Engage private accommodation providers **S4:** Establishing and strengthening student parents' mentorship program
	Objective 4.2: To Strengthen Student Governance Mechanism	**S1:** Improving student leadership of TUSA affairs **S2:** Expanding and strengthening clubs, movements, societies, and associations
	Objective 4.3: To produce all-rounded graduates	**S1:** Nurturing talent, creativity, and teamwork by strengthening and diversifying co-curricular activities **S2:** Nurturing Spirituality to improve integrity and teamwork in the student community

		S3: Strengthening Guidance and Counseling Services
	Objective 4.4: To Strengthen Students' Career Services	S1: Enhancing Students' career services
Partnership and Collaboration	**Objective 5.1:** To Strengthen Collaborations and Partnerships	S1: Establishing a Directorate of Partnerships, Collaborations, and Linkages S2: Increasing partnerships, linkages, and collaborations to improve the university on its sustainability plans. S3: Establishing a Wildlife Conservancy Unit
	Objective 5.2: Promote Socio-Economic Empowerment of Community	S1: Increasing competency in environmental management practices in order to create an excellent green economy. S2: Strengthening capacity in dryland farming and mining S3: Enhancing University technology infrastructure to enhance capacity to offer training, skills, and opportunities to the Community on innovation and start-up ecosystem
	Objective 5.3: Enhance Extension and Community Outreach Services	S1: Increase funding for extension and community outreach
	Objective 5.4: Establish Consultancy Services	S1: Establishing Consultancy Directorate for sustainability and societal transformation
Institutional Transformation	**Objective 6.1:** To Provide a Secure and Comfortable Teaching, Learning, and Living Environment	S1: Constructing Flagships projects S2: Maintaining physical facilities S3: Enhancing Greening of the University

	Objective 6.2: To acquire plants and equipment	**S1:** Acquiring plant and equipment	
	Objective 6.3: To expand the University's Financial Resource Base	**S1:** Establishing a directorate of resource mobilization to foster sustainability **S2:** Exploring alternative sources of income in order to make university programs and projects sustainable	
	Objective 6.4: To institutionalize Prudent Management of Financial Resources	**S1:** Rationalizing budgets **S2:** Strengthening the Audit Function in order to enforce integrity **S3:** Enhancing Effective and Efficient fee collection mechanisms to ensure teaching programs are sustainable. **S4:** Implementing cost reduction and saving measures to foster the sustainability of programs **S5:** Improving the financial management systems	
	Objective 6.5: To Recruit, Train and Retain Qualified Staff	**S1:** Recruiting qualified staff **S2:** Enhancing Staff Training and Development Programmes **S3:** Supporting Staff Welfare	
	Objective 6.6: To Improve on Service Delivery Systems	**S1:** Implementing ISO(QMS) 9001: 2015 9001 and ISMS/IEC 27001:2013 **S2:** Institutionalizing the Citizen Service Delivery Charter.	
	Objective 6.7: To Strengthen University Governance	**S1:** Enhancing the capacity of the Council and Management **S2:** Hiring top and middle level Managers **S3:** Improving communication Systems **S4:** Reviewing University Policies	

	Objective 6.8: To develop a Positive Image of the University	**S1:** Institutionalizing corporate branding **S2:** Complying with the Constitution and Statutory requirement

CHAPTER 6 : IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

This chapter presents the Implementation framework which is broken into key Action Areas related to the Plan. The section describes the overview of the action plan, Annual Workplan and Budget, Performance Contracting, Coordination Framework and Institutional Framework within which actual implementation will be realized.

6.1 Implementation Plan

Implementation of this Strategic Plan will focus on the University's strategic objectives, strategies and activities. The key implementers are clearly indicated within the implementation matrix for each activity. Successful implementation of this Strategic Plan will depend on the efficient mobilization of resources and corresponding timely deployment, accountability, as well as effective monitoring and evaluation of the entire process.

6.1.1 Action Plan

The action plan is partitioned into three sections that will guide the implementing departments to understand, plan and attain the set goals. Before, during and after implementation of the Plan, the University shall do the following: -

6.1.1.1 Before Implementation

The Heads of Departments will:

1. Communicate the Plan to all staff and other stakeholders and ensure clarity of the University's Vision and Mission necessary for successful implementation;
2. Assign and communicate roles and responsibilities to different players including synergistic relations necessary for successful implementation;
3. Mobilize resources and allocate them in a timely manner to priority activities contained in the Plan and ensure annual work plans are tied to available budget;
4. Develop and communicate annual work plans for departments, sections and individuals, in line with the Strategic Plan;
5. Build staff capacity to implement the strategies and activities;
6. Develop mechanisms to be used throughout the implementation period and agree with other actors in the monitoring, evaluation and reporting.

6.1.1.2 During Implementation

The Heads of Departments will:

1. Hold regular meetings in which each result leader shall present a status report on implementation of their annual plans highlighting quantifiable achievements, challenges, lessons learnt and suggestions for continual improvement. The report will indicate the extent to which the implementation is achieving the overall objectives of the corporate strategy. The monitoring meetings shall be held at least once every quarter;

2. Review the strategic goals annually and revise the strategies, the activities, the structure and the priorities for each year;

3. Develop rolling annual work plans to avoid vacuums throughout the Plan period. The annual work planning shall be completed by June of every year;

4. Share monitoring and review information with staff and other key actors involved in the implementation.

In carrying out the management control function for the Strategic Plan implementation, the Heads of Departments shall ensure performance targets and standards are achieved as provided in the implementation matrix and operational plans. The focus will be on ensuring that achievements are as forecasted in the Strategic Plan.

6.1.1.3 After Implementation

The Heads of Departments will carry out comprehensive reviews of the Strategic Plan implementation process and objectively draw out the lessons learnt to inform the next cycle of planning and share the results of the review with all stakeholders.

The Implemetation Matrix is appended as **Appendix 1**.

6.1.2 Annual Workplan and Budget

The Annual Work Plans shall be extracted from the Action Plan Implementation Matrix of this Strategic Plan, to ensure that the Annual Budgets are informed by the Strategic Plan. The University will also adopt activity-based costing in the development of the Annual Budgets.

6.1.3 Performance Contracting

The Annual Performance Contracts shall be based on the approved and funded Annual Work Plans, providing a clear and comprehensive framework for tracking performance progress throughout the strategic plan implementation period. The University performance contract is cascaded down from the Council, Management, Departmental Heads and to all cadres for implementation. This enables the University to effectively link individual employee's performance to the performance of the University for achievement of TUN strategic objectives.

6.2 Coordination Framework

Tharaka University has established a clear and transparent governance structure, identified the required skill sets and competences, defined the leadership structure and roles, and developed standardized processes and procedures for planning, budgeting, monitoring, and reporting on the progress of the Strategic Plan. This will ensure a well-coordinated and efficient implementation of this Strategic Plan, ultimately leading to the successful achievement of the set objectives and targets.

6.2.1 Institutional Framework

TUN Organogram outlining the institutional framework is found in **Appendix 2**.

6.2.4 Systems and Procedures

The University has elaborate systems under which the strategic plan shall be implemented. First, the structure of the organogram provides a clear working and reporting mechanism provided in Appendix 3. Secondly, there are key directorates that shall work with the strategic Plan Monitoring and Implementation Committee. These directorates are Directorate of Performance Contracting and Directorate of Quality Assurance. Tharaka University has a certified Quality Management System (ISO 90001: 2015). The QMS has clear working procedures; Standard operating procedures (SOPs) that are key in ensuring quality in all university operations. Together with the already cited policy the above systems provide adequate set up for implementation of TUN Strategic Plan

6.3 Risk Management Framework

Risk management entails organized activity to manage uncertainty and threats, and involves people following procedures and using tools to monitor conformance with risk management policies. There are several risks to the implementation of this Strategic Plan, key among them being scarce resources, rising inflation, political instability, and inadequate human capacity. All risks must be considered and measures put in place to mitigate them. Some of the risk factors are described below:

Scarce Resources: This is a high risk to the implementation of the Plan. The University shall adopt cost saving and austerity measures, supplement its sources of funds through establishment of IGUs, and increase enrollment of self-sponsored students to mitigate this risk.

Political instability: This is a medium risk to the University and can be mitigated by practicing the principles of fidelity to the law, integrating the community, diversifying employment and admission of students, and interacting with the political fraternity to cultivate cordial relationships and goodwill.

Inefficient Information flow: Lack of effective flow of information may result in delayed decision-making, which is likely to delay implementation of this Plan. Therefore, as soon as the Plan is formally released, it will be helpful to have it posted on the University's website, printed and cascaded to lower levels and all interested parties. In addition, stakeholders and all interested parties should be constantly informed of progress.

Responsiveness and cooperation of stakeholders: Prompt responses and feedback from the stakeholders such as the Ministry of Education, Council, Management, Heads of Departments, and linkage partners is crucial to implementation of the strategies outlined in this Plan.

The table below is a systematic assessment of the risks that the University is likely to face, the likelihood of their occurrence, and the possible impact and mitigation plans.

Table 6.3: Risk Management Framework

Type of Risk	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Risk Owner	Mitigation Measures
Financial risk	(1) Payment of fictitious expenses (2) Collusion with robbers to intercept cash in transit	L	H	M	DVC (AFPD) HIA	(1) Budgetary control (2) Proper escort of cash in transit (3) Impromptu inspection of guards and staff handling of cash in transit (4) Cashless transactions/direct pay in banks
	(3) Payments without appropriate approvals	L	M	L	HIA Finance Officer	(5) Auditing of all payments (6) Examination of all payments (7) Adopting proper accounting policies
	(4) Theft of cash in the office	L	L	L	Finance Officer	(8) Impromptu inspections of safe storage practices
Security risk	(1) Loss of property (2) Injury and loss of life	L	H	M	DVC(AFPD) Security Officer	(1) Provision of insurance (2) Awareness training (3) Enhancing security
Information	(1) Data corruption and loss	L	H	M	ICT Manager	(1) Back up data and Install anti-virus updates

Technology Risk	(2) Cybercrime.	M	M	M	ICT Manager	(2) Deploying ICT security measures
Operational risks	(1) Admission of unqualified students	L	H	L	Registrar (AA)	Ensuring strict adherence to the admission criteria
	(2) Examination leakage	M	H	H	Director (EXTT)	Strengthening examination processing controls
	(3) Delivery of substandard goods and services	M	M	M	Procurement Officer	Fidelity to procurement law and regulations
	(4) Substandard examinations	L	H	M	DVC (ARSA)/ DQA/ CODs	Strengthening examination setting and processing controls
	(5) Ineffective teaching	H	H	H	Deans/ CODs	Strengthening teaching supervision
	(6) Low rate of completion of postgraduate students	H	M	M	Director (BPGS)	Train supervisors
	(7) Recruitment of unqualified staff	L	H	M	DVC (AFP&D)	Strengthening the recruitment processes control
	(8) Deployment of employees in areas in which they are not qualified	L	L	L	Registrar (AP)	Deploying based on training, demonstrable competence, and experience
	Brain drain	H	H	H	VC	Competitive terms and conditions of service
Reputation Risk	False information disseminated to the public	H	H	H	VC	Regular communication of facts
	Stakeholders misunderstand the University.	L	H	M		Proper stakeholder engagement

CHAPTER 7 : RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Overview

The University shall endeavor to use different mechanisms to provide resources needed to implement its strategic goals in view of its vision and mission. The resources needed may be in the form of physical facilities, time, money, skills and ability to use them. The sources include but are not limited to labour markets for human capital, government grants and A-I-A comprising fees collections, farm, cafeteria and medical for financial resources.

7.1 Financial Requirements

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA1: University Teaching and Learning	49.75	146	73.5	174	106	549.25
KRA2: Research and Innovation	5.42	14.47	6.85	7.40	7.89	42.03
KRA3: Information, Communication and Technology	10.38	21.43	19.58	11.63	9.98	73.00
KRA4:Student Welfare	7.10	7.18	7.50	7.23	7.38	36.39
KRA5: Partnership and Collaboration	6.04	9.19	8.07	7.57	6.57	37.41
KRA6: Institutional Capacity	297.10	596.88	516.04	504.36	493.69	2,408.07
Administrative Cost	263.00	436.50	507.00	566.00	631.90	1,838.40
Total	**638.79**	**1,231.65**	**1,138.54**	**1,278.19**	**1,263.41**	**4,984.55**

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
2023/24	638.79	544	(94)
2024/25	1,231.65	793	(438.65)
2025/26	1,138.54	910	(228.54)
2026/27	1,278.19	1,014	(264.19)
2027/28	1,263.41	1,129	(134.41)
Total	**4,984.55**	**4,390**	**(594.55)**

7.2 Resource Mobilization Strategies

Tharaka University has developed various strategies to mobilize resources to mitigate against the variance on the estimated requirements and estimated allocation which include but are not limited to:

(a) Improved fees collection methods and alternative source of revenue generation

The University is automating fees collection and linking unit registration ,entry at university lecture halls and class attendance with student fees statements. This will ensure full and on time collection with minimal arrears.

The University is exploring alternative sources of revenue generation which include provision of medical services to the public, NHIF accreditation of the university health unit, value addition on our farm products and establishment of wildlife conservancy.

(b) Partnership and Collaboration

The University shall establish and operationalize the Directorates of Resource Mobilization and Partnership & Linkages aimed at sourcing funds externally such as research grants,projects grants and academic scholarships

(c) University Consultancy Enterprise

The University will register as a consultancy enterprise thereby providing services at a fee. Departments and faculties will be tasked to annually provide a work plan of activities geared towards generating income through consultancy. Aggressive and effective marketing will be carried out to ensure such activities are productive.

7.3 Resource Management

Prudent resource management is a prerequisite to achieving strategic goals that are geared towards achieving the University mandate. This will be achieved through:

(a) Rationalization of budgets

Rationalization will ensure the efficiency of university operations by reducing costs, prioritizing products/services to ensure maximum value of services offered.

(b) Strengthening audit function

The University will ensure audit professionals are trained so that their reports are reliable and implementable. Strong audit function will help the University accomplish its set objectives by having a systematic approach to evaluate and improve the effectiveness of resource management, control and governance.

(c) Improving the financial management systems

The University will improve the financial management by developing a shared resource system for University departments to bridge system gaps, streamline processes, and allow faculty/department and management to understand their financial position better and make informed strategic decisions. The areas of improvement for better resource management include but are not limited to asset management, cost analysis, project costing ,cash management while ensuring compliance with Public Finance Management Act, 2012.

CHAPTER 8 : MONITORING, EVALUATION AND REPORTING FRAMEWORK

Overview

This chapter provides the framework for Monitoring, Evaluation, and Reporting of the implementation progress of Tharaka University's Strategic Plan. The success of this Strategic Plan implementation depends on regular monitoring and evaluation to ensure that planned activities are carried out and outputs are measured.

8.1 Monitoring Framework

Monitoring can be defined as the process of continually tracking the implementation of planned programs or activities to assess their progress and performance. The implementation of this Strategic Plan will be vested in the Office of Deputy Vice-Chancellor Administration, Finance, Planning, and Development. Toward this end, the University shall put in place an elaborate Strategic Plan Implementation/Monitoring and Evaluation Committee (SPIMEC) that is proactive and well-versed in this Strategic Plan. Towards tracking outputs, Tharaka University will:

    i.   Objectively determine Key Performance Indicators (KPIs) from the action plan implementation matrix for tracking the outputs and outcomes.

    ii.   Establish the baseline data on indicators to be monitored.

    iii.   Plan for continuous improvement on the targeted results for efficiency and effectiveness.

By following these steps, Tharaka University will ensure that its monitoring and evaluation framework is aligned with internationally accepted norms and standards, and that the outcomes of its activities can be measured, reported, and acted upon.

8.2 Performance Standards

The Monitoring and Evaluation (M&E) framework of Tharaka University will be based on the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E. The responsibility for data collection for the respective Key Result Areas (KRAs) will lie with the Strategic Theme Teams, under the coordination of the office of the Deputy Vice Chancellor; Administration, Finance, and Planning. This approach ensures that the university's M&E framework is aligned with established national guidelines and standards, and that it is effectively implemented to track the university's performance and progress.

8.3 Evaluation Framework

Evaluation is the determination of the extent to which set objectives have been successfully met. Tharaka University will enforce structures and processes for evaluation of its Strategic Plan, to assess the extent of achievement of TUN objectives towards attainment of the strategic goals and respective KRAs. The evaluation framework defines outcome indicators, baselines and targets as summarized in Table 8.1.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA1: University Teaching and Learning	Competitive Graduates	% of graduates engaging in gainful activities	40	2022	60	70
KRA2: Research and Innovation	Impactful Research and Innovation	% increase in publications in high impact journals	10	2022	30	40
		No. of commercialized products or services	0	2022	2	4
KRA3: Information, Communication and Technology	Efficient Service Delivery through ICT	Increase in customer satisfaction index on ICT Services	69	2022	75	85
KRA4: Student Welfare	Satisfied Students	Satisfaction Rate of internal customers	66	2022	70	75
KRA5: Partnership and Collaboration	Effective Linkages	Projects/research funding from partners (in KShs. Mn)	16	2022	22	26
KRA6: Institutional Transformation	Enhanced Institutional Capacity	Customer satisfaction rating	69	2022	73	85

8.3.1 Mid-Term Evaluation

Mid-term review of the Strategic Plan shall be undertaken in July, 2025 to determine whether there is any variance between the expected and the realized results. The SPMIEC will conduct the evaluation in accordance with the agreed norms and standards of evaluation.

8.3.2 End-Term Evaluation

The   Strategic Plan Implementation/Monitoring and Evaluation Committee will conduct a comprehensive end-term review to determine the overall implementation and impact of the Strategic Plan against set goals and objectives.This review will be conducted in May 2027.This review will inform development of the next Strategic Plan.

8.4 Reporting Framework and Feedback Mechanism

The implementation of the strategic plan shall be monitored on quarterly and annual basis and reports submitted.The reporting framework and feedback mechanisms is as illustrated below. M&E reporting framework and reporting mechanisms is illustrated in Figure 8.1
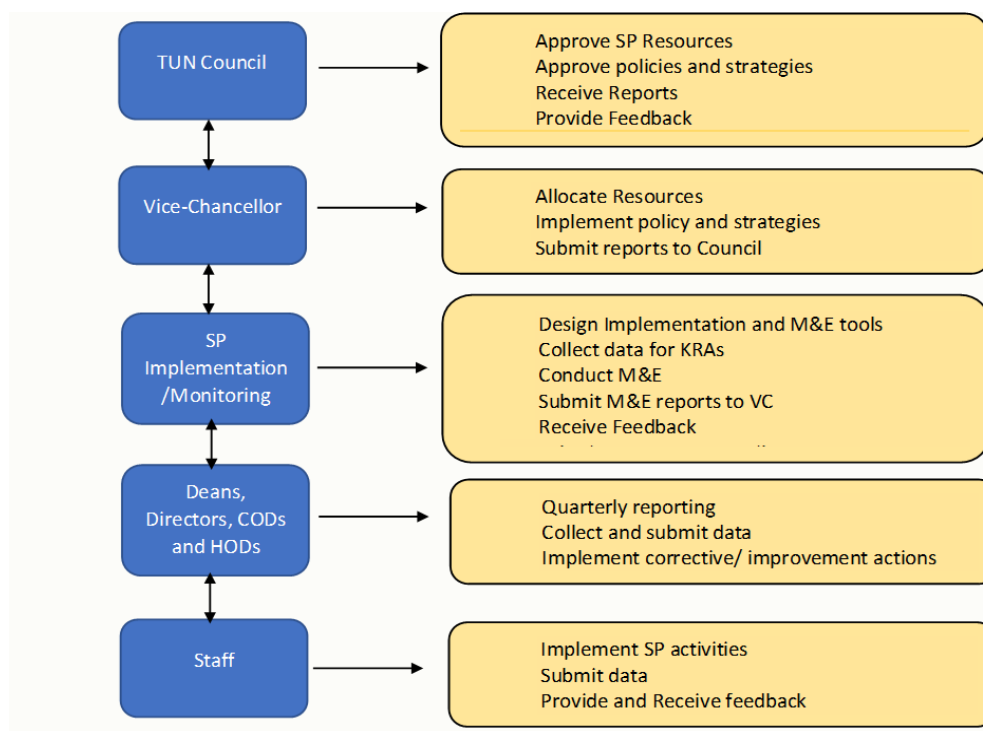

Figure 8.1: Monitoring & Evaluation Reporting framework and reporting mechanisms

Figure 8.1: Monitoring & Evaluation Reporting framework and reporting mechanisms

The lessons learnt will be captured and fed into a continual adjustment and improvement of the necessary corrective actions in the strategy. During the midyear and annual reviews, measurements of actual performance will be made and compared with the performance standards. If the results fall outside the desired tolerance range, actions will be taken to correct the deviation and prevent recurrence.

Table 8.2, 8.3 and 8.4 provide the quarterly, annual progress reporting template and evaluation reporting template respectively.

Table 8.2: Quarterly Progress Reporting Template

THARAKA UNIVERSITY
QUARTERLY PROGRESS REPORT
QUARTER ENDING …………..

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year ……			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template

THARAKA UNIVERSITY
ANNUAL PROGRESS REPORT
YEAR ENDING …………..

Expected Output	Output Indicator	Achievement for Year…….			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B - C)	Target (D)	Actual (E)	Variance (E - D)		

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										

8.5 Reporting Framework and Feedback Mechanism

Tharaka University shall ensure that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. Measurements of actual performance shall be made at predetermined times and compared with the performance standards. If the actual results fall outside the desired tolerance range, action will be taken to correct the deviation. The action will not only correct the deviation but also prevent its recurrence.

Divisions, Faculties and Directorates

The University operationalized four faculties, and five directorates as follows:

Table 3.4: Tharaka University Faculties and Directorates

1. Divisions	1. Division of Academic Research & Student Affairs 2. Division of Administration Finance Planning & Development
2. Faculties	(1) Faculty of Education (2) Faculty Humanities and Social Sciences (3) Faculty of Life Sciences and Natural Resources (4) Faculty of Business Studies (5) Faculty of Physical Sciences, Engineering and Technology
3. Directorates	(1) Directorate of Quality Assurance (2) Directorate of Performance Contracting (3) Directorate of Postgraduate Studies and Research (4) Directorate of Undergraduate Studies (5) Directorate of Career Services (6) Directorate of Timetabling and Examinations (7) Directorate of TVET (8) Directorate of Open, Distance and eLearning

In the Plan Period, the University will operationalize more Divisions, Faculties and Directorates as per Statutes.
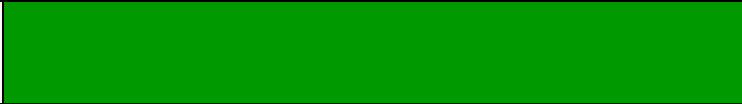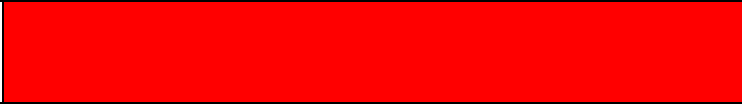
Infrastructure and Facilities

The University has the following infrastructure.

In the Plan period, the University will upgrade the infrastructure and facilities to cater for the growing numbers of students, staff and programmes as shown in the projection below:

Corporate Colours

Tharaka University's major colour is Royal blue, supplemented by 7 other colours namely; Ocean blue, light green, jungle green, white, beige, red, and brown.

Colour	
Royal Blue CMYK (68,66,0,43)	
Jungle Green CMYK (68,0,56,64)	
Ocean Blue CMYK (79,14,0,11)	
Beige CMYK (0,17,29,11)	
Red CMYK (0,75,82,16)	
Green CYMK (47,0,58,55)	
Brown CYMK (0,29,67,80)	

(1) Royal Blue: Signifies Tharaka University as dependable and trustworthy partner in attaining academic excellence.

(2) Jungle Green: Signifies Tharaka University's commitment to turn ASAL area into a green land.

(3) Light Green: Signifies Tharaka University commitment towards environmental conservation by ensuring a calm and serene environment and thus a sustainable environment.

(4) White: Signifies integrity which is one of the core values of Tharaka University.

(5) Beige: Signifies natural minerals found in the area where Tharaka University is situated and one of the institution niche areas; mining.

(6) Red: Signifies the authority that comes with knowledge

(7) Light/Ocean Blue: Signifies calming, soothing water and sky associated with deity, and symbolizes integrity which is one of the core values of Tharaka University.

(8) Brown: Signifies Tharaka University's stability, groundedness and resilience in achieving its mission in an excellent manner.

APPENDIX 3: Tharaka University Organogram
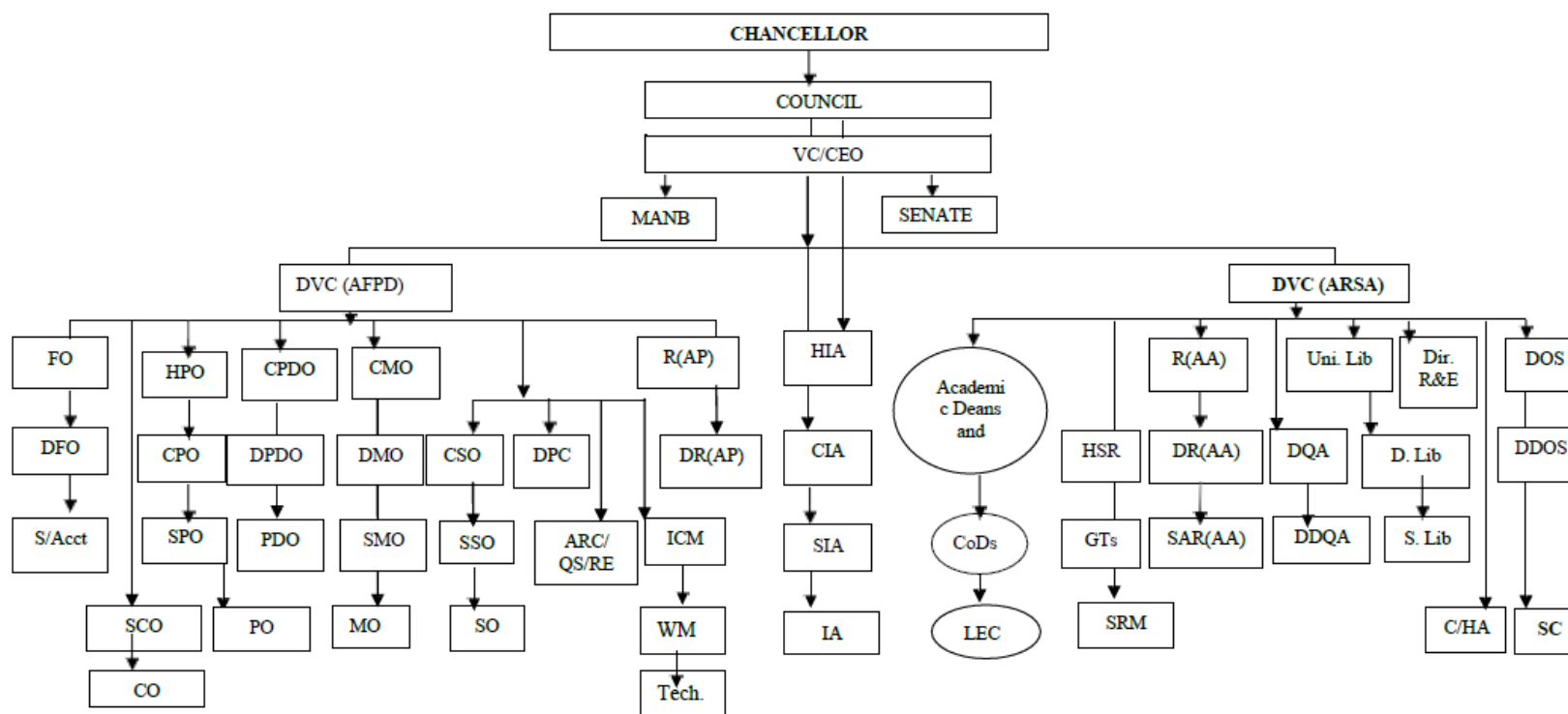
Legend					
VC/CEO	Vice-Chancellor/Chief Executive Officer	**SCO**	Senior Catering Officer	**LEC**	Lecturers
DVC (AFPD)	Deputy Vice-Chancellor / (Administration, Finance, Planning and Development)	**DR (AP)**	Deputy Registrar (Administration & Planning)	**HPO**	Head of Procurement Office
DVC (ARSA)	Deputy Vice-Chancellor (Academic, Research and Student Affairs)	**DIRs**	Directors of Boards, Institutes, Centres and Campuses	**CPO**	Chief Procurement Officer
M.R.	Management Representative	**CO**	Catering Officer	**SPO**	Senior Procurement Officer
R (AP)	Registrar (Administration &Planning)	**RE**	Resident Engineer	**EM**	Estates Manager
R (AA)	Registrar (Academic Affairs)	**ARCH**	Architect	**PO**	Procurement Officer
DR (AA)	Deputy Registrar (Academic Affairs)	**QS**	Quantity Surveyor	**DQA**	Director (Quality Assurance)
Dir. R&E	Director (Research & Extension)	**CPDO**	Chief Planning & Development Officer	**DDQA**	Deputy Director (Quality Assurance)
Uni. LIB	University Librarian	**SPDO**	Senior Planning & Development Officer	**DPC**	Director (Performance Contracting)
D. Lib	Deputy University Librarian	**PDO**	Planning & Development Officer	**ICM**	ICT Manager
S. Lib	Senior University Librarian	**HSR**	Head of Sports and Recreation	**WM**	Webmaster
DOS	Dean of Students	**GTs**	Games Tutors	**MANB**	Management Board
DDOS	Deputy Dean of Students	**SRM**	Sports and Recreation Managers	**SC**	Student Counsellor
FO	Finance Office	**C(HA)**	Custodian/Head of Accommodation	**Tech.**	Technologists
DFO	Deputy Finance Officer	**HIA**	Head of Internal Audit	**Deans**	Deans of Faculties, Schools & Institutes
S/Acct	Senior Accountant	**CIA**	Chief Internal Auditor	**COD**	Chairman of Department
CMO	Chief Medical Officer	**SIA**	Senior Internal Auditor	**SSO**	Senior Security Officer
DMO	Deputy Medical Officer	**IA**	Internal Auditors	**SO**	Security Officer
SMO	Senior Medical Officer	**SAR**	Senior Assistant Registrar		
MO	Medical Officer	**CSO**	Chief Security Officer		

APPENDIX 4: Legislations and Stipulations Relevant to Tharaka University

Laws and legal frameworks

The following laws provide the legal framework under which Tharaka University operates:

1) The Constitution of Kenya 2010 (Nairobi 27th August, 2010)

2) The Universities Act, 2012.

3) The Leadership and Integrity Act, 2012.

4) Public Service Commission- Code of Conduct and Ethics hand book

5) Medical Practitioners and Dentist Board. The Code of professional conduct and discipline 6th Edition

6) The Labor Laws, 2007

7) Work Injury Benefits Act, 2007

8) Food, Drugs and Chemical Substances Act, 2012

9) State Corporations Act 2012

10) The Anti-Corruption and Economic offices Act, 2012

11) Public Finance Act, 2012

12) Public Procurement and Asset Disposal Act, 2015

13) Public Audit Act,2015

14) The Accountants Act, 2007

15) Penal Code 2010

16) KUCPPS Admissions guidelines.

17) Sports Act, 2013.

18) The Persons with Disabilities Act, 2003

19) Sessional paper No.3 of 2005 on Sports Development

20) Water Act, 2016.

21) Environmental Impact Assessment, 2003

22) The NHIF Act 1998

23) The NSSF Act, 2013

24) The RBA Act 2017

25) The Public Officer Ethics Act 2003

26) Copyright Act, 2009

27) Waste Management Act, 2010.

28) Tharaka University Performance Contracts

29) Children's Act, 2012

Tharaka University Stipulations

The following are the instruments and policy stipulations used in running the University:

(1)   Tharaka University Charter, 2022

(2)   Tharaka University Statutes, 2022

(3)   Tharaka University Customer Service Delivery Charter, 2022

(4)   Tharaka University Performance Contract, Current

(5)   Tharaka University College Terms and Conditions of Service (2017)

(6)   Collective Bargaining Agreements (2017-2021)

(7)   Tharaka University Students' Information Handbook (Current)

(8)   Tharaka University Staff Information Handbook (Current)

(9)   Tharaka University Policies

Alignment with the Constitution

In its endeavor to align this Strategic Plan with the Constitution of Kenya, 2010, the University will particularly focus on the following areas:

- Consumer rights

- Enforcement of environmental conservation

- Values and principles of public service

- Labour relations

- Leadership and integrity

- Legislation on land

- Principles and framework of public finance

- Prudent use of natural resources

APPENDIX 5: List of Referred Documents

Anti-Corruption and Economic Crimes Act No. 18 of 2014

Basic Education Act No. 14 of 2013

Children's Act, 2022

Code of Conduct for Public Universities, 2003

CUE Regulations and Standards Guidelines, 2014

Daystar University Strategic Plan 2020-2025

Environmental Management and Coordination Act, 2015

Ethics and Anti-Corruption Commission Strategic Plan, 2018-2023

Higher Education Loans Board (amendment) Bill, 2020

ISO 9001:2015 Standard Manual, 2015

Kenya Labour Laws

Kenya Taxation Laws

Kenya Vision 2030 Third Medium Term Plan, 2018-2022

National Education Sector Strategic Plan (NESSP), 2018-2022

Pension (Amendment) Bill, 2020

Persons with Disabilities Act, Revised edition 2012 (2003)

Public Audit Act No. 34 of 2015

Public Financial Management Act, 2012

Public Officer Ethics Act, Revised Edition 2012 (2003)

Public Procurement and Asset Disposal Act No. 33 of 2015

Science, Technology and Innovation Act No. 28 of 2013

Sector Plan for Science, Technology and Innovation, 2013-2017

Session Paper No. 1, 2019 on a Policy Framework for Education Training & Research.

State Corporation Act, 2012

Tharaka University Policies

Tharaka University College Strategic Plan 2017-2022

The Catholic University of Eastern Africa Strategic Plan 2012-2022

The Constitution of Kenya, 2010

The Industrial Training Act, No. 12 of 2012

The Universities Act, 2012

University of Nairobi College of Education and External Studies 2018-2023