





END-TERM REVIEW OF STRATEGIC PLAN

2014-2019

 <p>UNIVERSITY ADMINISTRATION BLOCK</p> <p>01</p>	 <p>UNIVERSITY NEW SITE BUILDING</p> <p>02</p>
<p>23, 423</p> <p>TOTAL NUMBER OF GRADUANDS SINCE AWARD OF CHARTER 2013</p> <p>03</p> 	<p>MODERN GATE</p> <p>04</p> 

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University of Eldoret End-Term Review of Strategic plan 2014 to 2019

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Vision, Mission & Values

Vision

A premier University that is globally visible in knowledge generation and technological innovations

Mission

Providing high quality education and training, in Science, Agriculture and Technology that promotes networking, partnerships and linkages with other institutions and industry

Core Values

Integrity

Innovativeness

Customer satisfaction

Competitiveness

Equity

Responsiveness

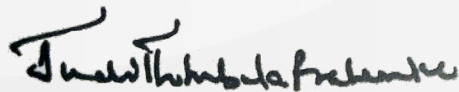
Inclusivity

Statement from the Chancellor

The University of Eldoret over the years has strived to place itself among the core-established Universities in the region and beyond. This has been enhanced by positioning itself as a centre for training and consultancy. As a University, the development of the first Strategic Plan of 2014-2019 has been central in spearheading development agenda within the institution. As we successfully completed the preparatory process of the 2014-2019 Strategic Plan, I was certain that the University had placed itself in the right trajectory for knowledge generation and technological advancement. This has been witnessed in the production of high-quality graduates and professionals who have been central towards enhancing key development agenda within their respective surroundings.

The execution of the strategic objectives assisted in the achievement of the national goals as stipulated in the Constitution and Vision 2030. This was done while appreciating diversity of students, improving quality and relevance of university education and research for social economic transformation of Kenya, aligning university education to national and regional development goals, and establishing efficient and transparent university admission system that provided services to all applicants. Also critical were the improvement of the retention and productivity of academic staff, establishing governance structure that was aligned to the Constitution, improving efficiency in decision making and separating governance and management. The University has continued to build strong linkages and partnerships that enhance mutual learning, research and innovation, among others.

Finally, the University adoption of the ISO 9001:2015, setting up of the 3-D Master plan and gave the University leverage of attaining its Strategic Plan (2014-2019). On the other hand, the national development agenda engineered by the government Big Four Agenda and Kenyan Vision 2030 offer enough potential for the University to achieve its stated mission and vision.



Amb. Prof. Judith Mbula Bahemuka
Chancellor



Amb. Prof. Judith Mbula Bahemuka
Ph.D (UoN), M.A. (UoN), BA (Marygrove College, USA)
Chancellor, University of Eldoret

Message from the Chair of Council

The University of Eldoret rolled out its five (5) years Strategic Plan in 2014 aimed at guiding the University towards meeting its development agenda. The Key milestone the University achieved has been factored in by our commitment and good rapport with our stakeholders. As outlined in the end-term review report, the University has contributed to the achievement of the national goals as stipulated in the Constitution, Sustainable Development goals (SDGs), Vision 2030, the Big Four Agenda, and the Sector Plan for Science, Technology, and Innovation (2013-2017). This has been seen in the University commitment to enhance training and consultancy through offering of quality courses in Science, Technology, Agriculture, Engineering and Mathematics.

The end-term review report was based on the four (4) Key Result Areas, eleven (11) Strategic Objectives and one hundred and sixty (160) activities. The University worked tirelessly and ensured that 61% were fulfilled, 23% of the activities still on-going whereas 16% are still pending. We are optimistic that they will be implemented in the Strategic Plan of 2019-2024. The review report has been prepared on the basis of analysis of the internal and external environment using SWOT and PESTEL analyses. Successful implementation of this Strategic Plan was realized through total commitment of the students, entire staff and other stakeholders, who embraced the University's core values. The University Strategic Plan transformed the institution, enhanced its contributions to society and elevated its rank among world-class institutions of higher learning, thus achieving its vision of being a premier University that is globally visible. The University of Eldoret is a magnet for the very best and an international centre that creates a vibrant and appealing surrounding for the nearby community. The expertise and talents of the students, staff, and graduates radiate throughout Kenya and the world. The University sustains and strengthens Kenya's competitive capacity and enhances the economic, social and cultural life of its citizens.

The Council would like to thank all who participated in the preparation and implementation of the strategic plan, 2014-2019, and its review is a major undertaking that truly reflects our aspirations and expectations as an institution of higher learning. It is envisaged that the review drew lessons from the implementation of projects and activities for the purpose of proposing strategic adjustments in view of launching the second strategic plan. I therefore, wish the University Management Board success as they implement the 2019-2024 strategic plan.



Dr. David I. Ojaka, Ph.D
Chair of Council

Preface

The University of Eldoret is a leading centre for quality in Science, Agriculture, and Technology with enough capacity for training and consultancy. All this has been enhanced by our adherence to the Strategic Plan 2014-2019. Upon the award of Charter on 11th February 2013, the University embarked on the Process of preparing the first Strategic Plan 2014-2019. The Strategic Plan has been central in charting the direction for development in the last five (5) years. This Strategic Plan (2014-2019) End-Term Review is a pointer of the progress that we as a University have made throughout the Five (5) year period.

The Strategic Plan (2014-2019) End-Term Review report has been prepared based on the progress that the University has achieved in the last five (5) year period. It outlines the findings on the overall performance of the KRAs and the situational analysis that enabled the University to meet its targeted objectives during the period under review.

The Strategic Plan (2014-2019) End-Term Review presents the four (4) Key Result Areas (KRAs), eleven (11) Strategic Objectives and one hundred and sixty (160) activities that the University has been working on to meet its development strategy. Key accomplishments have been achieved in each of the KRAs of Student Enrolment, Academic Excellence, Research and Innovation, Consultancy and Outreach and Institutional Capacity. In overall, during the period under review, 61% of activities were fulfilled, 23% are still in progress and 16% have not been implemented. This gives us a total of 84% overall performance. The performance is witnessed in the following areas: advancement in the qualifications and research experience of academic staff, improvement in retention and student satisfaction, harmonization of undergraduate programmes from fifty-three (53) to thirty-two (32) programmes in total, growth in the National and International collaborations, enhanced linkages with industries and academic institutions, improvement of security by building three (3) modern gates, 3 km perimeter wall, installation of ninety (90) CCTV cameras and Seven (7) floodlights. To add to the list is the completion of School of Education and School of Economics, Business & Management Sciences which has created more teaching space and administrative offices.

The decline in exchequer funding over-reliance on government funding and change of government policies in Education sector has been the major undoing in the quest for the University to fully meet its strategic objectives. However, in order to complete the pending activities which we are optimistic about, the University intends to invest in Private Public Partnerships (PPPs), fully automate fee payment and activate the utilization of the endowment fund account. This will greatly enhance the 2019-2024 Strategic



Plan objectives. We are confident that the University will continue with the tradition of success story and achieve its goals of the new Strategic Plan 2019-2024.

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

Definition of Terms

Baseline	Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.	Program	A grouping of similar projects and/or services performed by the University to achieve a specific objective; the programs must be mapped to strategic objectives.
Indicator	An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.	Project	A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a program.
Key Results Areas	This is an outline of the organization's areas of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.	Strategic Planning	It is the process of defining an organization's strategy or direction, and making decisions on allocating its resources to pursue this strategy; it involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.
Outcome Indicator	This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.	Strategic Objectives	These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.
Key Activity	Measures the intermediate results generated relative to the objective of the intervention.	SWOT Analysis	It is used for understanding the strengths and weaknesses (internal factors) of the organization and for identifying both the opportunities open to the organization and the threats it faces (external factors).
Key Performance Indicator	A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.	Target	A target refers to planned level of an indicator achievement.
PESTEL Analysis	It is a framework or tool used to analyze and monitor the environmental (external) factors that have an impact on an organization.		

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Acronyms and Abbreviations

A&F	Administration and Finance	KCSE	Kenya Certificate of Secondary Education	QMS	Quality Management System
ADA	Alcohol and drug abuse	KENET	Kenya Education Network	RCE	Regional Centre of Excellence
A-I-A	Appropriation in Aid	KRA	Key results area	SCAC	State Corporations Advisory Board
ARIS	Agricultural and Rural Innovation System	KUCCPS	Kenya Universities and Colleges Central Placement Service	SP	Strategic Plan
ASA	Academic and Student Affairs	KUDHEIHA	Kenya Union of Domestic, Hotels, Educational Institutions and Hospitals and Allied Workers	SPC	Strategic Planning Committee
BS	Biological Sciences	LAN	Local Area Network	SRC	Salaries and Remuneration Committee
CBA	Collective bargaining agreement	Mbps	Megabits per second	STI	Science, Technology and Innovation
CCTV	Closed Circuit television	MIS	Management Information Systems	SWOT	Strengths, Weaknesses, Opportunities and Threats
CPC	Corruption prevention committee	MoE	Ministry of Education	U&IL	University and Industry Links
CSR	Corporate Social Responsibility	MoU	Memorandum of Understanding	UASU	University Academic Staff Union
CUE	Commission for University Education	MSc	Master of Science	ULS	University Library Services
ERP	Enterprise Resource Planning	MTP	Medium Term Plan	UMB	University of Eldoret Management Board
FO	Finance Officer	NITA	National Industrial Training Authority	UoE	University of Eldoret
GoK	Government of Kenya	NHIF	National Hospital Insurance Fund	VC	Vice Chancellor
GSS	Government Sponsored Students	NRF	National Research Fund	WAN	Wide Area Network
HELB	Higher Education Loans Board	NS	New site		
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency	NSSF	National Social Security Fund		
HoD	Head of Department	ODEL	Open and Distance E-Learning		
HR	Human Resource	PC	Performance Contract		
ICT	Information and Communication Technologies	Ph. D.	Doctor of Philosophy		
IGA	Income Generating Activities	PMC	Performance Management and Coordination Office		
IGU	Income Generating Unit	PPP	Public Private Partnership		
IPP	Intellectual Property Policy	PS	Physical Science		
IPR	Intellectual Property Rights	PSSP	Privately Sponsored Students Programs		
IQA	Internal Quality Auditor	QA	Quality Assurance		
IUCEA	Inter-University Council of East Africa				

Executive Summary

Evaluation purpose

This report summarizes findings from an End-Term Evaluation of the University of Eldoret Strategic Plan 2014-2019. The intent of the evaluation is to contribute to a better understanding of the progress achieved in implementing the Strategic Plan, determine whether University of Eldoret is achieving transformational results, and make recommendations about improvements that will strengthen performance. It is understood that this evaluation will feed into the next Strategic Plan 2019-2024.

Purpose of Evaluation of Strategic Plan

The purpose of this end-term review is to address the following issues:

- (a) assess its effectiveness or impact on the University's strategic goals.
- (b) document challenges encountered and undertake risk analysis for mitigation measures.
- (c) reflect on lessons learnt on success factors and the sustainability of achievements made.
- (d) inform the development of the next five-year strategic plan, 2019-2024.

Evaluation Methodology

The methodology of the review was based on a participatory approach. Two surveys were carried out; Work Environment and Customer Service Delivery, and Customer Satisfaction and its Mitigation Measures. The approach consisted of a Strategic Planning Committee (SPC) that was reconstituted by the Vice-Chancellor in 2018. It considered the strategic context, the results framework and the validity of the Vision, Mission and Strategic Goal. It looked at each of the focus and cross-cutting areas of the Strategic Plan and considered how performance links to the Strategic Plan. The committee documented the lessons learnt and challenges from the

implementation of projects and activities to inform the development of the 2019-2024 Strategic Plan. This formed the basis for stakeholders' workshop to validate and enrich the findings.

Evaluation findings

The evaluation shows that majority of the activities and indicators envisioned by the Strategic Plan 2014-2019 were fulfilled. The activities were realistically planned and they provided practical guidance for the work at the University. Being the first strategic plan for the University, there were many issues that were overlooked at the time of development. Some activities did not have baselines and targets which made it difficult to determine the performance of the strategic plan. In overall, 61% of the activities were fulfilled, 23% in progress and 16% did not take off.

A summary assessment is provided below in relation to the impact of each Key Result Area on vision and mission of University of Eldoret (UoE).

Key Result Area 1: Students Enrolment and Academic excellence

- (a) The reviewed and harmonized undergraduate curricula improved the quality in teaching.
- (b) Increased learning facilities, created a conducive environment for teaching and learning.

Key Result Area 2: Research and Innovation

Research has put the University on the world map; thus, the University is globally visible.

- (a) According to web metric survey in 2019, based on research publications and citations, the University was ranked globally,

regionally, and Nationally as shown in the table below. This is evident that the University is globally visible.

	Position	Out of
Globally	10759	28136
Regionally	358	1685
Nationally	24	128

(b) Number of articles published in refereed journals increased from 215 to 694

Key Result Area 3: Consultancy and Outreach

Through outreach, the youths from the communities around the University are developing their athletics talents by using university's sports' fields.

- (a) The University established outreach centre. This is a dream come true. UoE envisioned that one time there will be a centre where the community can get information which can solve their problems and also empower them economically.
 - (i) Farmers are able to access expertise in the University for skills-based training, information and services provided by the various departments.
 - (ii) Some farmers take up student interns, share their knowledge and participate in research activities.
 - (iii) Aquaculture (Fish rearing), mushroom production and horticulture have been of great interest to the farmers.
- (b) In fulfilling its mission, the University has established and strengthened linkages with 32 industries and 16 academic institutions

Key Result Area 4: Institutional Capacity

The institutional capacity entails, budget and finance, infrastructure,

information technology and Human Resource. These are enabling environment for achieving the primary academic goals and strategic initiatives of the plan.

- (a) One of the strategic objectives under KRA 4 was to expand the financial resource base through growth in exchequer funding, appropriation in aid (A-I-A), donor funding and investments from private partners through private-public partnership.
 - (i) The exchequer funds grew from KSh. 1033million to KSh. 1717million.
 - (ii) The A-I-A grew from Ksh. 732 million in June 2014 to Ksh.1289 million in June 2017, but by June 2019, it decreased to Ksh. 682 million due to the decrease in students enrolment.
- (b) In prudent utilization of funds, the annual financial reports were prepared in accordance with the international public sector accounting standards (IPSAS). Financial operations were automated by installing of IFMIS, which improved student fee collection, reduced fee debts, improved cash flow and the ability to meet obligation when due.
- (c) Under vision 2030, ICT is an enabler of the three pillars; economic pillar, social pillar and political pillar.
 - (i) The University of Eldoret is developing manpower in IT through training of students for national development.
 - (ii) In order to automate processes and services, the University has installed ERP system that has improved service delivery.
- (d) The university endeavoured to attract, develop and retain highly qualified and motivated staff in compliance with the University statutes, Universities Act 2012, Employment Act 2007, negotiated and agreed National and Local CBAs, University of Eldoret Human Resource Policy, procedure manual and other relevant laws. The number of academic staff improved from 295 to 423 while non-academic staff improved from 430 to 853.
- (e) The infrastructure development at the University of Eldoret are capital projects and they depend on development funding from

the government. For this reason, the projects can only commence when the government releases the funds. The University Education and Economics, Business & Management Sciences. The University has completed constructing School of Education Complex, School of Economics, Business and Management Sciences Complex is in progress.

- (f) The University enhanced internal security by constructing modern gates, installing CCTVs and floodlights.
- (g) The University has put in place the legal and regulatory framework guided by; University Act 2012, University Charter, Statutes, policies, rules and regulations. In compliance to the legal and regulatory requirements the University has strengthened its internal and external controls.

In conclusion, UoE is a stronger institution than it was when the Strategic Plan was approved. It also faces very different demands and expectations from its customers and stakeholders than five years ago. In terms of development performance, UoE has continued to make an impact in development contributions across all its focus areas, but efficiency and sustainability remain challenging due to limited funds



Section One: Introduction and Summary of Findings

1.0 Introduction

The University of Eldoret (UoE) Strategic Plan 2014 – 2019 was designed for the purposes of turning around the University and putting it on the path towards becoming a premier university that is globally visible in knowledge generation and technological innovation. The eleven strategic objectives were grouped into four Key Result Areas (KRAs) and is accompanied by key performance indicators to measure their accomplishment.

Table 1: Summary of Key Result Areas and corresponding strategic Objectives

KeyResult Areas	Objectives
1. Students Enrolment and Academic excellence	(i) To increase student enrolment (ii) To provide quality teaching and learning facilities (iii) To provide and maintain a conducive environment for teaching and learning
2. Research and Innovation	(iv) To position the university as a premier research and innovation centre
3. Consultancy and Outreach	(v) To put in place appropriate consultancy and outreach services
4. Institutional Capacity	(vi) To expand Financial Resource base (vii) To improve Financial Management (viii) To integrate ICT in all university programmes and operations (ix) To attract, develop and retain competent staff (x) To put in place and maintain appropriate infrastructures put in place sound governance systems (xi) To put in place sound governance systems

1.1 Purpose of Evaluation of Strategic Plan

The purpose of this end-term review is to address the following issues:

- (a) assess its effectiveness or impact on the University's strategic goals.

- (b) identify shifts in trends as a source of evidence of progress made in the last the 5years.
- (c) document challenges encountered and undertake risk analysis for mitigation measures.
- (d) reflect on lessons learnt on success factors and the sustainability of achievements made.
- (e) inform the development of the next five-year strategic plan, 2019-2024.

out 160 activities, 61% of which were fully implemented, 27% partially implemented and 2% were not implemented during that period of review. This translated to an overall performance of 74%, which was above average.

1.2 The Evaluation Methodology

The methodology of the review was based on a participatory approach. The approach consists of a Strategic Planning Committee (SPC) that was reconstituted by the Vice-Chancellor in 2018. Through its deliberations an agreement on the road map for the review process was done. It is a self-evaluation that required subcommittees to develop tools for evaluating the strategic plan through each KRA. The committee documented the lessons learnt and challenges from the implementation of projects and activities to inform the development of the 2019-2024 Strategic Plan. This formed the basis for internal stakeholders' workshop. The workshop provided a platform for stakeholders to give their views and contribute to the end term review report. Finally, the draft document was subjected to senate and University management for validation and forwarding to university council for approval.

The process of evaluation involved collecting statistical data; the qualitative and quantitative data measured against their indicators and targets for each activity from respective units of the university.

1.3 Overview of mid-term review

The mid-term review of the strategic plan examined achievements over the first two and half years against expected results. The emphasis was placed on each outcome arising from the four Key Result Areas (KRAs). The Strategic Plan focused on four Key Result Areas with 11 strategic objectives and set

Section Two: Findings on Performance

2.1 Introduction

The findings from the evaluation shows that the majority of the activities and indicators envisioned by the Strategic Plan 2014-2019 were fulfilled. In some activities where baselines and targets were not set, it proved difficult to measure indicators. The details of the evaluation are outlined in the following sections.

2.2 Key Result Area 1: Students Enrolment and Academic excellence

Based on the analysis of the performance indicators, baseline and targets of each Key Result Area, and from Chart 1 and Table 2, 61.5% of the activities were fulfilled. The observation from analysis, shows that more effort is needed in improving teaching and research facilities, in particular the science laboratories, which will match with increase in students enrolment and thus achieving academic excellence.

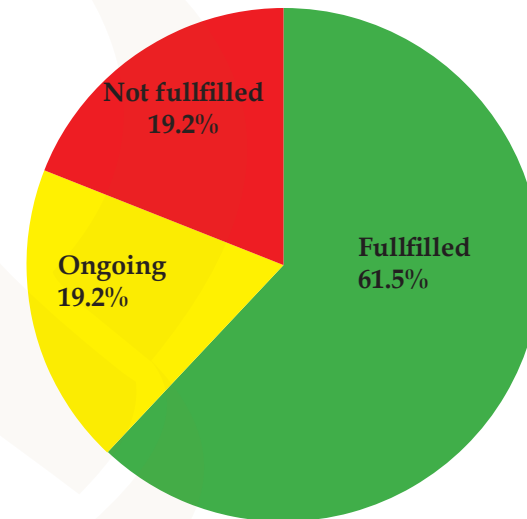


Chart 1: Students Enrolment and Academic excellence based on targets and baseline

Table 2: Outcomes of Students Enrolment and Academic excellence

Strategic Goals	Output	Output indicator	Baseline	Target	Achieved 2014-2019	Comments
Develop and market Innovative and entrepreneurial programmes	Develop curricular for undergraduates	No. of curricular developed	53	5	5	Fulfilled
	Develop curricular for Masters programmes	No. of curricular developed	38	2	2	Fulfilled
	Develop curricular for PhD programmes	No. of curricular developed	15	1	1	Fulfilled
Develop and market programmes through brochures, flyers, electronic media and print media	Print brochures, flyers	Frequency of brochures, flyers printed	2	2	6	Fulfilled
	Use Electronic media	Electronic Media used	2	2	7	Fulfilled
	Use of Print media	Media Space	3	3	6	Fulfilled
Establish new schools and open additional learning centres	Open new learning centres	No. of new learning centres	1	1	1	Fulfilled
	Establish new schools	No. of Establish new schools	7	3	2	Ongoing
	Enroll additional students	No. of additional students Enrolled	12836	20032	12426	Ongoing
Increase and improve teaching and research facilities	Acquire additional teaching facilities	No. of additional teaching and research facilities	Facilities existing as at 2014	5	11	Fulfilled
	Acquire additional research facilities	Timeliness and appropriateness	Facilities existing as at 2014	5	7	Fulfilled
	Build library	Timeliness and appropriateness	Facilities existing as at 2014	2017	2016	Fulfilled

Strategic Goals	Output	Output indicator	Baseline	Target	Achieved 2014-2019	Comments
Increase and improve teaching and research facilities	Increase no. of science laboratories	No. of laboratories	Facilities existing as at 2014	-	-	Not Fulfilled
	Increase no. of engineering. w/ shops	No. of workshops	2	9	9	Fulfilled
	Increase no. of field stations/ labs	No. of field stations/ labs	Facilities existing as at 2014	1	4	Fulfilled
	Increase no. Theatres/ lecture rooms	No. of theatres/ lecture rooms	28	20	77	Fulfilled
	Construct an auditorium	Operational auditorium	-	-	-	Not Fulfilled
	Increase postgraduate study/ offices	Amount of office space	-	2	5	Fulfilled
	Acquire Hotel	Hotel operationalized	0	1	0	Not Fulfilled
Increase and improve the ODEL facilities of the university	Launch ODEL programmes	No, of programmes delivered through ODEL	1	-	0	Not Fulfilled
	Launch ODEL courses	No. of courses	0	19	9	Ongoing
Incorporate Vocational training in some undergraduate programmes	Develop programmes with vocational training components	No. of programmes with vocational training components	2	3	5	Fulfilled
Develop and implement a university calendar	Develop and implement university calendar	Calendar operationalised	1	3	0	Not Fulfilled

Strategic Goals	Output	Output indicator	Baseline	Target	Achieved 2014-2019	Comments
Maintain efficient communication with students and other stakeholders	Develop policies for providing feedback and conflict resolution	Policy in place	-	1	1	Fulfilled
	Reduce no. of complaints	No. of complaints reduced	Moderate	Complaints reduced	51 out of 69	Ongoing
	Reduce no. of student transfers/ dropout	No. of student transfers/ dropout	-	Student transfers/ dropout reduced	157	Ongoing

2019 Graduation





Students discussion



University administration block aerial view



University's Cultural and Pageant Gala 2019



University Participated in the 5th Edition of the Turkana Tourism and Cultural Festival (TOBONG'U Lore)

2.2.1 Academic Programmes

The University in its objective of developing innovative and entrepreneurial programmes has developed five (5) undergraduate, two (2) Masters and one (1) Ph.D. programmes out of which one has been implemented. In addition, the University under the directive of CUE harmonized 53 undergraduate programmes to 32. In the period under review, the university established one school namely; school of Economics. The University currently has nine (9) schools with 34 academic departments which offer innovative academic programmes designed to meet the needs of the society.

The University Schools include:

1. School of Agriculture & Biotechnology
2. School of Business & Management Sciences
3. School of Economics
4. School of Education
5. School of Engineering

6. School of Environmental Studies
7. School of Human Resource Development
8. School of Natural Resource Management
9. School of Science

2.2.2 Student Enrolment

The enrolment of students (Diploma, undergraduates, MSc. Ph.D. students) at University has grown from 12836 in 2014 to 15505 in June 2017, but by June 2019 the number of students decreased to 12, 426 against the target of 25,712 (see table 3). The fluctuation in numbers is attributed to the government change in student placement policy in 2017 where all KCSE students who attained grade C+ and above were to enrol in Universities through government sponsorship drastically reduced the self-sponsored students in subsequent years.



University Management and former student leaders consultative meeting



University Conducts The 7th Student Leaders Induction and Team Building Workshop

03 06 2019

Table 3: Student enrolment for the plan period 2014 - 2019

Students		Baseline 2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
Under-graduate	Projected		16555	18211	20032	22035	24238
	Actual	12121	13940	13862	15405	14047	12,393
	Growth (%)		15	-0.6	11.1	-8.8	-12.6
Masters	Projected		820	901	992	1091	1200
	Actual	604	553	420	77	84	116
	Growth (%)		-8.4	-24.1	-81.7	9.1	38.1
PhD	Projected		187	206	226	249	274
	Actual	111	143	56	23	13	37
	Growth (%)		28.8	-60.8	-58.9	-43.5	184.6
Total Actual		12836	14636	14338	15505	14144	12546

2.2.3 Improve Learning Environment

The University through the external and internal funding managed to increase the number of lecture halls from 28 to 77. Before 2014 there existed the library with a sitting capacity of 300, but the new library was built and it has a sitting capacity of 2000.

The university in meeting the requirements of EBK, the number of Engineering workshops build increased from 3 to 13, leading to accreditation of Bachelor

First year registration



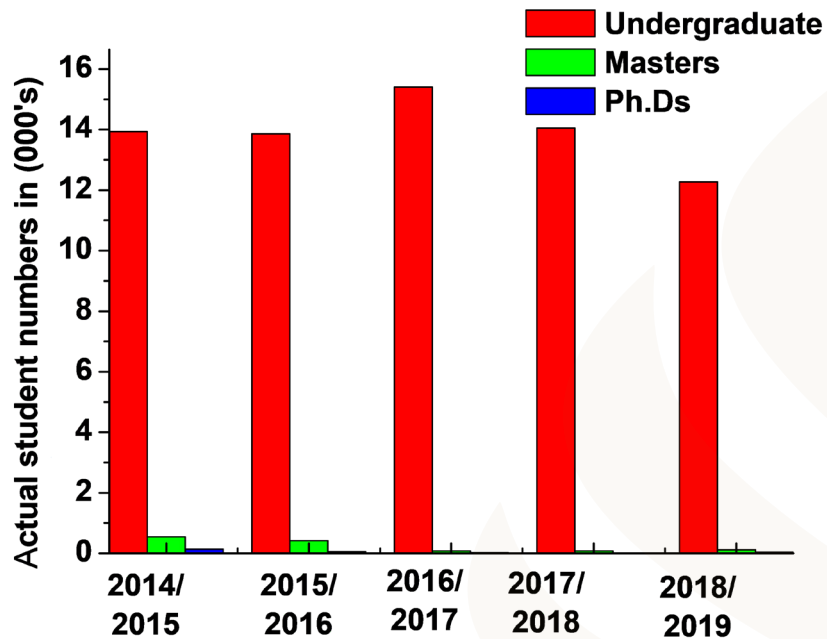


Figure 1: Student enrolment for the period 2014-2019

of Engineering in Agricultural Bio-systems by EBK. The Bachelor of Engineering in Civil and structural engineering and Bachelor of Engineering of Mechanical and Production Engineering are being assessed for accreditation.

However, the existing physical laboratories for teaching and research are inadequate and have been over stretched due to the increased number of students. In the next strategic plan, the university should focus on upgrading, renovating and building the state-of-the-art laboratories.

2.2.4 Impact of KRA 1 on vision and Mission

The reviewed and harmonized curricula improved the quality in teaching, and as a result of increased learning facilities, a conducive environment was created for teaching and learning, thus fulfilling the vision and mission of the University.

2.3 Key Result Area 2: Research and Innovation

The university has made efforts in meeting the targets as set out in the strategic plan for this Key Result Area, as per the analysis in chart 2 and table 4, most of the activities were in progress. From this evaluation it is apparent that there is still a huge potential for staff writing and winning externally funded research projects within the University. In the period under review, seventeen 17 innovations and one (1) patent were realized; 2 wheat varieties, 3 Barley varieties, 4 Dolichos varieties, 2 African Bird’s Eye Chillis, One Groundnut inoculating and acid tolerant rhizobium, 3 fish feed products, 2 mobile phone applications for learning about forestry and Electrocoagulation method for colour removal in water-KIPI patent no KE 400. The university has used various avenues for dissemination of research and innovation outputs which include conferences, articles in refereed journals, and agricultural shows among others. However, the university lacks a printing press which would go a long way in publications and dissemination of outputs.

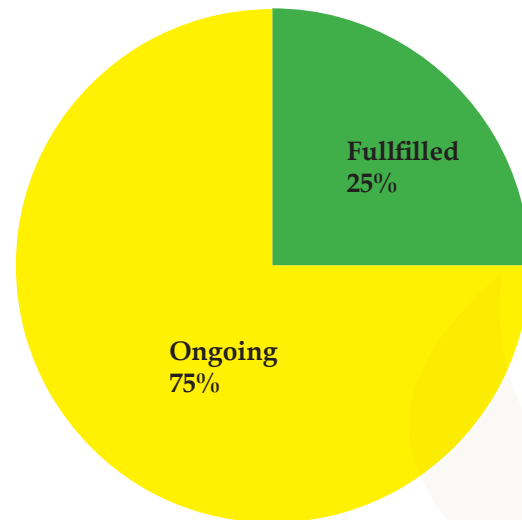


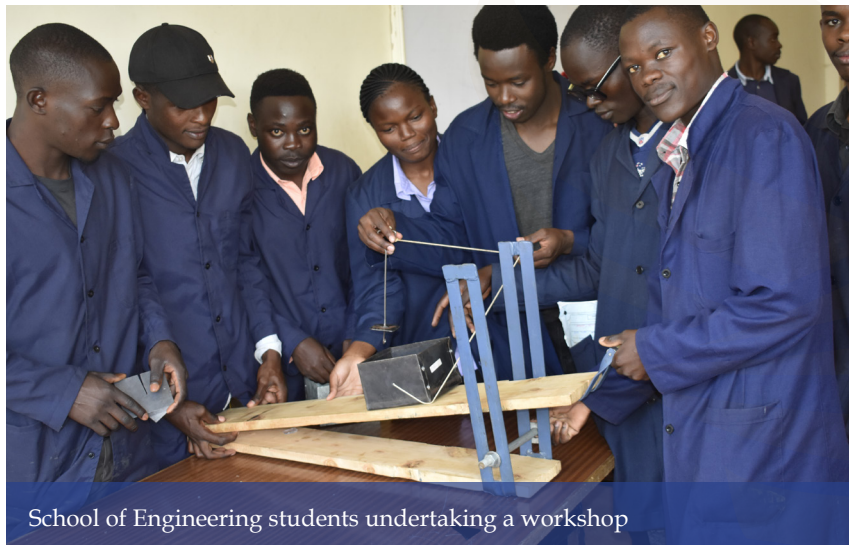
Chart 2: Research and Innovation based on targets and baseline

Table 4: Outcomes of Research and Innovation goal

Outcome	Output	Output indicator	Baseline	Target	Achieved 2014-2019	Comments
Embrace research	Develop Research Policy	Policy developed and No of policies developed	0	2	4	Fulfilled
	Set up Research and training fund	Research and training fund developed	0	27 projects	63 Projects	Fulfilled
		Number of scholarships offered	moderate	-	32	Ongoing
		Number of training and capacity building events held	moderate	-	25	Ongoing

Outcome	Output	Output indicator	Baseline	Target	Achieved 2014-2019	Comments
Embrace research	Attract external funding through proposals	Number of funded proposals	15	9	27	Fulfilled
		NACOSTI/NRF research funds to postgraduate student	-	-	87	Ongoing
	Conduct innovative research	Innovations and patents developed and No of innovations and patents	-	-	Innovations - 56, Inventions -3, Patent -1	Ongoing
Increase research output and dissemination	Improve the funding base for publications	Amount set aside for publication (KSh. M)		15	4	Ongoing
Provide tangible incentives for research and innovations	Identify incentives	Incentives identified and number and value of incentives (KSh.M)	3 types identified		Ksh. 6.98	Ongoing
Provide opportunities for dissemination of research findings	Undertake field visits	Field visits undertaken and No. of visits	-	-	81	Ongoing
		Conferences	-	-	10	Ongoing
	Hold conferences and workshops	Workshops	-	-	37	Ongoing
	Establish university journals and periodicals	Journals and periodicals established in UoE and No of journals periodicals published	1	-	2	Ongoing
	Publish in journals and periodicals	Articles published in refereed journals and No of articles in refereed	50	215	694	Fulfilled

Outcome	Output	Output indicator	Baseline	Target	Achieved 2014-2019	Comments
Promote and maintain collaborative research	Number of collaborative research	No of collaborative research projects undertaken	-	-	27	Ongoing
	Amount of funds set aside for collaborative research	Amount of resources set aside for collaborative research	-	260 million	45 M	Ongoing



2.3.1 Impact of KRA 2 on vision and Mission

According to web metric survey in 2019, based on research publications and citations, the University was ranked position 10759 out of 28136 globally, position 358 out of 1685 Universities in Africa and position 24 out of 128 Universities and colleges in Kenya. This is evident that the University is globally visible.

2.4 Key Result Area 3: Consultancy and Outreach

Based on the analysis of the performance indicators and targets of each goal, and from Chart 3 and its corresponding table 5, 90% of the activities were fulfilled. The University has strengthened Community -university relationship and enhanced student-university relations after graduation (Alumni). Similarly, the University has developed links with industries and academic institutions nationally and internationally. The University has established cordial relationship with business community, civil society, experts, researchers and professors.

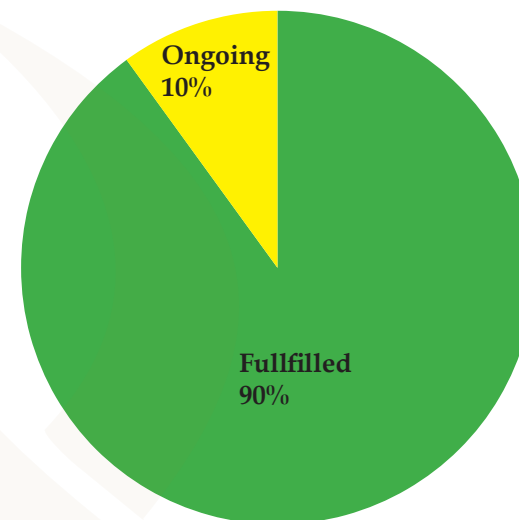


Chart 3: Key Result Area 3. Consultancy and Outreach based on targets and baseline

Table 5: Outcome of Consultancy and Outreach goal

Outcome	Output	Output indicator	Baseline	Target	Achieved	Comments
Develop and implement a consultancy policy	Develop a consultancy policy	Consultancy Policy Developed	0	1	1	Fulfilled
	Implement consultancy policy	Number of consultancies Carried out	8	5	11	Fulfilled
	Establish consultancy coordination office	consultancy office and Service	0	1	1	Fulfilled

Outcome	Output	Output indicator	Baseline	Target	Achieved	Comments
Develop and implement outreach policy	Develop outreach policy	Outreach Policy Developed and document in place	0	1	1	Fulfilled
	implement outreach policy	Number of outreach programmes	4	20	26	Fulfilled
		Number of cross country events	3	5	5	Fulfilled
		Number of Agribusiness events	5	5	5	Fulfilled
	Establish on Outreach Office	Office operationalised	0	1	1	Fulfilled
Establish linkages	Linkages with academic Institutions		9	17	16	Ongoing
	Linkages with industry		6	10	32	Fulfilled

2.4.1 Impact of KRA 3 on vision and mission

Through outreach, the youths from the communities around the University are developing their athletic talents by using university's sports field. The Outreach Centre is the link between the community and the University of Eldoret. The Centre was established on a gap identified in the market owing to the history of the University being once a farmers training Centre. Farmers are able to access expertise in the University for skills-based training, information and services provided by the various departments which was not possible before. The University on the other hand is able to execute its mandate in outreach activities. Through the Centre, the university envisages good working relations with the community and because of this rapport, some farmers are willing to take up student interns, share their knowledge and participate in research activities. In fulfilling its mission, the University has established and strengthened linkages with industries and academic

institutions.

2.5 Key Result Area 4: Institutional Capacity

The Institutional capacity refers to processes and structures that mobilize, allocate, manage and monitor resources that are crucial to fulfil its strategic goals. These are enabling conditions for achieving the primary academic goals and strategic initiatives of the plan. The institutional capacity entails, budget and finance, infrastructure, and information technology and Human Resource.

2.5.1 Expand Financial Resource Base

Based on the analysis of the performance indicators and targets of each goal and from Chart 4 and Table 6, 44.4% of the activities were fulfilled.

One of the key objectives of the strategic plan is to expand the financial resource base through growth in exchequer funding, appropriation in aid (A-I-A), donor funding and investments from private partners through private-public partnership.

Appropriation in aid (A-I-A) consists of fees collected from students, external grants and scholarships. The A-I-A grown from Ksh. 732million in June 2014 to Ksh.1289 million in June 2017, but by June 2019, it had decreased to Ksh. 682 million (see table 4). This was due to decrease in student enrolment. There was no income realized through private-public partnership.

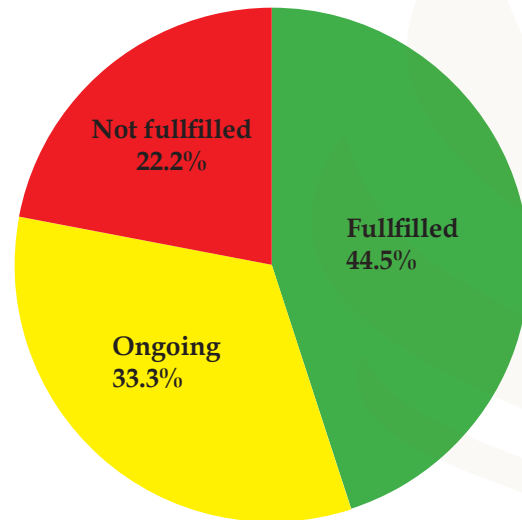
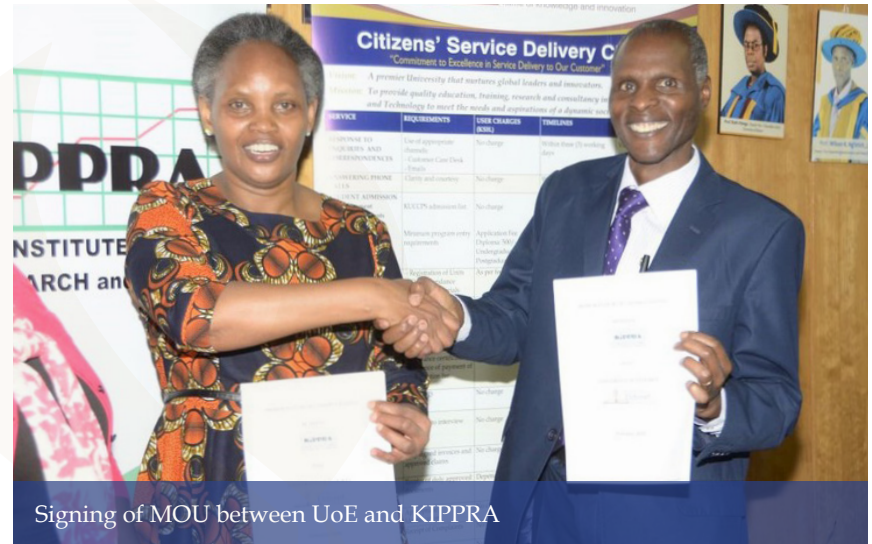


Chart 4: Expand Financial Resource Base - Percentage of Fulfilled, Ongoing and Not Fulfilled. Performance Indicators based on targets and baseline





UoE hosts the Kenya Chapter DAAD Scholars' Association Conference



UoE Signs Partnership Agreement with the University of New South Wales Sydney (UNSW)



International students



Consultative meeting between UoE, Representatives from Germany Universities and Agro-Kenya

The table 6: shows the income trend over the last five years

Income Trends over the last Four years (Millions)							
Period	June 2014	June 2015	June 2016	June 2017	June 2018	June 2019	Totals
Projected Exchequer Grants	1,148	1,148	1,263	1,389	1,528	1,681	7,009
Projected A-I-A	543	571	599	629	661	694	3,154
Projected Total Income	1,691	1,719	1,862	2,018	2,189	2,375	10,163
Actual Exchequer Grants	1,033	1,148	1,132	1,398	2,027	1,717	7,422
Actual A-I-A	732	951	1,028	1,289	819	682	4,768
Actual Total Income	1,765	2,099	2,160	2,687	2,846	2,399	12,190
Variance Exchequer Grants	(115)	-	(131)	9	499	36	413
Variance A-I-A	189	380	429	660	158	(12)	1,614
Variance Total Income	74	380	298	669	657	24	2,027
Growth Rates							
Actual Exchequer Grants		11%	-1%	23%	45%	-15%	13%
Actual A-I-A		30%	8%	25%	-36%	-17%	2%

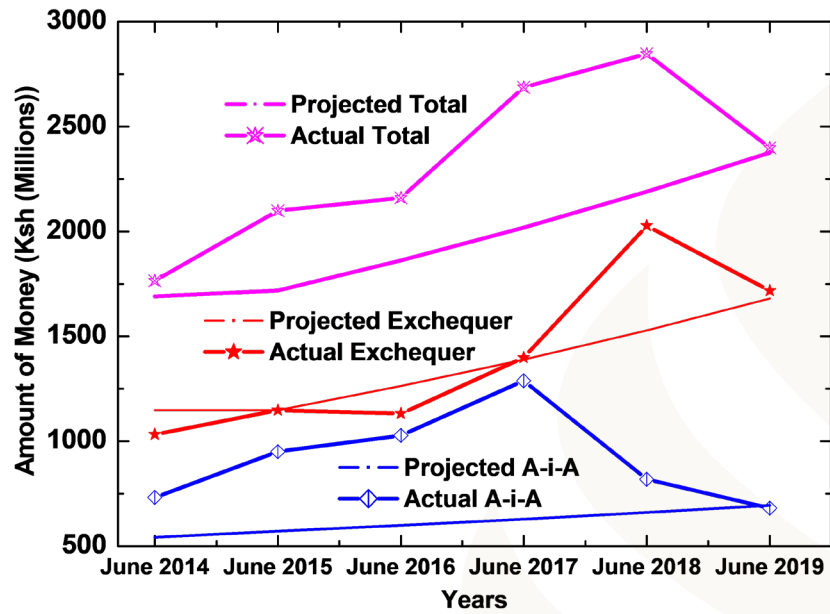


Figure 2: Financial Income (Projected and Actual) for the last five years

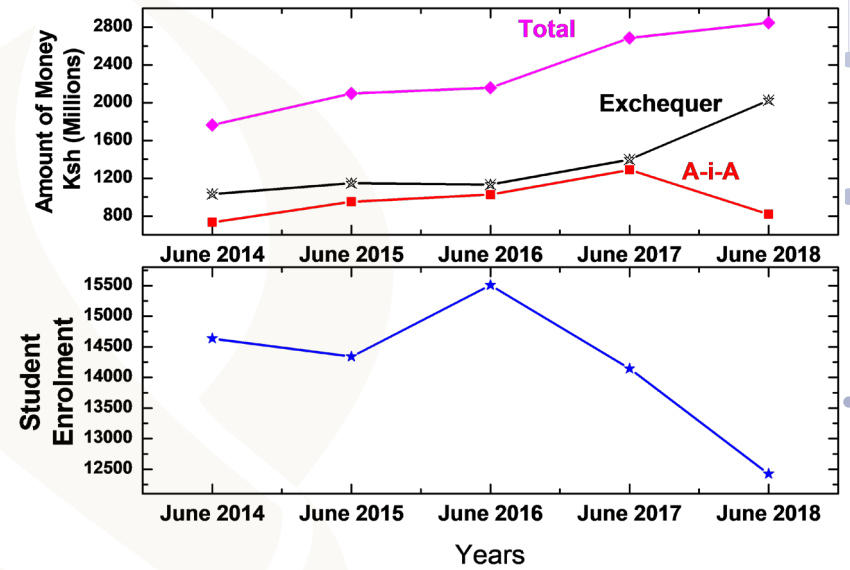


Figure 3: Comparison of financial income and student enrolment for the last five years

Table 7: Expand Financial Resource Base

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Attract more Exchequer funding	Lobbying	Commitment to give fund, Amount of exchequer grants received (Millions)	Ksh 1033	Ksh 1,681	Ksh 1,717	Fulfilled
Increase external scholarships and Research Funds	Lobbying	Lobbying for scholarships done, No. of external scholarships and Research Funds (Millions)	Low	Ksh 34	KSh. 47	Fulfilled
Initiate and promote Public Private Partnerships (PPPs)	Draw and negotiate build-operate and transfer projects	Projects negotiated, No. & Amount (Millions) received on projects under PPPs implemented	0 (Ksh 0)	(Ksh 0)	(Ksh 0)	Not Fulfilled
Maximize on other opportunities for increasing funds	Increase student enrolment	Enrolment increased, And No. of students enrolled	Data in KRA1	-		Ongoing
	Increase demand driven programmes	Programmes increased and no. of demand driven programmes increased	Data in KRA1	-		Fulfilled
	Improve fee collection	Fees collection improved And % of fees collected	71%	81%	90%	Fulfilled
	Automate fee payment systems	FMIS installed Level of FMIS implementation	10%	90%	85%	Ongoing
	Offer rebates on timely payments	Number of rebates granted, No. of rebates offered	0	0	0	Not Fulfilled
Increase A-in-A	Increase revenues Net IGAs	Revenue from IGAs including fees, Amount of money in Kshs (Millions)	732	694	682	Ongoing

2.5.2 Prudent Utilization of Financial Resource

In regard to analysis shown in chart 5 and table 8, the activities envisioned in this goal were fulfilled by 68.8%. In compliance with the Public Finance Management Act and Treasury circulars, the University absorbed the estimated budget by undertaking all the planned activities in the period under review. The annual financial reports were prepared in accordance with the international public sector accounting standards IPSAS). Financial operations were automated by installing of IFMIS, which improved student fee collection, reduced fee debts, improved cash flow and the ability to meet obligation when due. However, there is need to save by cutting cost and reduction of waste.

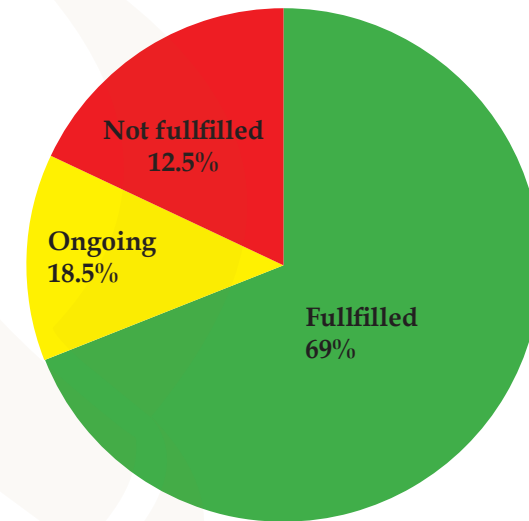


Chart 5: Prudent Utilization of Financial Resource based on targets and baseline

Table 8: Prudent Utilization of Financial Resource

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Prudent utilization of financial resources	Conduct financial audit	Financial audits conducted No. of audits per year	2	2	2	Fulfilled
	Set up and operationalize CPC	CPC operationalized, CPC working	1	1	1	Fulfilled
	Develop & implement an anti-corruption policy	Policy developed and implemented Operational policy	1	1	1	Fulfilled

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Prudent utilization of financial resources	Develop & implement a specific leadership & ethics code of conduct	Code of conduct developed Code manual	1	1	1	Fulfilled
	Enforce budget compliance	Budget compliance enforced % Compliance with set budgetary levels	100%	100%	100%	Fulfilled
Automate finance Management systems	Install an IFMIS	IFMIS in operation	0	1	1	Fulfilled
	Implement an IFMIS	IFMIS implemented IFMIS in operation	0	1	1	Fulfilled
		Training carried on	0	1	1	Fulfilled
	Train on IFMIS	Number trained	-	-	26	Ongoing
Minimize losses and wastages	Reduced paperwork	Paperwork reduced Amount of paper reduced	High levels of paper usage	-	-	Not Fulfilled
	Install water efficient systems	Efficient water systems installed Amount of water saved	High levels of water usage	-	-	Not Fulfilled
	Introduced electricity & fuel saving systems	Amount of savings	High levels of energy usage	-	-	Not Fulfilled
Improve debt collection and meet financial obligations	Reduced outstanding student debts	Outstanding student debts reduced % Amount of student debts reduced	29%	19%	10%	Fulfilled
	Remission of statutory deductions in time	Deductions remitted in time Timeliness	Delays	No delays	No delays	Fulfilled
	Minimize loans & ODs	Loans and ODs minimized Percentage reduction	7M	0	0	Fulfilled
	Meet financial obligations as they fall due	Financial obligations met in time Amount of outstanding obligation (Ksh)	114.053 M	86.263 M	118 M	Ongoing

2.5.3 Integrate ICT in University Operations

Information and Communication Technology (ICT) has become indispensable to overall economic development in terms of service delivery, effective communication, access to market, tapping of global knowledge among others. The vision 2030 is the blue print of the government development agenda for economy and ICT is an enabler of the three pillars; economic pillar, social pillar and political pillar. The University of Eldoret is developing manpower in IT through training for national development.

The chart 6 and table 9 shows the performance measured against the indicators and targets of integration of ICT in the University operations and programmes. Through improved ICT capacity, the University fulfilled 92.3% of the activities. ICT optimization also increased customer satisfaction. The university is utilizing ICT in Financial and non-financial systems including; ERP, library management systems, and anti-plagiarism software. There is also collaboration with industry players such as Kenet.(abbreviation or?)

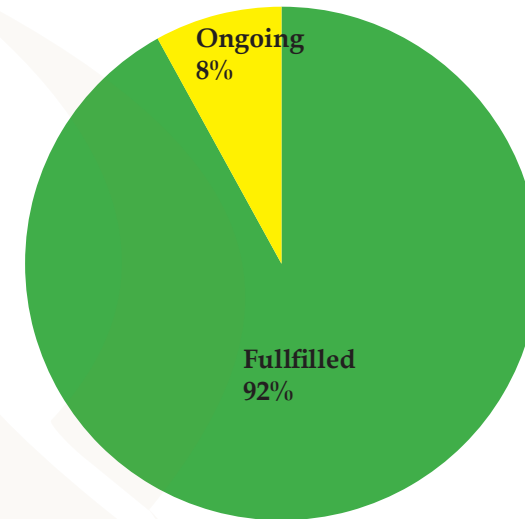


Chart 6: Integrate ICT in University Operations based on targets and baseline

Table 9: Integrate ICT in University Operations

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
To integrate ICT in all university programmes and operations	ICT Policy developed	Approved policy document	0	1	1	Fulfilled
	Computer software	No. of computer software acquired	100 windows OS licenses	300 windows OS licenses 300 antivirus licenses	500 - Windows, 300 - Office, 300 - Antivirus	Fulfilled
	Computer hardware	No. of computers acquired	PC 100, Laptops 10	PC 300, Laptops 20	516 PC, 70 Laptops	Fulfilled
	Available bandwidth and % of area covered	Size of bandwidth available in mpbs	15	120	571 Mbps	Fulfilled

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
To integrate ICT in all university programmes and operations	LAN increased	Area coverage	20%	Over 70%	85%	Fulfilled
	Trained personnel deployed	No. of personnel	2	6	8	Fulfilled
	Information system networked	No. of platforms in operation	0	1	1	Fulfilled
Improve and automate	Acquire Enterprise Resource Planning (ERP)	ERP Platform purchased, installed and commissioned	0	1	1	Fulfilled
		No. of student with Equity Smart Cards	0	20023	6000	Ongoing
management of university records	Training of staff	ICT staff	0	1	1	Fulfilled
		Academic staff ERP users	0	60	90	Fulfilled
		Non-academic ERP users Trained	0	20	50	Fulfilled
			0	1	30	Fulfilled

2.5.4 Attract, develop and retain competent staff

The university endeavoured to attract, develop and retain highly qualified and motivated staff in compliance with the University statutes, Universities Act 2012, Employment Act 2007, negotiated and agreed National and Local CBAs, University of Eldoret Human Resource Policy, Procedures Manual and other relevant laws.

As per the analysis shown in chart 7 and table 10, 50% of the activities were fulfilled. In the period under review, 151 academic staff and 62 non-academic staff were recruited. Due to reduction in exchequer funding, the university was not able to recruit and employ and promote as planned. The university successfully undertook a Training Needs Assessment (TNA) to identify the training needs and skills gap of its employees. The university Council, senior administrative and non-academic staff underwent capacity building in different areas of specialization. There is need to train academic staff on short management and other professional courses.

The university has continued to implement a performance appraisal system developed in 2015 to measure performance of its staff on an annual basis. This performance appraisal tool has undergone a review to increase its objectivity in the appraisal process. The 360 degrees' tool has been proposed and accepted and is in its final approval stage.

With regard to staff remuneration, competitive and attractive packages were negotiated and agreed through National and Local CBAs. However, the local CBA still awaits approval by SRC. In its quest to become better and an employer of choice, University of Eldoret adopted and implemented best practices through provision of fee waivers for staff and their dependants. In order to promote research and development for staff, the University has come up with competitive research grants for its staff. The University has maintained a medical scheme and has expanded the medical facility to accommodate the increasing number of staff and students.

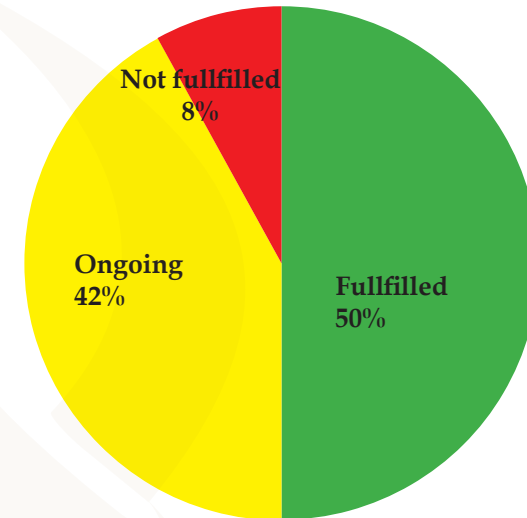
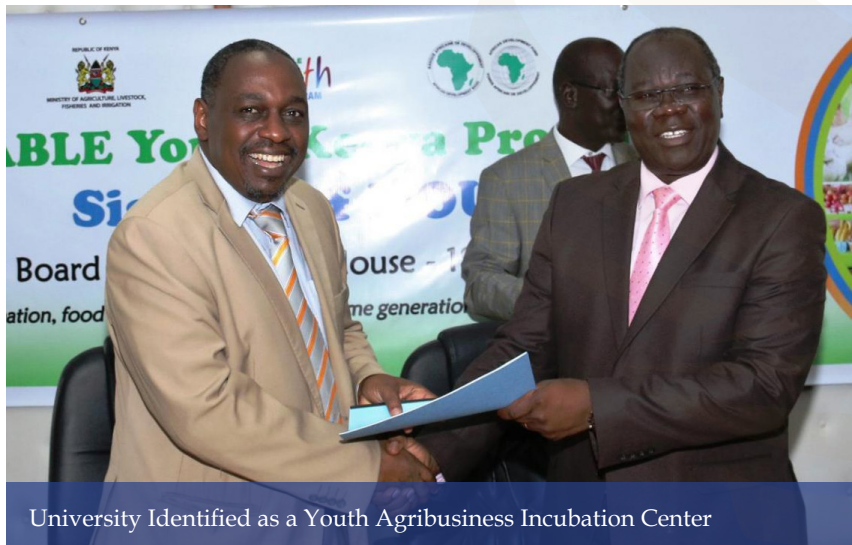


Chart 5: Prudent Utilization of Financial Resource Indicators based on targets and baseline

Table 10: Attract, develop and retain competent staff

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
To Attract, Develop and Retain Competent Staff	Recruit Academic & administration staff.	No and qualification of Senior administrative staff recruited	20	35	16	Ongoing
		No. and qualification of teaching/ technical staff recruited	295	631	423	Ongoing
		No. and qualification of middle and junior staff recruited	410	724	837	Fulfilled
	Undertake training and development for both the Faculty and Administrative staff	Report of Training Needs assessment (TNA) conducted	-	0	1	Fulfilled
	Institutionalize mechanisms for staff evaluation and feedback	Report on Training impact evaluated	0	3	2	Ongoing
	Enhance leadership, management and administrative skills	Number of staff trained on management leadership and communication skills for new office bearers	0	60	93	Fulfilled
	Offer attractive remuneration	Attractive remuneration package negotiated and agreed awaiting approval and implementation (local CBA)	CBA -2013-2017	CBA -2013-2017	CBAs -2013-2017	Ongoing
	Offer quality healthcare scheme	Number of Health personnel recruited	9	5	17	Fulfilled
		Number of Health consultants increased on contract			0	Not Fulfilled
Quality health care scheme in place		CBAs -2013-2017	CBAs -2013-2017	CBAs-2013-2017	Fulfilled	

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
To Attract, Develop and Retain Competent Staff	Competitive human resource development policy	Developed Human resource policy in place	Done	Done	Done	Fulfilled
	Offer attractive fringe benefits	Operationalized special packages for loans and mortgages with financial institutions	Done	Done	Local CBA	Ongoing



University Identified as a Youth Agribusiness Incubation Center



UoE signs MOU with Elgeyo-Marakwet County for the UoE to use the Elgeyo-Marakwet County referral hospital for practicals in Bachelor of Nursing Programme

Table 11: Projected staff at UoE

YEAR	PROJECTED NO. OF STAFF		ACTUAL NO. OF STAFF		TOTAL	RATIO
	ACADEMIC	ADMIN	ACADEMIC	ADMIN	ACTUAL	Acad:Admin
2014	430	725	295	430	725	1:1.5
2015	553	958	311	551	862	1:1.8
2016	678	1196	317	586	903	1:1.8
2017	756	1390	325	916	1241	1:2.8
2018	858	1602	341	921	1262	1:2.7
2019	942	1799	341	921	1262	1:2.7

2.5.5 Construction and Maintenance of Appropriate Infrastructure

The infrastructure at the University of Eldoret are capital projects and they depend on development funding from the government, and because of this the projects can only commence when the government releases the funds. Based on the analysis of chart 8 and table 12, only 25.8% of the infrastructure projects were fulfilled due to inadequate funding for capital projects. In addition, the University had prioritized construction of complexes for six schools i.e. School of; Science, Education, Economics, Business and Management Sciences, Medicine and Law. However, at the time of the review, only School of Education Complex and Schools of Economics and Business & Management Sciences Complex had been completed.

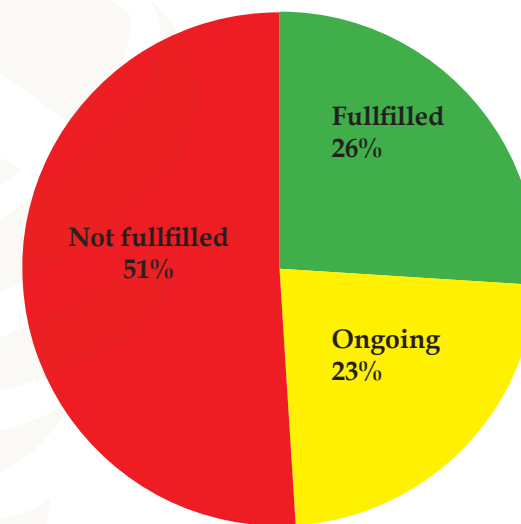


Chart 8: Construction and Maintenance of Appropriate Infrastructure based on targets and baseline

Table 12: Construction and Maintenance of Appropriate Infrastructure

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Increase lecture, library, laboratory, workshops, field stations and office space	Lecture halls constructed	No. of lecture halls & Capacity				Ongoing
		a) 0-20	8		12	
		b) 21-40	3		13	
		c) 41-100	8		24	
		d) Over 100	9		28	
Libraries constructed	No. of libraries & Capacity					Fulfilled
		a) Mai campus	300	1600	2000	
		b) Town campus	0	100	100	
Laboratories constructed	No. of Science laboratories and Capacity					Not Fulfilled
		a) 0-20	14		14	
		b) 21-40	0		0	
		c) 41-100	3		3	
Construct school complexes	No. of Computer laboratories and Capacity					Not Fulfilled
		a) 0-20	1		1	
		b) 21-40	0		0	
		c) 41-100	4		4	
Construct school complexes	School of Education	0	1	1	Fulfilled	
	School of Economics & Business	0	1	1	Fulfilled	

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Increase lecture, library, laboratory, workshops, field stations and office space	Workshops constructed	No. of workshops & size 0-20	1		1	Not Fulfilled
		21-40	2	9	11	Fulfilled
	Field stations constructed	No. of field stations	2		4	Ongoing
	Office space created	Office space created (sq.m)			12104	Ongoing
	Conference Centre	Conference centre constructed	0	0	0	Not Fulfilled
	Undergraduate Hostels	Undergraduate Hostelsconstructed	2665	0	-	Not Fulfilled
	Post-graduate Hostels	Post-graduate Hostelsconstructed	0	-		Not Fulfilled
Enhance waste management systems	Water treatment capacity increased	Percentage increase, Sewage treatment plant	16,210	-	16210	Not Fulfilled
		Septic tank (cubic metres)	330		412	Ongoing
	Paper recycled	Amount recycled	0		0	Not Fulfilled
Improve water supply systems	Rainwater harvesting system installed (m ³⁺)	Amount of water harvested	10	450	50	Ongoing
	Storage facilities constructed	Size of storage	652	-	737.2	Ongoing
Improve internal road network	Roads constructed (km)	Area covered Road with tarmac	2.8		2.8	Not Fulfilled
		Earth roads	3.3		3.3	Not Fulfilled
	Paths constructed	Area covered (km)	1.5		1.5	Not Fulfilled

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Improve Internal Security	Perimeter fence constructed(km)	Area covered	0	5.66	3	Ongoing
Improve Internal Security	Perimeter fence constructed(km)	Area covered	0	5.66	3	Ongoing
Control entrance to the university	Construct Modern Gate		0	1	3	Fulfilled
Install Floodlights and commission	No. Floodlight installed		0	8	7	Ongoing
Enhance internal security	Install CCTV Cameras		0	52	90	Fulfilled
Improve and increase recreational facilities	Basketball refurbished	No. of Basketball refurbished	0	1	0	Not Fulfilled
	Swimming pool constructed	No. Swimming pool constructed	0	1	0	Not Fulfilled
	Modern student centre	Modern student centres constructed and equipped	0	1	0	Not Fulfilled
	Gym constructed	No. of gyms constructed	0	1	0	Not Fulfilled
	Sports Complex	No. of Sports Complex Constructed	0	1	0	Not Fulfilled
Develop green energy systems (e.g. green design, Solar energy systems, biogas digesters, wind energy)	Biogas system improved	No. of Biogas digester installed	1	0	1	Fulfilled
	Solar-powered Water heater	Area covered solar water heater (ltrs)	0	0	300	Fulfilled



School of Education Complex



University perimeter fence



School of Economics, and Business & Management Sciences Complex (ongoing project)



University Main Gate

2.5.6 Sound Governance System

Based on the analysis of the performance indicators and targets of each goal and from Chart 9 and Table 13, 82.7% were fulfilled.

The university has put in place the Legal and regulatory framework guided by; University Act 2012, University Charter, Statutes, policies, rules and regulations. In compliance to the legal and regulatory requirements the University has strengthened its internal and external controls by; training the council members and university management Board on aspects of good governance, put in place sound financial systems, ISO 9001:2015 QMS, Communication systems, mechanism for monitoring and evaluation, HIV/AIDS, disability and gender mainstreaming, alcohol and drug abuse and corruption prevention, environmental sustainability, Risk Management, Sexual Harassment, Internships and Industrial Attachment among others. In addition, the university has always made its statutory obligations that includes signing of PC, payee, pension, NHIF, NSSF, NITA and repayment of HELB dues.

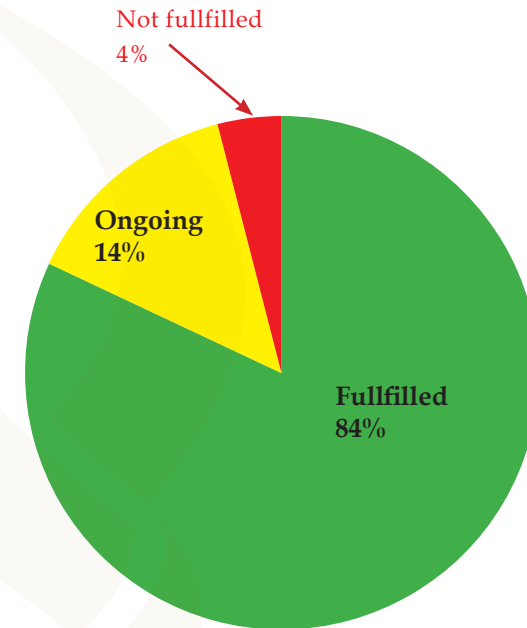


Chart 9: Sound Governance System based on targets and baseline

Table 13: Sound Governance System

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments	
Enhance Corporate Image	Corporate communication strategies developed	Communication strategy policy document	0	1	1	Fulfilled	
	Develop and implement the CSR Policy	Policy developed	0	1	0	Not Fulfilled	
	Train Council and Management in Good Governance		University Council induction program	0	2	4	Fulfilled
			Mwongozo	0	1	2	Fulfilled
			Risk Management	0	2	2	Fulfilled
	Establish and implement risk management policy		Information Security Management System (ISMS)	0	1	0	Not Fulfilled
			Corruption risk assessment by the CPC committee	0	1	2	Fulfilled
			Risk management policy document under development	0	1	1	Fulfilled
Implementation of Citizen's Service Delivery Charter	Display the Citizen's Service Delivery Charter in both English and Kiswahili at the main gates, administration and main service areas	Approval and procurement process for the specified board, Approval and procurement process for CSDC in braille	0	1	1	Fulfilled	
	Customize Citizen's Service Delivery Charter by providing mechanism for audio & visual communication	Display of audio-visual communication of citizen's service charter	0	1	1	Fulfilled	

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Develop and implement statutes, policies, regulations and procedures	Develop statutes	UoE Statutes Developed	0	1	1	Fulfilled
	ISO 9001:2008 certification ISO 9001:2015 certification	ISO 9001:2008 , ISO 9001:2015	1	1	2	Fulfilled
	Develop regulation and procedures	No. of policies, regulations and procedures developed and implemented	0	1	24	Fulfilled
Promote gender mainstreaming	Develop and implement gender policy in line with national gender and development policy	Preparation of the Gender Policy	0	1	1	Fulfilled
	Develop work place policy on gender-based violence	Preparation of the Sexual Harassment policy	0	1	1	Fulfilled
	Training and sensitization of employees on gender mainstreaming	Training of University staff done	0	1	3	Fulfilled
Implement disability mainstreaming	Establish and operationalise Disability Mainstreaming Committee,	Disability Mainstreaming Committee established	0	1	1	Fulfilled
		Formulate Disability Mainstreaming Action Plan	0	1	4	Fulfilled
		Develop Disability Policy	0	1	1	Fulfilled
	Train staff on service provision to visually challenged persons	No. of Staff trained on service provision to visually challenged persons	0	2	5	Fulfilled
		No. of staff employed to provide services to visually challenged	0	1	2	Fulfilled

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Promote youth and women empowerment	Progressive involvement of youth in internship programmes of the University	Development of an Internship and Attachment Policy	HIV	1	1	Fulfilled
	Involvement of youth in projects and programmes for apprenticeship	Attachments provided through the Administration Department to students from various institutions	-	170	188	Fulfilled
		Encourage youth & women to be pre-qualified as suppliers in the University by holding 2 sensitization workshops per year	0	2	1	Ongoing
Improve customer satisfaction	Undertake customer satisfaction survey	Development of a customer satisfaction report developed	0	2	2	Fulfilled
Promote environmental sustainability	Develop environmental policy at the workplace	Environmental policy developed	0	1	1	Fulfilled
	Developing and implementing environmental awareness creation programmes	No. of awareness programmes	0	5	10	Fulfilled
	Plant trees within the university environs	No. of Trees planted	0	7500	11,500	Fulfilled
Develop master plan	Develop a masterplan of the University to 100%	Masterplan document developed	0	1	1	Fulfilled
Promote public health care	Provision of clean water	The number of water quality tests (done quarterly)	0	12	38	Fulfilled
	Health awareness programmes	Number of health awareness programmes conducted	12	1	5	Fulfilled
		Number of health clean ups conducted	0	2	4	Fulfilled

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments	
Promote public health care	Counselling and testing of staff and students by partnering with MTRH	Number of HIV / AIDS awareness programmes	0	9	10	Fulfilled	
		Number of persons counselled and tested	0	600	973	Fulfilled	
	Promotion of condom use through installation of 20 dispensers located in University washrooms	Number of condom dispensers installed	0	20	40	Fulfilled	
		Number of condoms dispensed	0	46,897	104,066	Fulfilled	
	Conduct behaviour change seminar to students	Number of behavioural change programmes conducted (4 per semester)	0	32	532	Fulfilled	
		Number of staff sensitized on HIV/ Aids (1 training per year)	0	45	145	Fulfilled	
		Number of students sensitized on HIV/ Aids (4 per semester)	0	4,800	4900	Fulfilled	
	Undertake sensitization of staff / students on prevention of alcohol and drug abuse through 5 public seminars	Number of ADA public seminars done	1	10	4	Fulfilled	
		Number of staff sensitized	62	110	260	Fulfilled	
		Number of students sensitized	0	1173	1422	Fulfilled	
	Develop and implement relevant environmental and safety policies and programmes	Develop an environmental policy	Environmental policy developed	0	1	1	Fulfilled
		Develop occupational safety policy	Policy developed	0	1	1	Fulfilled
Carry out EIAs for new projects and regular audits	Carry out EIAs	No. of EIAs carried out	0	1	10	Fulfilled	
	Number of Environmental audits	Policy developed	0	1	2	Fulfilled	

Outcome	Output	Output Indicator	Baseline	Target	Achieved	Comments
Conducting pest and vector control	Employee testing for food handlers	Number/frequency of staff tested	-	-	217	Ongoing
	Rodent and Pest control and monitoring, Including bees, bed bugs, cockroaches, fleas etc.	Number of pest and vector control exercises	-	-	26	Ongoing
	Indoor residual spraying (IRS)	Every start of semester	-	-	4	Ongoing
	Disinfection of sanitary facilities and sewer lines	Twice a year	-	-	4	Ongoing
	Monitoring and sewage treatment of effluent to control standards	No. of tests done.	-	-	4	Ongoing
	Communicable disease control-vector borne diseases - Malaria, rabies, typhoid, amobiasis, leptospirosis, etc	Treatment done as cases reported	-	-	4,475	Ongoing



University Celebrates the ISO 9001-2015 QMS Re-Certification



UoE Endowment Trust Fund Sensitization Workshop (Former Students' Governing Council Leaders)



UoE Chair of Council signing the Vetted FY 2019/2020 Performance Contract with Public Service Performance Management Unit



The 10th Annual Forum of Heads of Institutions

2.5.7 Impact of KRA 4 on Vision and Mission

The University expanded its financial resource base and undertook prudent utilization of the resources as per set target. This is reflected in a transformational change in integration of ICT in all internal processes, human capacity by recruiting and retaining qualified and competent staff, teaching, research and administrative facilities, which has brought about conducive environment and academic excellence, this goes along in achieving the mission and vision of the University.

2.6 Overall Performance

The evaluation finds that the Strategic Plan 2014-2019 delivered on its goals. The evidence provided shows that the outputs were fulfilled, ongoing and not fulfilled as shown in chart 10, and they have contributed to achievement of wider mission of University of Eldoret in providing quality education, research and contribution to the society, while reflecting on both National priorities and International Standards.

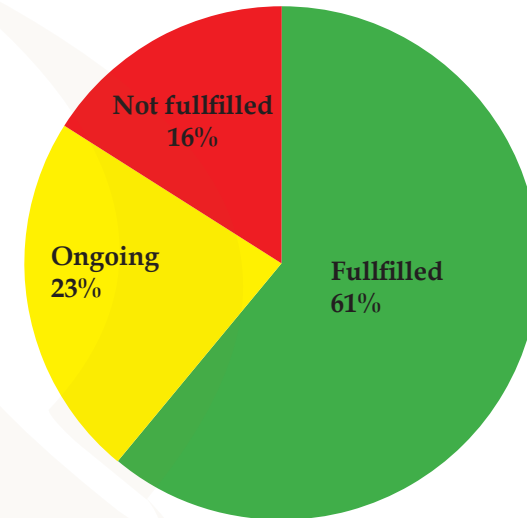


Chart 10: Overall performance based on targets and baseline.

2.6.1 Achievements

The achievements in the last five years as follows:

- (a) Academic excellence: The number of student enrolment in 2014 was 12836 while in 2019 was 12,426. In research and innovations, 694 articles were published, 56 innovations were realized, 1 patent and 3 inventions. The University established 16 linkages with other academic institutions and 31 linkages with industries.
- (b) Expansion of Financial base and Utilization: The financial resources acquired for the implementation of the strategic plan from the exchequer and A-I-A was Ksh. 12, 190 million against the projected income of Ksh. 10,163million.
- (c) Human Resource and Administration: In 2014 the number of academic and non-academic staff was 295 and 430 respectively. This numbers grew to 341 and 921 respectively by 2019. The ratio of academic to

- non-academic as at 2019 is 1:2.7 against the CUE standard of 4:1.
- (d) ICT integration: Internet coverage increased from 20% in 2014 to 85% in 2019. The bandwidth size was 15 Mbps and by 2019 it had increased to 571 Mbps.
- (e) Construction and maintenance of infrastructure: The construction of School of Education and School of Economics and Business & Management Sciences Complexes were completed. However, the School of Science Complex and ICT centre could not begin due to inadequate funding. The 3km perimeter fence was constructed and three modern gates were constructed to completion.
- (f) ISO 9001:2008 Certification: The University transitioned from ISO 9001:2008 to ISO 9001:2015 by Sept, 2018. This new version incorporates the concept of risk based thinking and process approach. The University has also started its journey towards ISO 27001:2013, which is another ISO standard that involves Information Technology, Security Techniques and Information Security Management (ISMIS).
- (g) Sound Governance: The University complied with the Mwongozo code of governance by conducting annual self-evaluation performance of the University Council. Submitting quarterly reports to SCAC and MoE. The annual governance and legal audit were carried out by developing and implementing a council work-plan.
- (h) Performance contract: The strategic plan is a five-year period plan and the University implements it annually through performance contracting (PC) under the Directorate of Strategic Plan and Performance Contracting. The achievements of the set targets were actualized on annual basis which accumulated and translated to overall achievements of the strategic plan. The performance is rated on scale of 1 (Excellent) to 5 (Poor). In the period under review, the performance contract evaluation was done twice; in 2014/2015 the composite was 2.3566 and rated excellent, and in 2017/2018 it was rated very good with a composite of 2.9998. The outstanding performance in 2014/2015 was due to amount of time and resources spent on the transition process of a University College to a University

by putting in place governance structures and capacity building and many other activities that may have previously hindered the complete implementation of some indicators in the Performance contract. Compared to the 2014/2015, the lower performance in 2017/2018 was mainly attributed to financial challenges.

2.6.2 Lessons Learnt

The key lessons learnt over the period of 2014-2019 include:

- (a) the importance of setting baselines, targets and clear and realistic strategic objectives during the selection of the key performance indicators, .
- (b) effective monitoring and evaluation tool to be put in place for tracking of implementation of activities planned.
- (c) substantial Government funding and political goodwill for the success of the University of Eldoret in particular the implementation of the strategic goals.
- (d) growing population and demand from the market for the University to tap from.
- (e) paradigm shift in Education Sector Reforms to be realigned with the strategic plan;
 - (i) CUE regulations- CUE is enforcing its mandate by carrying out regular quality audit, annual inspections, accreditation of the Universities and recognition and equation of qualifications.
 - (ii) TVET - There has been a significant shift by the Government in reviving VTIs and VTCs which has reduced the enrolment in Universities.
 - (iii) differential unit cost system of funding-the Universities Funding Board (UFB), rolled out a funding formula that strictly use students' enrolment numbers and the courses they take to allocate funds.
 - (iv) KUCCPS- Drastic changes in student placement policy.

- (v) the Ministry of Education providing policy direction and enabling environment for UoE operations.
- (f) ISO Certification – ISO has brought in efficiency, enhanced service delivery and customer satisfaction.
- (g) support from development partners is necessary to supplement local funding.
- (h) ICT integration is critical in University education and it is an enabler of the vision 2030 and the 'Big Four Agenda.

2.6.3 Challenges

The following are challenges encountered in the period under review, 2014-2019:

- (i) the decline of funding from the exchequer has been the trend in the last five years.
- (ii) the limited sources of revenue which has led to over-reliance on Government funding.
- (iii) the delayed release of funding from the government which has led to late beginning of implementation of projects.
- (iv) the industrial action by the University employees which is on the rise due to unhonoured CBAs disrupting the University activities.
- (v) competition from other institutions of higher learning due to similar programmes being offered.
- (vi) the inadequacy of University workforce with limited skills.
- (vii) the existing facilities which are overstretched due to increase in number of students and staff.
- (viii) the University high Staff turn-over that causes inconsistency in service delivery.

Section Three: Situational Analysis

3.1 Introduction

The situational analysis covers work environment and customer service deliver, customer satisfaction and its mitigation measures, SWOT, Stakeholders and PESTEL analysis.

3.2 Work Environment and Customer Satisfaction

During the period under review the University commissioned two surveys namely work environment and customer satisfaction survey. These surveys were purposed to determine the state of affairs at the University and factors that either impede or facilitate service delivery to its stakeholders and thereby take informed corrective measures.

3.3 Customer Satisfaction and its Mitigation Measures

The customer satisfaction survey revealed that the University's customer satisfaction perception and the areas of the value chain required intervention. Table 14 presents the critical areas in the value chain and mitigation measures.

Table 14: Customer satisfaction factors and mitigation measures taken

Issue	Mitigation measures taken
Quality education	UOE is committed to provide; <ul style="list-style-type: none"> » Periodic academic programme that reviewed after each cycle » Recruit qualified staff » Introduction of new market driven programmes. » Conducive environment to teaching & learning
Provision of adequate laboratories, lecture halls and office space	UOE has completed the construction of three complexes which has additional office space, lecture halls and workshops/laboratories.
The issuance of examination cards	The University is in the process of implementing online issuance of exam cards
Delayed issuance of academic transcripts	UOE is in the process of implementing online issuance of transcripts.

Issue	Mitigation measures taken
The catering and accommodation services	<ul style="list-style-type: none"> » The university has subsidized food prices which are affordable to the students » The university is in the process of renovating and is planning to build more hostels through PPP.
Administration of examinations (CATs & end of semester exams)	<p>UoE is implementing the following:</p> <ul style="list-style-type: none"> » Strengthening internal examination procedures » Auditing examination process » Staff sensitizes staff on examination setting and administration processes. » Building capacity for quality assurance through ISO 9001-2015.
Student Welfare	<p>UOE has put in place mechanisms to,</p> <ul style="list-style-type: none"> » Address student social needs through guidance and Counselling, sports services » Address security issues related to student welfare » Accommodating the students with special needs. » UOE plans to build recreational facilities; student Centre, gymnasium and swimming pool among others.
Student engagement and feedback	<ul style="list-style-type: none"> » UOE will facilitate better communication with students, staff and community. » The lecturers have more interaction with students one on one on concepts not internalized. » UoE has online

3.4 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis,

SWOT provide an appraisal of University of Eldoret internal factors which is strength that the University would like to sustain and weaknesses that should be addressed. The analysis reflects on external factors which are opportunities that should be exploited and threats that should be mitigated.

3.4.1 Internal factors

The following were the strengths and weaknesses noted throughout the implementation of the Strategic Plan

Strengths

- » Consistent Government funding
- » Qualified and Competent Human Resource
- » Diversified Market driven Programmes
- » Good working relationship between the council, University management and staff
- » Improved student welfare services
- » Reputable and Positive Corporate Image
- » National and International partnership and Linkages with institutions and Industries
- » Certification of ISO 9001:2015
- » Cross-cultural diversity within the University.
- » Approved master Plan
- » ICT Integration and networking
- » Transportation facilities

Weaknesses

- » Inadequate Infrastructure
- » High staff turnover
- » Inadequate Marketing strategies
- » Inadequate funding
- » Inadequate social and recreational facilities
- » Over reliance on government funding
- » Inadequate research capacity leading to reduced number of innovations
- » Untimely response to customers

3.4.2 External factors

The following were the Opportunities and Threats noted throughout the implementation of the Strategic Plan

Opportunities

- » Government Support
- » Strategic Location
- » Demand for Higher Education
- » Potential Support from a large alumni base
- » Conducive Political Climate
- » Networking, Partnerships and Linkages
- » ICT and its application in teaching and research
- » Goodwill from the surrounding community
- » Availability of land
- » Integration of the East African Community and emerging economic blocks
- » Vision 2030 and the big four
- » High demand for business-oriented short courses

Threats

- » Competition from national and international institutions
 - » Rising unemployment for graduates
 - » Compromised quality of education standards
 - » Declining Government financial support
 - » Dynamic changes in policies in education sector
 - » Rapid changes in technology
 - » Frequent industrial unrest
-

3.5 PESTEL ANALYSIS

The external analysis looks at the environment in which University of Eldoret operates to determine its ability to achieve the Vision and Mission. The factors examined range from the global, regional and local situations. This situational analysis uses the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) model that presents the following:

3.5.1 Political Factors

Political goodwill	<ul style="list-style-type: none"> » Improved learning and work environment » Increased financial resources; supported to needy students through CDF, HELB, Bursaries and scholarships, and support for projects
Political interference	Compromised service delivery
Proposed establishment of University in every county	Increased competition for students leading to reduced revenue
Cosmopolitan outlook	Enhanced co-existence and national cohesion
Negative Ethnicity	Staff and student polarization and intolerance

3.5.2 Economic Factors

Factor	Strategic Implication
1. Inadequate funding from GoK	Inadequate recurrent and capital development finances Inadequate funds for research and innovation
2. High Inflation rate	<ul style="list-style-type: none"> » High cost of implementation » Affecting student's enrolment
3. Globalization	Stiff competition
4. Kenyan Vision 2030	Flagship projects are earmarked for development of human resources in science and technology and knowledge generation

Factor	Strategic Implication
5. Research and innovation outputs	Inadequate mechanisms to capture the contribution of University Research and innovation outputs in national production.

3.5.3 Social Factors

Factor	Strategic Implication
1. Cultural diversity	Cultural cohesion and co-existence
2. Community goodwill and participation	Peace and stability in the area
3. Gender inequality	Gender imbalance
4. Alcohol and drug abuse	<ul style="list-style-type: none"> » Cultural cohesion and co-existence » Peace and stability in the area
5. HIV/AIDS	Loss of many skilled University personnel.
6. Immigration of qualified personnel to other developed countries	Brain drain
7. high rate of unemployment of the University graduates	<ul style="list-style-type: none"> » Discourages potential students from enrolling for University Education programmes. » Jobless and despondent youth forming terror gangs
8. Terrorism	<ul style="list-style-type: none"> » International Development partners might shy off from helping or investing in the University. » More resources are being redirected to security than to core functions of the University.

3.5.4 Technological Factors

Factors	Strategic Implication
1. Adopting of technology by user community	<ul style="list-style-type: none"> » Low computer literacy and usage » Poor utilization of available resources. » effective system for innovation and technology » ICT has also improved the rate of communication and information exchange
2. Increased cyber crime	<ul style="list-style-type: none"> » Quality of education lowered through plagiarism » Loss of data
3. Change of technology	Obsolescence
4. High cost of technological equipment	threatens the growth of University education in terms of training tools and equipment.

3.5.5 Environmental Factors

Environmental	Strategic Implication
1. Favourable agro- climatic conditions	High potential for diverse agricultural activities
2. emission of greenhouse gases into the atmosphere	Global warming/ climate change is a potential risk for food production and human health
3. degradation of the environment	adversely affect productivity and increase levels of poverty in the country.

3.5.6 Legal Factors

Factors	Strategic Implication
1. Compliance with the Constitution of Kenya 2010, the University's Act 2012 and all other relevant Laws and regulations	Effective operation within the legal framework. (Enhanced good leadership, good structures and systems and accountable leadership for proper controls and risk mitigation)
2. The Constitution's effects on University education	<ul style="list-style-type: none"> » Gender Equity & Diversity » Freedom of association » Bill of rights- affirmative action » Rights for Physically challenged » leadership and integrity
3. Bill of rights	freedom and privileges of stakeholders
4. Tedious and cumbersome procurement procedures	<ul style="list-style-type: none"> » Affects utilization of allocated funds/absorption capacity » Delayed operations
5. Applicability of many statutory acts	Delay operations and creations of conflicts
6. The Environmental Management and Coordination Act (1999) provides that everybody in Kenya are entitled to a healthy environment that they are required to safeguard and enhance	Conserve and protect the environment

3.6 Stakeholder Analysis

Stakeholder analysis provides a platform for identifying concerned parties who will be affected by the activities of the University and whose activities will affect the University. University of Eldoret will endeavour to win the commitment of stakeholders to ensure the provision of quality services as outlined below:

Table 15: Stakeholders

S/no	Interested Parties	Expectations	UoE Expectation
1	Ministry of Education	<ul style="list-style-type: none"> » Use of 40% local content » Provision of University Education » Provision of Skilled Labour » Invention and innovations, Research and Technology » Improved Economic Status » Prudent financial utilization of funds 	<ul style="list-style-type: none"> » Regular and adequate funding » Development of policies that govern university education
2	County Government	<ul style="list-style-type: none"> » Capacity building » Provision of technical support » Professional Consultancy 	<ul style="list-style-type: none"> » Cooperation » Participate in planning and Development. » Financial contributions » Partnership.
3	National Treasury	<ul style="list-style-type: none"> » Timely submission of budgets » Effective utilization of funds 	<ul style="list-style-type: none"> » Timely disbursement of funds » Source for additional funds
4	Parliament (National Assembly and Senate)	<ul style="list-style-type: none"> » Effective utilization of allocated funds » Implementation of legislation. 	<ul style="list-style-type: none"> » Appropriation of adequate funds to UoE » Passing relevant legislation to support UoE
5	Tertiary Institutions (Schools and Colleges)	<ul style="list-style-type: none"> » Increased admission capacity » Development of market driven programmes » New innovations and Technologies » Mentorship » Diversification of curriculum 	<ul style="list-style-type: none"> » Collaborations » Teaching practice » Placement
6	Industry	<ul style="list-style-type: none"> » Supply of competent man power » Collaboration » New innovations » Publications » Adequately prepared trainees for Industrial Attachment 	<ul style="list-style-type: none"> » Industrial attachment and internship » Increased employment » Industrial Linkages

S/no	Interested Parties	Expectations	UoE Expectation
7	Media	<ul style="list-style-type: none"> » Accurate and evidential information » Collaborations » Marketing services 	<ul style="list-style-type: none"> » Advertisement and fair reports and information
8	Teaching and Non-Teaching Staff	<ul style="list-style-type: none"> » Conducive working environment » Staff development opportunities » Admission of qualified students » Timely and fair payment of services rendered » Appointment letters before starting to work » Timely part-time payments 	<ul style="list-style-type: none"> » Efficiency in service delivery, » adhere to performance contract. » compliance with set rules and regulations » creativity and innovation, » professionalism, » personal professional growth
9	External Examiners	<ul style="list-style-type: none"> » Timely release of appointment letters » Adequate Examination materials » Timely payment for services rendered 	<ul style="list-style-type: none"> » Adhere to standards of moderation of examinations. » Compile a report on general performance and submit on time.
10	Students	<ul style="list-style-type: none"> » Competent lecturers » Timely release of results » Students' rights to be respected » Fairness in teaching and examination process » Adequate resources » Conducive learning environment » Effective communication » Timely graduation » Lecturers to uphold ethics 	<ul style="list-style-type: none"> » Prompt fee payment, » Abide by rules and regulations, » Excel in academics, » Engage in extracurricular activities
11	Parents/Guardians	<ul style="list-style-type: none"> » Quality teaching » Timely graduation » Employment after graduation » Effective mentorship programme 	<ul style="list-style-type: none"> » Prompt fee payment » Support students

S/no	Interested Parties	Expectations	UoE Expection
12	Community	<ul style="list-style-type: none"> » Consistent market for products » Fairness during employment » Benefit from outreach activities » Proper waste management » Peaceful coexistence » Good working relationship 	<ul style="list-style-type: none"> » Good working relationship » Corporation and understanding » Support and participate in the development of the University » Proper Utilization of CSR benefits
13	Suppliers	<ul style="list-style-type: none"> » Fairness in awarding of tenders » Timely payment for goods and services 	<ul style="list-style-type: none"> » Efficient delivery of goods
14	Development Partners	<ul style="list-style-type: none"> » Well documented MoUs » Prudent financial management » Effective use of resources 	<ul style="list-style-type: none"> » Provide technical and financial support for university operations and improvements
15	Statutory Bodies (NHIF, NSSF, RBA, KRA, EACC)	<ul style="list-style-type: none"> » Conform with applicable statutory and regulatory requirement » Timely remittance statutory fees 	<ul style="list-style-type: none"> » Prompt annual certifications
16	Regulatory Bodies CUE, KEBS and professional Bodies	<ul style="list-style-type: none"> » Effective implementation of CUE requirements » Effective implementation of QMS » Conformity with the approved audit programmes » Timely payment » Compliance with the relevant Acts, policies, rules and regulations » Competent labour force » Knowledge update and Skills » Curriculum review 	<ul style="list-style-type: none"> » Professional support » Certification

S/no	Interested Parties	Expectations	UoE Expectation
17	Unions (UASU, KUSU, KUDHEHIA)	<ul style="list-style-type: none"> » Timely implementation of Local and National CBA » Timely remittance of the deducted union fees » Regular review of Local CBAs » Staff welfare 	<ul style="list-style-type: none"> » Good working relationship » Corporation and understanding » Create an environment for communication before resorting to industrial action
18	Public and private universities	<ul style="list-style-type: none"> » Mutual cooperation and collaboration » Provide technical and professional support for university operations and improvements 	<ul style="list-style-type: none"> » Mutual cooperation and collaboration » Provide technical and professional support for university operations and improvements
19	Civil Societies (Religious and NGOs)	<ul style="list-style-type: none"> » Freedom of worship » Enhanced good morals » Employment of Chaplains » Compliance with laws and regulations 	Mutual cooperation and respect
20	Alumni	<ul style="list-style-type: none"> » Support from UMB » Collaborations 	<ul style="list-style-type: none"> » Collaboration » Financial support
21	Financial Institutions	<ul style="list-style-type: none"> » Prompt remittance of loans » Partnerships – MoU 	<ul style="list-style-type: none"> » Efficient monetary services » Partnership and collaboration » Easy access to financial services
22	University Council	<ul style="list-style-type: none"> » Achievement of Targets » Effective Utilization of allocated funds. » Implementation of Corporate strategies 	<ul style="list-style-type: none"> » Offer strategic Leadership » Offer support and guidance, » Formulate policies, » Mobilize and avail funds for university operations » Initiate development projects » Give political support
23	Research Institutions	<ul style="list-style-type: none"> » Training » Dissemination of research findings » Collaborations 	<ul style="list-style-type: none"> » Research collaborations » Dissemination of research findings.

S/no	Interested Parties	Expectations	UoE Expection
24	Insurance Companies	» Prompt payment for service rendered	» Provide the best and affordable insurance cover
25	Contractors/surveyors	<ul style="list-style-type: none"> » Timely provision of materials » Timely resolving of complaints » Timely processing of payments. » Timely supervision and commissioning of projects. 	<ul style="list-style-type: none"> » Quality workmanship » Timely implementation of projects. » Compliance with contract terms » Timely supervision and commissioning of projects.

Annex

Annex 1: A summary of Industrial Linkages

S/No	Names of Collaborating Industries	Main Objectives	Activities	Current Status
1.	Kenya Breweries (East African Malting Ltd)	Research on Barley Varieties	Research Projects and funding	Active
2.	Kenya Forest Service (KFS)	Research	Student attachments, Research proposals, conferences	Active
3.	African Diatomite Industries Ltd	Research		Active
4.	Agricultural Development Corporation	Research on animal science, breeding and feeds	Student attachments, research proposals	Active
5	Kenya Seed Company Ltd	Joint Research efforts	Student attachments and sharing of research findings	Active
6.	The Kenya Agricultural Research Institute (KARLO)	Research on animal science, breeding and feeds	Student attachments and sharing of research findings	Active
7.	Kenya Bureau of Standards	Student exchange and joint Programme devt.	Strengthening co-operation	Active
8.	Geothermal Development Corporaration	Student exchange and joint Programme devt.	Strengthening co-operation	Active
9.	Agrochemical & Food Company Ltd	Joint Programme development	Strengthening co-operation	Active
10.	KerioValey Development Authority	Joint Programme development	Strengthening co-operation	Active
11.	UasinGishu County Government	Joint Programme development	Strengthening co-operation	Active
12.	Nandi County Government	Joint Programme development	Strengthening co-operation	Active

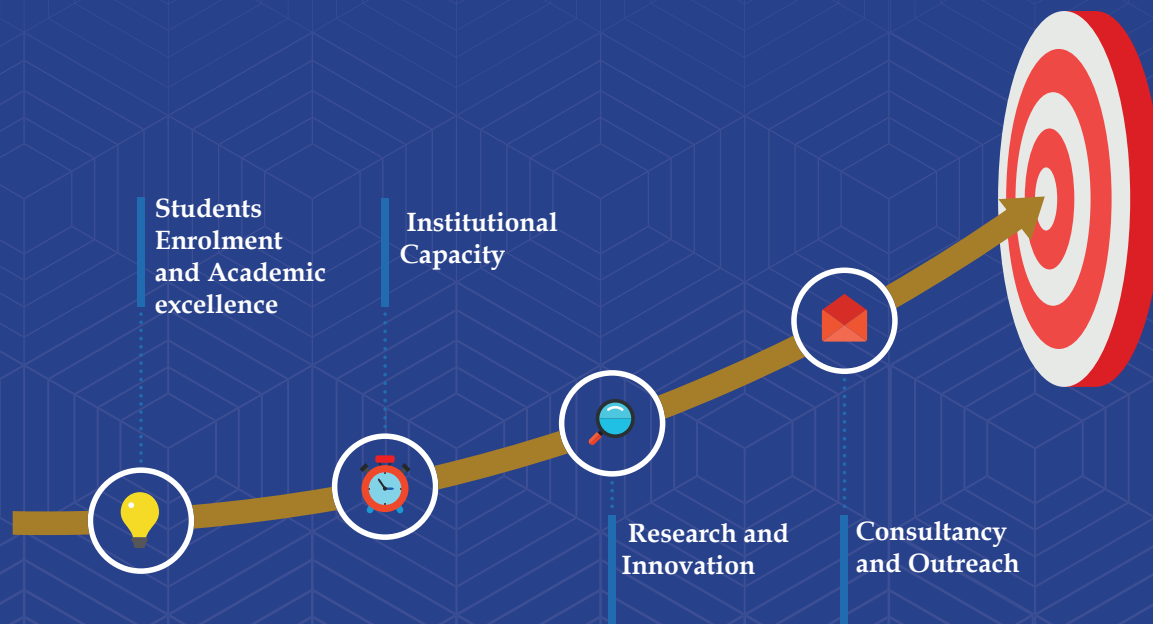
S/No	Names of Collaborating Industries	Main Objectives	Activities	Current Status
13.	Elgeyo/Marakwet County Government	Joint Programme development	Strengthening co-operation	Active
14.	North Rift Herbalist Association	Joint Programme development	Strengthening co-operation	Active
15.	One Heart Foundation, Kenya	Joint Programme development	Strengthening co-operation	Active
16.	Catholic Relief Services, Kenya	Joint Programme development	Strengthening co-operation	Active
17.	Regional Veterinary Investigations Lab, Nakuru	Joint Programme development	Strengthening co-operation	Active
18.	Homa Hills Development Organization	Joint Programme development	Strengthening co-operation	Active
19.	Kenya Industrial Property Institute	Joint Programme development	Strengthening co-operation	Active
20.	John Deere	Joint Programme development	Strengthening co-operation	Active
21.	Kenya Tea Research Foundation	Joint Programme development	Strengthening co-operation	Active
22.	Water Resource Management Authority	Joint Programme development	Strengthening co-operation	Active
23.	SNV Kenya/ Netherlands Development Org.	Joint Programme development	Strengthening co-operation	Active
24.	World Vision International	Joint Programme development	Strengthening co-operation	Active
25.	Kenya Agricultural Value Chain Enterprise (KAVES)	Joint Programme development	Strengthening co-operation	Active
26.	National Agriculture and Food Research Organisation (NARO), Japan	Research in Agriculture, science and Technology	Strengthening research co-operation	Active
27.	Kenya Animal Genetic Resource Centre	Joint research development and share research equipment	Strengthening research co-operation	Active

S/No	Names of Collaborating Industries	Main Objectives	Activities	Current Status
28	Cytonn Investment	Joint student programmes	Strengthen student talent programmes	Active
29	Technoserve Kenya	Joint Programme development	Strengthening co-operation	Active
30	Equatorial Nut Processors limited	Joint Project development	Strengthening co-operation	Active
31	African Inception for Agribusiness Research	Joint student programmes	Strengthening co-operation	Active
32	Kenya Industrial Property Institute	Joint student programmes	Strengthening co-operation	Active

Annex 2: A summary of academic linkages between different disciplines and departments

s/no	Names of Institution	Objectives	Activities	Current Status
1.	University of Arizona, USA	Staff & Student exchange programmes	Consultations and development of a medical facility in UoE	Active
2.	Eldoret Polytechnic	Complimenting each other with workshop facilities	Sharing the use of engineering machines	Active
3.	University of Kwa Zulu, Natal- RSA	-	-	Active
4.	Pwani University, Kenya	Development of project proposals	Periodic project review meetings	Active
5.	University of Eastern Finland, Finland	Environmental mgt, Capacity building for students, Green Economy & Energy	Consultations and information sharing	Active
7.	Rift Valley Technical Training Institute (RVTTI)	Complimenting each other with workshop facilities	Sharing the use of engineering machines	Active
8.	Chukwuemeka Odumegwa Ojiukwu University	Develop and maintain journal	Publish papers and organize conferences	Active

s/no	Names of Institution	Objectives	Activities	Current Status
9.	University of Western Cape, RSA			Active
10.	Galilee International Management Institute, Israel	Capacity building for staff & students	Staff & Student exchange programmes	Active
11.	Purdue University- USAID	Joint Programme development	Strengthening co-operation	Active
12.	Cape Peninsula CPUT, RSA	Joint Programme development	Strengthening co-operation	Active
13.	University of London	Environmental mgt, Capacity building for students, Green Economy & Energy	Regular dialogue meetings and consultations	Active
14.	The University of Northampton	Student exchange and joint Programme devt.	Strengthening academic cooperation	Active
15	Rongo University	Joint Programme development	Strengthening academic cooperation	Active
16	O.P Jindal Global University, India	Joint Programme development	Strengthening academic cooperation	Active



END-TERM REVIEW OF STRATEGIC PLAN 2014-2019

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