

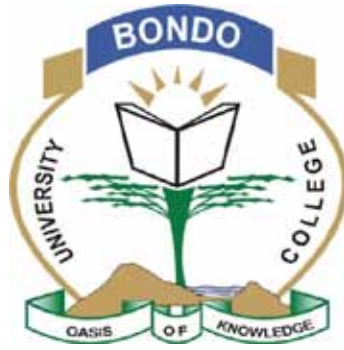


Bondo University College

A Constituent College of Maseno University

STRATEGIC PLAN

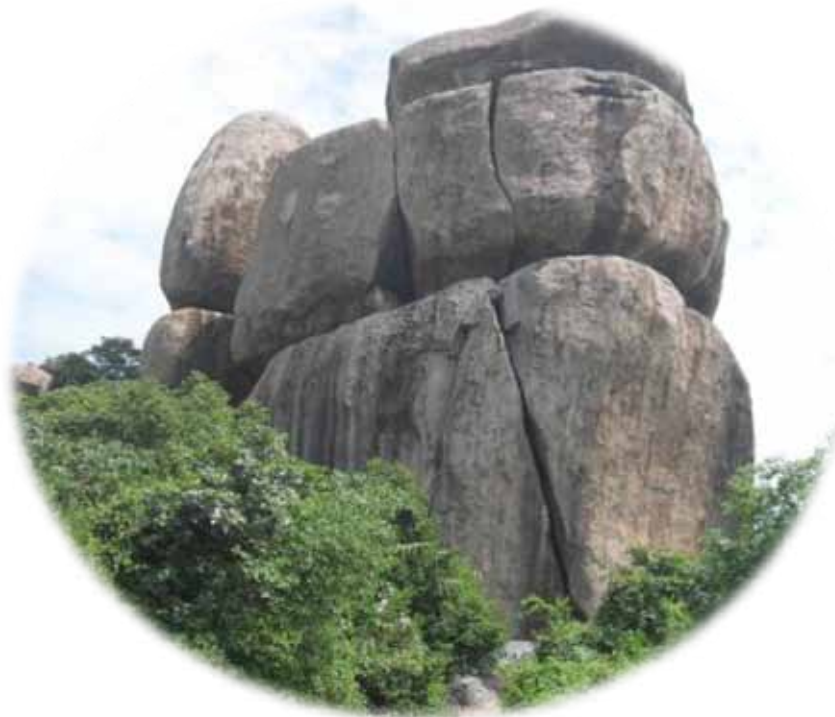
2010
-
2015



Bondo University College

Strategic Plan

2010 - 2015



Bondo University College is founded on a rich Cultural Heritage

Bondo University College
Strategic Plan 2010 - 2015

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Abbreviations and Acronyms

A.I.A	Appropriation in Aid
BSC	Balanced Scorecard
BTTC	Bondo Teachers Training College
BUC	Bondo University College
CRM	Customer Relations Management
COP	Community Outreach Program
DOSH	Directorate of Occupational Safety and Health Services
ETD	Education, Training and Development
ESP	Economic Stimulus Programme
FT	Full Time
IGD	Institutional Growth and Development
IRD	Innovative Research and Development
JAB	Joint Admission Board
KPIs	Key Performance Indicators
OFIs	Opportunities for Improvements
OSHE	Occupational Safety ,Health and Environment
PESTEL	Political, Economic, Social, Technological and Legal
PC	Performance Contract
PR	Public Relations
QET	Quality Education and Training
QMS	Quality Management Systems
R&D	Research and Development
RPMs	Repairs and Maintenance
SWOT	Strengths, Weaknesses , Opportunities and Threats



Professor Florida A. Karani

Message from the Chancellor

I wish to extend my congratulations to Bondo University College (BUC) on this great milestone. BUC is on the growth and development path towards being a beacon and a centre of excellence in teaching, research and community outreach with a clearly defined road map and the desire to serve the public. I am particularly delighted to note that BUC is venturing in conducting activities in professional and efficient manner through the academic, research, community outreach programmes and infrastructural development taking place at the institution. It is my belief that this Strategic Plan will stimulate and inspire setting up more teaching and research programmes in line with the objectives. The University College will also continue with collaborative ventures for the promotion of knowledge and technology transfer.

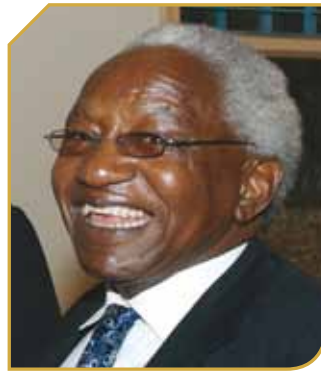
Bondo University College Strategic Plan effectively captures the need to strengthen its training, research, science, technology and innovations activities necessary for an institution of higher learning. BUC has an enviable location in the the Lake Victoria Basin with the opportunity to carry out research in water transport engineering, cultural heritage and ecotourism. Mine is therefore to wish BUC Council, Staff and Students success in the implementation of this Strategic Plan.

Finally, quality, access, equity and relevance of University education, research and innovation will continue to guide the thought process in the implementation of this Strategic Plan. Similarly, in line with Vision 2030 it is envisaged that Bondo University College should be a fully fledged University within the period of this Strategic Plan. My office will work hand in hand with the Council and other relevant stakeholders to ensure that the University College meets the planned Strategic Objectives.

Professor Florida A. Karani, PhD, Ed.D (Honorary), OGW

CHANCELLOR

Bondo University College



Professor Shem O. Wandiga

Message from the Chairman

Bondo University College Council approves this Five-Year Strategic Plan as a true account of our aspirations. This plan provides the University College with a Five-Year roadmap for the institutional growth, design and delivery of quality education and training programmes, innovative research and community outreach.

The University Council will continue providing policy guidelines and the resources required to successfully implement the plan while periodically reviewing and realigning this plan to match the emerging realities. All the Schools, employees and key stakeholders are encouraged to play a leading role in ensuring the achievement of our organizational goals. We have established a Measurement-Based Performance Management System including continual performance Monitoring and Evaluation. The University College Board of Management and the University College Academic Board have our full authority to collect, analyze and present reports on progress and suggestions for improvements.

Finally we wish all employees and other stakeholders involved in the implementation of this Plan success as they fulfill their respective mandates to the University College and in their personal accomplishments.

Professor Shem O. Wandiga, PhD, EBS

CHAIRMAN

Bondo University College Council



Professor Stephen G. Agong'

Foreword

The Government established Bondo University College as a Constituent College of Maseno University and successor to Bondo Teachers' Training College through a Legal Order No. 56 of 2009 of 11th May 2009. The University College is a premier institution of higher learning offering relevant and high quality market driven academic programmes for steering socio-economic development. The University College is strategically located at the quiet serene beaches of Lake Victoria. It focuses on the development of Kenya's rich cultural heritage and the utilization of the vast natural resources for academic advancement and research purposes premised on improving the socio-economic status of communities. The location is conducive for the pursuit of academic scholarship, high profile research and community outreach. Bondo University College is a centre of excellence in Training, Research and Community Outreach offering practical and market oriented courses. This Strategic Plan embodies a roadmap towards achieving this noble goal both in the medium term and long-term strategic orientation.

I take this opportunity to thank all, individually and corporately for their invaluable contributions that have ultimately culminated in this important Plan. The long route towards transforming this upcoming University College, into a World-Class University has begun with this Strategic Plan. The Plan will not only benchmark the academic, research and community outreach programmes, but will also outline the spectrum of human material as well as the physical infrastructure required to realize our vision.

Professor Stephen G. Agong', PhD, FAAS

PRINCIPAL

Bondo University College



Figure1: Bondo University College Council Members at inception



Executive Summary

Bondo University College (BUC) was established by the Government of Kenya as a Constituent College of Maseno University and successor to Bondo Teachers' Training College through a Legal Order No. 56 of 11th May 2009. The University College's projection necessitates a deep understanding of the short and long term socio-economic environment of the education sector resulting in a logical and structured Strategic Plan. The attainment of BUC's strategic goals is guided by its vision 'The beacon in training, research and sustainable development' and its Mission 'To provide quality university education that nurtures creativity and innovation through integrated training, research and community outreach'.

This Strategic Plan was developed through a participatory and consultative process that involved the Council, the Management Board, Students and other key Stakeholders. A Strategic Plan Secretariat supervised the strategic planning process. The Strategic Plan has been arranged in six chapters: Introduction, Situational Analysis, Institutional Analysis, Strategic Goals and Objectives, Resource Mobilization and concludes with Plan Implementation, Monitoring & Evaluation. Four strategic goals are identified: Achieving Institutional growth and development; Provision of quality university education and training programmes; Conducting innovative research; and Initiating and participating in community outreach services. The Plan then identifies the strategic objectives for each goal, the prerequisite initiatives to ensure the ultimate realization and the resources needed to accommodate these initiatives. A resource mobilization and deployment strategy is included in order to develop the physical infrastructural capacity, create a sustainable financial resource base and build human capital.

The Plan will form the basis for performance benchmarking; self-actualization, progress review and evaluation of the strategic orientation. Furthermore, the Plan has four important roles in strengthening the University College's competitiveness : First, to improve performance practices, capabilities, results and sustainability; Second, to facilitate communication and sharing of best practices and information within the University College itself and with stakeholders; Third, to develop a working tool for managing, measuring and improving its operational effectiveness and management capacity; and Fourth, to guide future planning, learning, growth and expansion. A comprehensive Monitoring and Evaluation system has been included in the Plan to ensure responsibility and control of operations. Figure 2 illustrates of the thematic overview of this Strategic Plan.

Figure 2: Strategic Plan Thematic Areas Underpinned by Science, Technology and Innovation

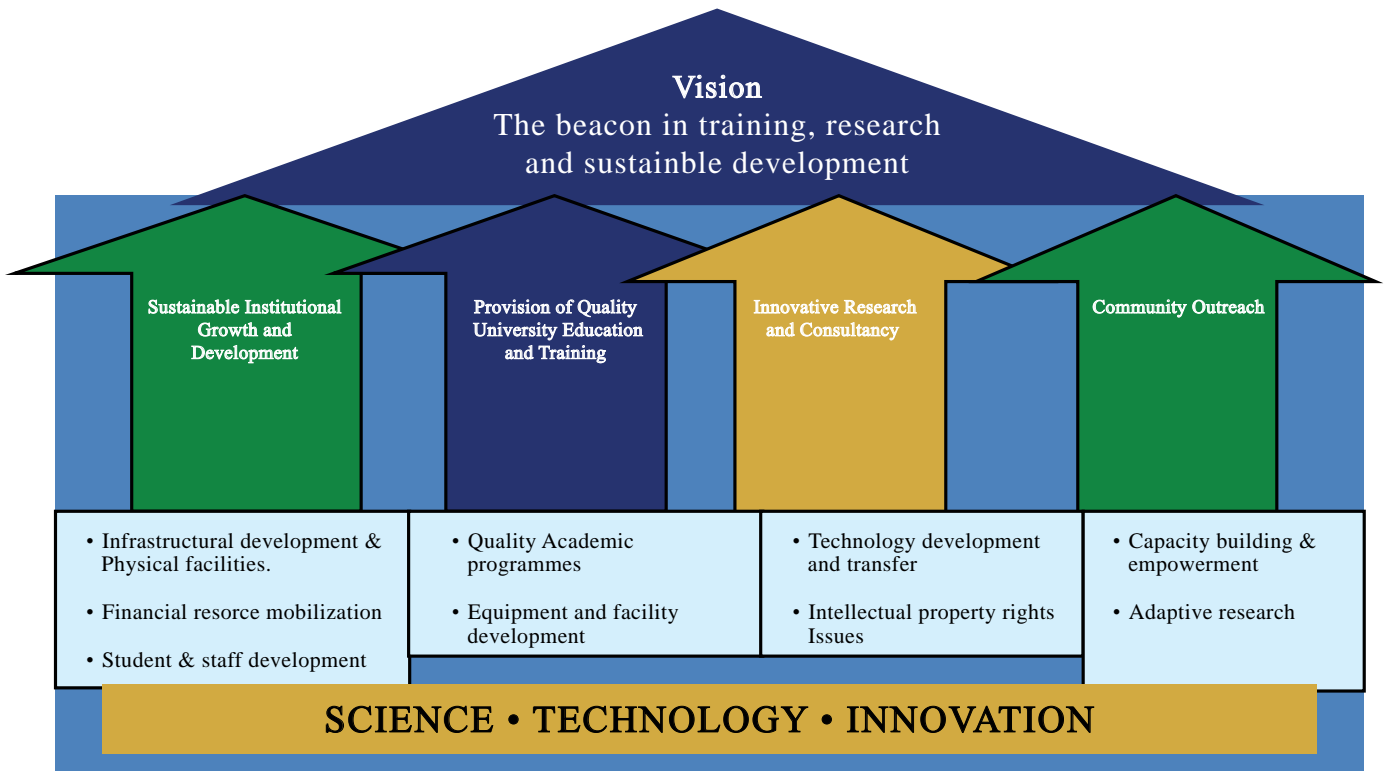




Figure 3: Bondo University College Council and Staff Members in a Team Building Workshop



CHAPTER 1

Introduction

1.1 Background Information

Education is a basic human right in the United Nation's Child Convention of 1998. Education is also enshrined in the Kenya's Constitution 2010. Over the years, a number of Commissions have been formed to review education sector policies. Examples include those chaired by Simon Ominde, Peter Gachathi, C.B Mackey, James Kamunge and Davy Koech. There have also been innumerable Task Forces and conferences, among other efforts. More recently there have been the Public Universities Inspection Board (2008) and the Wandiga Taskforce Report (2008) on the National Strategy for University Education 2007-2015.

The Kenya Vision 2030 recognizes that the education and training of all Kenyans is fundamental as it equips its citizens with understanding and knowledge that enables them make informed choices about their lives and those facing Kenyan society. The Government of Kenya's Policy on sponsoring primary and secondary education has facilitated improved enrollment, retention, completion, and performance of more students and enhanced their qualification to seek university education. These have been complemented by the establishment of Privately Sponsored Students' Programmes.

This Strategic Plan has been formulated to address some of the challenges facing higher education in Kenya and to enable the University College make a significant impact on the human capital development, which is an important pillar in Kenyan Vision 2030. Moreover, the Strategic Plan provides a road map to the University College's internal strategic agenda as outlined in the performance contract requirement and firmly anchors it to play a leading role in education sector reform programmes. Ultimately, the Strategic Plan will enable Bondo University College to effectively and prudently utilize her limited resources.

1.2 The University College Core Functions

Bondo University College (BUC) draws its core functions from the Legal Notice No. 56 of the Maseno University Act, 2000. The objects and functions of Bondo University College include the following:

- a) To provide directly or in collaboration with other institutions of higher learning, facilities for university education (including technological, scientific and professional education), the integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of the citizens of Kenya;
- b) To participate in the discovery, transmission and preservation and enhancement of knowledge and to stimulate the intellect participation of students in the economic, social, cultural, scientific and technological development of Kenya;



- c) To provide and advance university education and training to appropriately qualified candidates, leading to the conferment of degrees and award of diplomas and certificates and such other qualifications as the Council and the Senate shall from time to time determine and in so doing, contribute to manpower needs;
- d) To conduct examinations for such academic awards as may be provided in the statutes pertaining to the University College;
- e) To examine and make proposals for new faculties, schools, institutes, departments, resource and research centers, degree courses and subjects of study;
- f) To play a leading role into the development and expansion of the opportunities for higher education and research;
- g) To develop as an institution of excellence in teaching, training, scholarship, entrepreneurship, innovation, research and consultancy services;
- h) To participate in commercial ventures and other activities to the benefit of the institution, the community and stakeholders;
- i) To develop and provide educational, cultural, professional, technical and vocational services to the community and in particular foster corporate social responsibility;
- j) To provide Programmes, products and services in ways that reflect the principles of equity and social justice;
- k) To facilitate student mobility between different Programmes at different technical training institutions, universities and industry;
- l) To promote a culture of innovation, scientific research and technology transfer for the benefit of humanity;
- m) To provide high quality educational, research, residential, commercial, cultural, social recreational, sporting and other facilities; and
- n) To foster general welfare of staff and students.

1.3 Vision and Mission

Vision

The beacon in training, research and sustainable development

Mission

To provide quality university education that nurtures creativity and innovation through integrated training, research and community outreach

Motto

Oasis of Knowledge



1.4 Core Values

This Strategic Plan is built upon a set of interrelated core values. These values are embedded in beliefs and desired behaviors found within Bondo University College (BUC). They are the foundation for our task management and interpersonal relations. BUC Council, the University Management Board and Stakeholders feel that the following core values represent the fundamental beliefs that influence the way Bondo University College relates and deals with its customers and clients.

Fairness

Strive to treat all its stakeholders with fairness and respect regardless of their culture, gender, creed, race, religion, ethnicity or any other affiliations.

Professionalism

Embrace professionalism as the fountain of its design and delivery of its products and services with innovation and creativity as the hallmark.

Transparency and Accountability

Conduct its affairs with utmost transparency and accountability.

Integrity

Strive to be an inspiring institution, working to ensure and maintain stakeholders' confidence.

Meritocracy

Reward its employees and students on merit.

Gender Equity

Embrace gender equity and empowerment in its staff appointments, student admissions, and representation in decision-making organs.

1.5 Strategic Plan Development Process

This Strategic Plan was developed through a highly participatory and consultative process that ensured inclusion and involvement of a wide spectrum of internal and external stakeholders. This included: the Chairman and members of the BUC Council; the Principal and his Deputy Principals; Deans and Directors; Academic and Non-academic staff, Students; and other relevant key Stakeholders. The University College established a Strategic Plan Secretariat to spearhead the process. The secretariat came up with the first draft of the Plan then referred to as the Strategic Direction, which was presented to the University Council in December, 2009 for noting. This was then preceded by the appointment of a Strategic Management Consultant to fill in gaps and align the first draft into a Strategic Plan. Several consultative review meetings were held facilitated by the consultant. The amendments and inputs thereof from the consultative meetings were used to develop the Strategic Plan Draft I. The Draft I was tabled for another consultative workshop attended by diverse stakeholders including the

Council on the 10th June 2010. The First Draft Strategic Plan was tabled for adoption and approval by the Council on 11th June 2010 subject to further inputs, improvement and ultimate publication. This went on until the 13th January 2011, when this final Strategic Plan was tabled at the University College Academic Board for validation and ratification for subsequent publication, launch and wider dissemination.



Figure 4: Strategic Plan validation meeting on 13th January 2011 at Bondo University College



CHAPTER 2:

Situational Analysis

2.1 History of Bondo University College

Bondo University College is a successor to Bondo Teachers' Training College (B.T.T.C) hitherto a public Primary Teachers' Training College developed out of the World Bank loan to train pre-service P1 teachers. The Government of Kenya established Bondo University College as a Constituent College of Maseno University through a legal Order No. 56 of 11th May 2009. This was in response to the need to improve access to higher education in the country.

Since then, the University College has run school based degree programmes, during the holidays (April, August and December) for about 200 practicing teachers. However, following the first intake of Government sponsored and self sponsored full time students in August 2010 the student population has redoubled to 400 students. Currently, the number is projected to increase by 1,000 per year for the next four years. This will give rise to a total of 4,000 students after four (4) years of admission. The students will be admitted to various programmes in each school. Bondo University College is poised to be a premier institution of higher learning, offering academic programmes that are market driven and relevant towards sustainable socio-economic development.

2.2 Location and Position

Bondo University College is approximately 2km from Bondo Town, the headquarters of Bondo District. Bondo is one of the districts in Siaya County. It covers a total area of 1,328Km² and was carved out of the original Siaya District in 1998. In 2007 the original Bondo District was further subdivided into Bondo and Rarieda Districts. A sizeable area of Bondo District 7512 km is part of Lake Victoria, which further endows the University College with great potential for aquatic studies along the wetlands and shores of the Lake Victoria Basin and its catchment area.

2.3 Accessibility

The University College is readily accessible by road, water and air. It is located 70 kilometres west of Kisumu City, with a nascent international airport having the potential to open up the area for international and trans-regional trade and eco- tourism. The University College is situated along the Kisumu – Bondo - Usenge Highway. From Mbita point, the University College is accessible via ferry services and motorized boats and by road.

Topologically, Bondo University College is best situated to offer a wide range of academic programmes, which have direct relevance with societal and community livelihoods. Bondo District which hosts the University College is endowed with scenic hills including Usenge, the Ramogi in Usigu Division and Abiero Hills in Nyangoma and neighbours Kit Mikayi the legendary and sacred



three in one balancing rocks (front page). These historical sites will stimulate studies on landscaping, conservation and ecotourism. The area is home to the expansive Yala Swamp in Usigu Division. Bondo District has various types of soils ranging from black-cotton, sandy loams to laterite including red volcanic soils. The District has a moderate equatorial climate influenced by local relief and the expansive Lake Victoria.

2.4 Physical Assets and Infrastructure

The physical assets of Bondo University College as a successor to Bondo Teachers' Training College (BTTC) comprise of fixed assets such as land, buildings and movable assets including office equipment. The current premises where the University College is situated was built in 1989 is on a 50 acre piece of land in Bondo Township in Bondo District. As the University College grows, there will be need for additional land in the vicinity for expansion. For this reason there is need for the University College to work very closely with the local community and local authorities to identify adequate land for future expansion. The University College is developing a comprehensive Master Plan that will guide future development.

Currently the University College is putting up an ultra-modern 4-storeyed Research and Teaching Laboratory Complex, which when completed will host 24 laboratories with offices. The University College is also constructing a 6-storeyed modern student hostel with a capacity of accommodating 1000 students.

2.5 Funding

Bondo University College gets its funding from the Government through the Exchequer and from direct and government-sponsored fee paying students. The Government funds are in the form of capitation grants and development grants for recurrent and development votes respectively.

2.6 Human Resource Requirements

Bondo University College recognizes the importance of human resource as the driver to the successful implementation of this Strategic Plan. The University College has qualified staff to run existing programmes. However, to implement the expansion as envisaged in this Strategic Plan, the University College will continue to recruit qualified and competent staff in all relevant areas.

2.7 Academic Programmes and Research Thematic Areas

The University College has established seven Schools and one Institute to facilitate the realization of the strategic objectives spelt out in this Plan. All the different Schools, Institutes, Centres and Departments have developed and will continue to pursue well-defined academic and research priorities and offer Certificates, Diplomas, Masters, and Doctoral studies in the respective disciplines. Initially, the University College will solicit support for the establishment of academic and research institutes which will lead to the transformation of Bondo University College into a fully fledged University



during the period of this Strategic Plan by optimizing the synergies of the existing and the proposed new programmes.

The following are the Schools and Institute:

- School of Education and Social Sciences
- School of Mathematics and Acturial Science
- School of Biological and Physical Sciences
- School of Agriculture, Food Security and Biodiversity
- School of Engineering Sciences
- School of Business and Legal Studies
- The School of Spatial Planning and Natural Resource Management
- School of Health Sciences-with majors in Dental and Pharmaceutical Sciences
- School of Informatics and Innovative Systems
- Institute of Cultural Heritage and Material Science

Currently, the University College is offering Maseno University Senate approved programmes.

2.8 Existing Linkages and Collaborations

Within the short time of its existence, Bondo University College has established a number of research linkages and collaborations. The University College is open to credible partnerships with institutions in the areas of:

- Joint research
- Staff and student exchange
- Equipment exchange
- Joint workshops/conferences
- Publications and
- Any other areas of mutual interest.

2.9 Priority Areas for Policy Formulation

Bondo University College is a developing institution in her second year since inception. The University College considers creating a legal and policy framework that will guide decision-making and compliance with legislative requirements with a view to the attainment of fully fledged University status. A department will be created to document the legal and compliance criteria and currently the University College is in the process of formulating the pre-requisite policies, procedures and code of practice. Priority areas identified for policy formulation as outlined in Table 1 :

Table 1: Prioritized Policy Areas

Human Capital Development	Financial	Legal	Automation	Technological/Recreational
<ul style="list-style-type: none"> • Human Resource Management • Code of Conduct • Quality Assurance and Enhancement • Gender and Affirmative Action • HIV and AIDS • Disability mainstreaming • Training • Sports and Recreation 	<ul style="list-style-type: none"> • Financial Management • Audit 	<ul style="list-style-type: none"> • Statutes • Service Delivery Charter • Performance Contracting • ISO Certification • Intellectual Property Rights • Occupational Safety • Disaster, Risk Management & Institutional Sustainability • Drug and Substance Abuse 	<ul style="list-style-type: none"> • Information, Communication and Technology • Management Information Systems 	<ul style="list-style-type: none"> • Research and Development • Linkages and Outreach • Entrepreneurship • Sports and Recreation



Figure 5: Bondo University College Students in pursuit of Co-curricular Activities

CHAPTER 3:

Institutional Analysis

3.1 Major Environmental Influences

Bondo University College Strategic Plan Secretariat assessed the level of potential in the University College's internal and external operating environments. The team examined critical-political, economical, social, technological, environmental and legal (PESTEL) fronts and documented their influence in the operating environment of the University College. Annex 1 is an organogram of the governance structure.

The PESTEL analysis findings are summarized in Table 2 below:

Table 2: PESTEL Analysis Findings

Political	Kenya Constitution-2010	Currently, the national political arena is characterized by debates around the need to fully implement the new constitution. The new constitution will have significant impact on the operation of the University Colleges in terms of harmonizing the University Act and subsequent policies. Moreover, Bondo University College is likely to be propelled to a County University designate.
	Kenya Vision 2030	The national requirement that all local level Strategic Plans be aligned with the Kenya Vision 2030 will enhance Bondo University College ability to achieve her objectives.
	Creation of the Ministry of Higher Education Science and Technology	The creation of this Ministry is a sign of government's commitment to addressing unique challenges facing higher education in Kenya.
	Good governance	The prevalent perception of poor governance and corruption in the management of public universities will have to be addressed to enable Bondo University College to play its rightful role in society.
Economical	Unpredicted Economic Growth	Government ability to finance higher education is dependent on the general national economic growth. This growth will be impacted on by several national and global trends. Such activities include: the levels of inflation, Gross Domestic Product, development trends of imports and exports, climatic changes, the rapid population growth rates, and the recent global economic meltdown.
	Poverty	Bondo University College is situated in an area with rising levels of poverty. However, the main catchment has remarkable potentials in terms of agriculture, tourism, wind and solar energy, horticultural production, and irrigation. Presently, the government is implementing Programmes such as ESP, CDF, and National Food Security Policy with likely positive impacts on the community livelihoods.
	Public - Private Partnership	There is a growing realization within Bondo University that the vast economic opportunities which exist in the vicinity of the University College can only be exploited to the benefit of the stakeholders if the various development partners work together. Fostering of partnerships under the public private sector partnership arrangement is a worthy route in enhancing synergies for growth and development for the University College.



Social	Rich Regional Cultural Heritage	The people living around Bondo University College have a rich cultural heritage which offers immense opportunity for greater mutual understanding between existing communities and people of varying ethnicities. Gender disparities will however have to be addressed.
	High Population Growth	The population increase within Bondo University College catchment area is expected to impact negatively on socio-economic development. Some of the undesirable effects of the population explosion include increased dependency syndrome, unemployment, and increased pressure on land and other basic social amenities such as access to health, education and clean water.
	Increased Awareness	The prevalent perception of poor governance and corruption in the management of public universities will have to be addressed to enable Bondo University College play its rightful role in the society
	HIV and AIDS	The social and cultural context is characterized not only by high prevalence rate of HIV/AIDS but also widespread and sometimes retrogressive cultural and social practices and beliefs such as polygamy, hostility towards innovation, new ideas and negative attitude towards women. These together with others have increased the levels of poverty, HIV and AIDS, and resulted in an increase of social upheavals in the society.
Technological	Access to ICT	This is an area, which is rapidly changing. The University College will not only be inclined to support government promoted E-Government initiatives but also have to harness new technologies and discoveries and facilitate more rapid technology transfer .
Environmental	Increased attention on environmental issues	There are several ecological factors which affect the operations of the University College including climate change, natural resource management, waste management and the need to carry out extensive environmental impact assessment given the envisaged vast infrastructural investments.
Legal	The likely revision of University Act	The Kenyan Government through the Ministry of Higher Education, Science and Technology has committed to review the University Acts to be in conformity with the new constitution. This will offer opportunity to re-evaluate the legal structures that have been used to govern not only Bondo University College but also other public universities making them more efficient and effective.



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

A comprehensive SWOT analysis for Bondo University College was conducted during the process of developing this plan, a summary of which is presented on Table 3 below:

Table 3: Summary of Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses	Opportunities	Threats
<ol style="list-style-type: none"> 1. Supportive Council and administrative leadership 2. Good relationship with parent University 3. Starting on a clean slate 4. Investment in physical plants with new hostels, classrooms and laboratories 5. Multi-disciplinary approaches within the university College 6. Skilled and trainable manpower 7. Linkage with other learning institutions 8. Enabling ICT Infrastructure 	<ol style="list-style-type: none"> 1. Relatively young in education sector 2. Limited research facilities and resources 3. Inadequate infrastructure for teaching 4. Inadequate inter-departmental communication 5. Inadequate competencies in core facilities 	<ol style="list-style-type: none"> 1. Goodwill from local and national leaders and government 2. Existing and potential partnerships 3. Consolidation of regional economic groupings 4. Coordination with national development agenda- the Kenya Vision 2030 5. Partnership with visiting professors, scholars, and institutions 6. Rising demand for quality higher education 7. Positive reforms in education sector 8. National and regional political stability 9. Close proximity to Lake Victoria with rich bio-diversity 10. Good road network 	<ol style="list-style-type: none"> 1. Counterfeited education certificates, degrees 2. Effects of global economic meltdown 3. Competition with other institutions of higher learning 4. Information insecurity 5. General insecurity 6. Existing Environmental challenges 7. Global climatic change

3.3 Stakeholder Analysis

Bondo University College considers stakeholders as all people or groups of people who have an interest in or affects or are affected by its operations and activities. In order to identify the interests, needs and expectations of her key stakeholders, and their roles, responsibilities, contributions and comparative advantages in the implementation of this Strategic Plan, Bondo University College conducted an analysis of her stakeholder involvement. On her part, the University College will consistently strive to meet and exceed the needs and expectations of all its stakeholder groups in line with its stated mandates and injunctions. The customer service standards are spelt out in the University College's Customer Service Charter. The achievement of such needs and expectations will be guided by the University College core values outlined in section 1.4 above. An analysis of stakeholder interactions is outlined in Table 4

Table 4: Analysis of Stakeholder Interactions

S/No	Stakeholders	Roles & Responsibilities	Comparative Advantage	Expectations
1	Students	Consumers of education, training and research services	Competitiveness in the job market	Feedback on quality and relevance of education, training and research programmes Enhanced brand status in the community and job market
2	Employees-Faculty and non-faculty	Implementation of BUC strategic Initiatives Originators of innovative Programmes	Drivers of core values and quality standards	Provision of quality, timely and efficient services Synergies and harmony
3	Council Members	Provision of policy and strategic direction Review institutional and senior management performance	Provide strategic linkage and exchange with contemporaries	World-class status Institutional sustainability and consistency to its mandates
4	Local authorities	Management and regulation of local legislations and levies	Development of local infrastructure	Water and Sanitation and infrastructure management Partnership and provision of infrastructure and sanitation
5	Local community	Collaboration in education, research ,service provision	Local culture, knowledge, Resource ownership, labour supply and goodwill.	Community support, harmony and management of resources Goodwill, technology development and transfer
6	Government departments	Collective responsibility in national development	Government policies and Programmes	Relevance and implementation of government Programmes Synergies, capacity development, benchmarking
7	Families of employees and students	Moderators of employee ethics, morality and productivity	Psycho-Social stability for employees	Maintenance of ethical standards, healthy workforce Core values ,public image, health status
8	Staff Unions	Management of Labour and industrial relations	Labour and industrial advisory and regulations	Labour and industrial harmony Productive satisfied workforce
9	Suppliers	Provision of resource inputs	Competitive advantage in provision of commodities	Quality supply assurance Provide quality goods and services
10	Private Sector	Resource Mobilization	Entrepreneurship, Investment facilities ,finance ,employment, accommodation facilities	Investments, infrastructure Resources, current technologies, awareness ,capacity building, consultancy
11	Regulatory bodies	Provision of legal framework	Advisory services and statutory requirements	Quality and compliance Sector Regulations standards
12	Financial institutions.	Provision of financial facilities, saving and credits	Competitive socio-economic operations	Resources, Investments and infrastructure improvement Access to finance and capital
13	Media	Dissemination of information	Wide coverage and public communication network	Positive media coverage Media Publicity, Brand communication
14	Professional Bodies	Promotion of professional ethics and practices in teaching, education, research and development	Expertise, ethics and standards	Professionalism and innovative practices in education, training, research and community engagement.
15	Strategic Partners in research, education and training	Promotion of and share technology advances, training	Professional services, resource endowment	Professional standards HR capacity development
16	Regional and International Organizations	Cross-border students and resource movements	Finances, advocacy ,lobbying, international awareness creation	Implementation of global agenda, technical support Capacity development and funding.



CHAPTER 4:

Strategic Goals and Objectives

4.1 Strategic Goals

The strategic directions and goals identified in this Strategic Plan are the Bondo University College's response to its understanding of what her stakeholders' value most about the institution, and the current opportunities and challenges for offering quality training, research and community outreach to students and sustainable development in the country. The Five-year period covered in this Strategic Plan will be a time of assessing and improving the University College's mandate to the society. Consequently, BUC has identified Four Strategic Goals and a set of Strategic Objectives and Strategies to fulfill its mandate (Table 5):

GOAL 1: Achieve Sustainable Institutional Growth and Development

To build and improve the University College's Faculty, non-faculty human resource capacity and infrastructural capability to effectively and efficiently deliver services and products to all stakeholders.

GOAL 2: Provide Quality University Education and Training

To develop quality and innovative educational Programmes that meet the expectations the stakeholders.

GOAL 3: Conduct Innovative Research and Consultancy

To conduct quality and innovative research and consultancy services that meet the expectations of the stakeholders.

GOAL 4: Initiate and Participate in Community Outreach

To develop and extend quality and relevant community outreach services and programmes geared towards community empowerment.

Table 5: Strategic Framework

Strategic Goal	The Goal Statement	Strategic Objectives	Strategies
1. Achieve Sustainable Institutional Growth and Development	To build and improve the University College's Faculty, non-faculty human resource capacity and infrastructural capability to effectively and efficiently deliver services and products to all stakeholders.	1. Develop Strategic and Operational Plans	<ol style="list-style-type: none"> 1. Develop Annual Operational Plans per School and Department 2. Develop and Implement Medium Term Expenditure Framework 3. Develop and Implement Human Resource Development Plan 4. Develop and Implement Infrastructural Development Plan 5. Develop and Implement Policy on Income Generation 6. Develop and Implement Annual Procurement Plans
		2. Develop and document Customer Service Standards	<ol style="list-style-type: none"> 1. Conduct Stakeholder Needs Assessment per School and Department 2. Develop and Document Service Standards 3. Document and Implement Customer Service Charter 4. Conduct Customer Satisfaction Surveys 5. Conduct Employee Satisfaction and Work Environment Survey 6. Develop Complaints/Complements Management Mechanism
		3. Establish and Implement Human Resource Development and Management Policy	<ol style="list-style-type: none"> 1. Conduct Staff Annual Training Needs Assessment 2. Develop and Implement Human Training Projection 3. Develop and Implement Staff Terms of Service 4. Develop and Implement Staff Code of Conduct 5. Develop and Implement Staff Welfare Programmes 6. Establish and Implement Staff Pension Scheme 7. Develop and Implement Staff Motivation Policy
		4. Establish and Implement Effective Performance Management Systems (PMS)	<ol style="list-style-type: none"> 1. Document Performance Measures and Indicators at all levels 2. Train staff on Performance Management Systems. 3. Prepare and circulate periodic organizational and departmental performance review reports 4. Conduct Annual Employee Performance Appraisal
		5. Establish and Implement Risk and Disaster Management Policy	<ol style="list-style-type: none"> 1. Conduct Institutional Risk and Disaster Assessments on Strategic areas 2. Develop Risk and Disaster Management and Institutional Sustainability Plans 3. Establish and Implement Corruption Prevention Policy and Plans 4. Train Staff and Students on Risk and Disaster Management and Institutional sustainability 5. Develop effective and efficient Feedback Systems
		6. Establish and Implement Information and Communications Technology (ICT) Policy	<ol style="list-style-type: none"> 1. Audit the University's ICT status and requirements 2. Train Staff on Management Information Systems (MIS) 3. Automate University College Services 4. Create an ICT Business Centre
		7. Develop and Implement Study and Work Environment Policy	<ol style="list-style-type: none"> 1. Formulate and Implement HIV and AIDS Policy 2. Formulate and Implement Drugs and Substance Abuse Policy 3. Formulate and Implement Disability Mainstreaming Policy 4. Formulate and Implement Gender Mainstreaming Policy 5. Formulate and Implement Sports and Recreational Policy 6. Establish and Implement Occupation, Safety, Health and Environment Policy 7. Conduct Annual Employee Satisfaction Surveys
		8. Create Brand identity and Public Relations Systems	<ol style="list-style-type: none"> 1. Identify and develop artifacts that define the "face" of the University College 2. Develop posters and billboards 3. Engage in public support Programmes 4. Exercise positive PR with stakeholders



Strategic Goal	The Goal Statement	Strategic Objectives	Strategies
<p>2. Provide Quality University Education and Training</p>	<p>To develop quality and innovative educational Programmes that meet the expectations of the stakeholders.</p>	<p>1. Formulate and Implement Quality and Innovative Educational and Training Policy</p>	<p>1. Conduct Stakeholder Market Survey 2. Develop and implement the identified Quality educational and training plans and programmes 3. Provide educational and training support and facilities 4. Establish Schools, Institute, Centres, Departments and Campus 5. Facilitate development of workshops, seminars, conferences 6. Establish and Facilitate Scientific and Peer reviewed publications 7. Establish University College Printing Press</p>
		<p>2. Institutionalize Student and Stakeholder Relationship Management</p>	<p>1. Facilitate the establishment of Student Leadership and Organization 2. Open avenues for feedback and conflict resolution</p>
		<p>3. Create Policy on Student Work-Study Program</p>	<p>1. Establish and manage student-work study Programmes to support needy students 2. Mobilize resources through fundraising to support the work study Programmes</p>
		<p>4. Establish Educational Training and Development of Quality Assurance Management Systems</p>	<p>1. Establish quality assurance department/function 2. Document and Implement ISO 9000: 2008 Quality Management Systems (QMS) 3. Train Key staff on Quality management systems</p>
		<p>5. Set-up Modern and State of the Art Library</p>	<p>1. Construct a modern library 2. Recruit/train professional library staff 3. Improve Information Technology capacity and external connectivity of the library 4. Acquire, process and store current reference materials 5. Subscribe to Internationally recognized journals 6. Establish E-Library</p>
		<p>6. Establish partnership and exchange Programmes</p>	<p>1. Establish partnerships and linkages in areas of mutual interest with other Universities. 2. Establish partnerships with research organizations in the areas of joint research 3. Establish partnerships with Industry in the areas of student internship, product development and commercialization</p>
		<p>7. Provide scholarship for faculty staff</p>	<p>1. Establish an endowment fund to support scholarships 2. Craft a scholarship policy for Bondo University College 3. Mobilize resources through grant proposals 4. Identify potential partnership to support scholarships</p>

Strategic Goal	The Goal Statement	Strategic Objectives	Strategies
3. Conduct Innovative Research and Consultancy	To conduct quality and innovative research and consultancy services stakeholders.	1. Develop and Implement Research Policy	1. Conduct Research Needs Assessment 2. Capacity build on grant proposal writing and report writing 3. Establish a research directorate 4. Establish Thematic Research Centers and Stations
		2. Domesticate Intellectual Property Rights (IPR)	1. Capacity Building on IPR 2. Profiling Patentable Innovation and Inventions
		3. Diversify sources of research funding	1. Establish a Research Endowment Fund 2. Establishment of Research Chairs
		4. Develop and Implement Consultancy Services Policy	1. Establish University College Based Consultancy Unit 2. Create awareness on University Consultancy Services
4. Initiate and Participate in Community Outreach	To develop and extend quality and relevant community outreach services and programmes geared towards community empowerment.	1. Develop and implement Community Outreach Policy	1. Organize community consultative and needs assessment forums 2. Conduct Community Capacity Building Workshops and Seminars 3. Engage community in participatory monitoring and evaluation of projects and programmes 4. Enhance environmental stewardship and conservancy 5. Establish Cultural Heritage Centres and stations
		2. Participate in public fora e.g exhibitions	1. Participate in Agricultural Society of Kenya shows 2. Participate in University exhibitions and business expositions



CHAPTER 5:

Resource Mobilization

5.1 Sources of Funding

Bondo University College is geared towards mobilizing financial resources from various funding agencies for purposes of expansion of the University College academic, research and outreach programmes. The expected sources of funds include Government Funding, Development Partners and Private Sector. The University College expects funding from the Government through the Exchequer. This comes in the form of capitation grants and development funds for recurrent and development votes respectively.

Table 6 below gives the projected number of students both undergraduate and postgraduate including self sponsored students and school based students:

Table 6 -Projected Number of Students 2010-2015

Category of students	Year				
	(2010/2011)	(2011/2012)	(2012/2013)	(2013/2014)	(2014/2015)
Full time Undergraduate					
JAB Sponsored	198	398	1018	1818	2420
Self-sponsored	70	140	645	1040	1446
Postgraduate					
Full time	-	-	45	273	535
Part time	48	96	144	192	192
School based	243	443	523	498	440
Total per year	561	1077	2375	3821	5033

Proactive grant proposal writing in strategic research areas as listed in Table 7 below, aimed at strategic development partners and bilateral donor agencies is also expected to raise funds for various activities.

Table 7- Research Priority Areas 2010-2015

Research protocols
Food Security(Crop and Animal sciences)
Climate Change and Global warming
Solid and E-Waste Management
Special needs Education
Postgraduate research on diverse thematic areas
Environmental issues
Water and sanitation
Energy
ICT
Health
Microfinance & entrepreneurship
Nanotechnology
Biodiversity

Partnership with the private sector will form a key component of the University College undertakings in line with the Government policy on Public-Private Sector Partnership. Table 8 indicates the projected number of linkages, envisaged over the planned period:

Table 8: University Industry/Institutional Linkages

INSTITUTIONS	2010	2011	2012	2013	2014	Total
MOU's with Industry	2	4	8	10	12	36
MOU's with other Universities	3	5	6	8	10	32
MOU's with research organizations and NGO's	4	4	5	6	5	24

In addition to fees for government sponsored students, fees from self sponsored students will also be a source of funds to the University College. Industry linkages in the areas of student internships, attachments, product incubation, development and commercialization will be promoted. Table 9 below summarizes the projected financial requirements and mobilization.

Table 9: Projected Financial Resource Requirements & Mobilization

S/N.	Activity by Department/ Faculty	Financial Year (Ksh)					
		2010/11	2011/12	2012/13	2013/14	2014/15	Total
1	Income/Revenue						
2	Capitation grants	100,000,000	958,036,000	1,053,839,600	1,159,223,560	1,275,145,916	4,546,245,076
3	Dev. Grants	100,000,000	1,200,000,000	1,320,000,000	1,452,000,000	1,597,200,000	5,669,200,000
4	A.I.A						
	Fees	12,000,000	37,056,000	40,761,600	44,837,760	49,31,536	183,976,896
	Others	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	18,000,000
5	Expenditures	214,000,000	2,199,092,000	2,418,601,200	2,660,061,320	2,925,667,452	10,417,421,972

Other potential sources of funds include: Credit facilities from commercial banks; Philanthropic approaches; Endowment funds e.g. Research chairs; Fees from capacity building programmes and hostel facilities; Proceeds from ICT business centre; Fees from consultancy services; Setting up of a studio; Royalties from Industrial Patent Rights; and Public/Private partnership arrangements involving the build-operate and transfer model, amongst other initiatives.

5.2 Resource Use Optimization/Waste Reduction

Just as important, the frugal use of resources will be an integral part of resource utilization and management. The University College is committed to optimal resource utilization including human resource allocation and management. It is expected that for the envisaged comprehensive performance management to be developed and implemented, the output will be measurable and manpower productivity will be enhanced and sustained. Financial resources will be used according to plans and accounts reported in line with the International Finance Reporting Standards (IFRS).



5.3 Human Resource Requirements & Projections

Human Resource is critical to the successful implementation of this strategic plan. This will require the development of human resource strategy that targets sourcing (recruitment and selection), performance management system, reward management, training and development as well as the provision of personnel welfare services.

The Human Resources projection is estimated to grow at a rate of 10% per annum. It is anticipated that at least five Satellite Campuses will be established within the next 5 years. The Strategic Human Resources approach will also focus on satisfying the intellectual capital requirements of Bondo University College. Human Resource Management will be concerned with developing resource capability and achieving “strategic fit” by building on and providing a unifying framework for human resource management through a “best fit” and “best practice” approach for strategic integration.

CHAPTER 6:

Plan Implementation, Monitoring & Evaluation

6.1 Implementation Approaches

The key results activities (KRAs) of this Strategic Plan will be entrenched into the day-to day activities of the University College. The University College Council will provide the overall policy directions and guidelines, sanctioning, authorization as well as resource allocation for the realization of planned objectives. The Council will also cause the undertaking of mid-term Strategic Plan review and realignment as appropriate. The Principal will guide the creation and implementation of the balanced scorecard that has been adopted as the main Strategic Plan implementation and performance measurement tool. The Principal will also cause periodic strategy and performance audits and reviews to be undertaken in order to keep the Plan synchronized with emerging needs.

A Strategic Plan committee will be formed, to oversee the creation of general awareness, data collection, analysis and reporting over the five-year period. This committee and other key staff will undergo a specialized customized strategy implementation training, including the use of the balanced scorecard (higher education module). Deans of Faculties as well as the Directors of Schools and the Heads of Departments will be responsible for the implementation process at their respective levels. This will be achieved through preparation of annual implementation plans drawn from the Strategic Plan and awareness Programmes that translate strategies into daily on the ground activities. All employees of Bondo University College will be expected to play active roles in the implementation of this Strategic Plan in their routine tasks in the University College.

6.2 Implementation Structure

The responsibility of implementing the Strategic Plan lies with specific Schools, Institutes and Departments. Successful implementation of interventions by the University College will require the support of the University College Council, total commitment of the University Board of Management and dedication of staff members from all implementing units. Figure 5 shows the five 5 tier functional structure that will be involved in the Strategic Plan implementation.

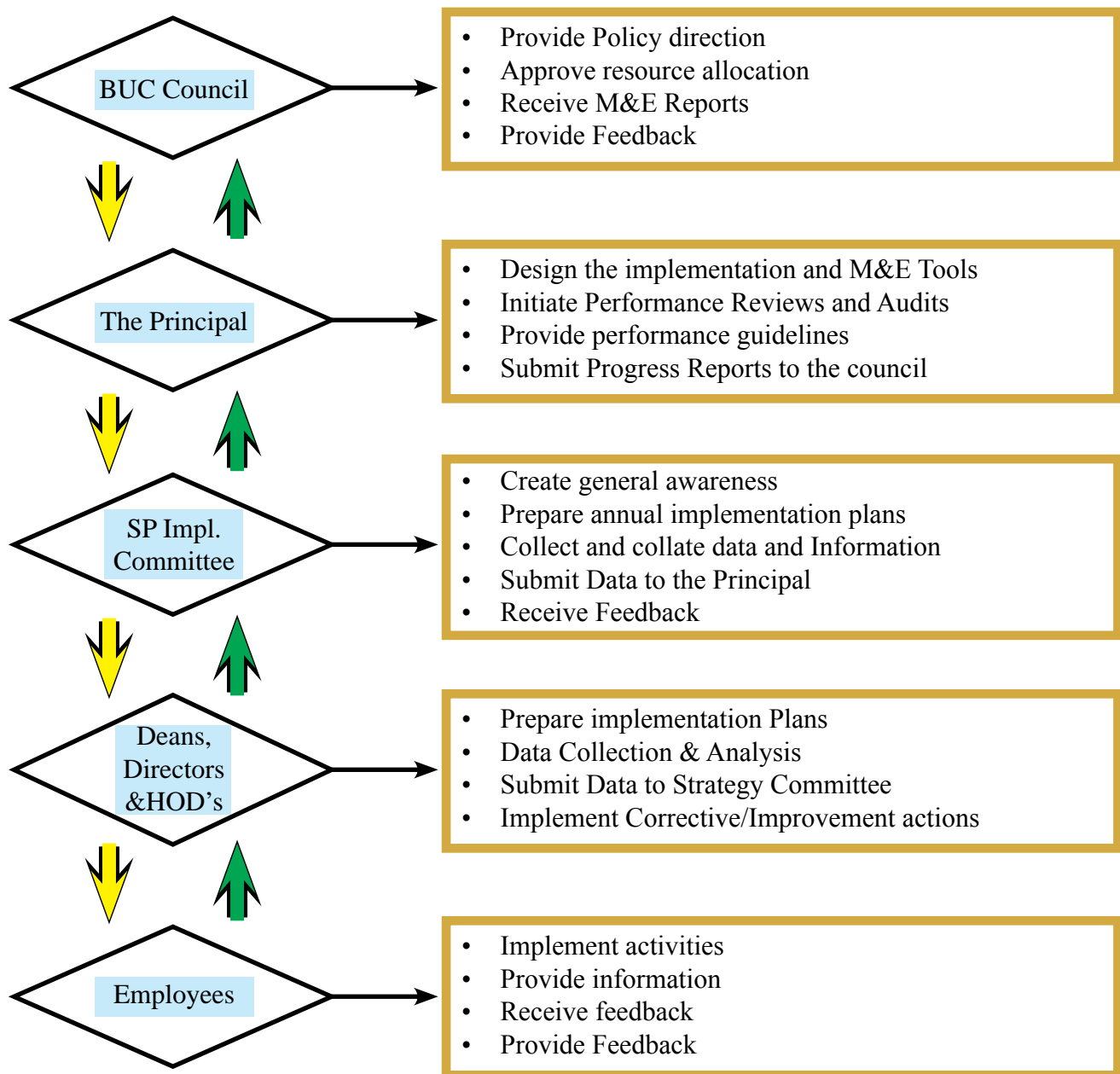


Figure 6: Strategy Implementation Functional Structure

6.3 Annual Work Plans

This Strategic Plan does not provide detailed activities, tasks, targets, multiple-level key performance indicators (KPIs) and the specific timeline for their realization. Consequently, annual work plans will be prepared by the Strategic Plan implementation committee in consultation with Deans, Directors and Heads of Departments.

6.4 Monitoring and Evaluation

The Monitoring and Evaluation (M&E) will be the responsibility of all Deans, Directors and Heads of



Departments, in collaboration with the Strategic Plan implementation committee. The committee will harmonize the M&E framework within various Schools, Directorates and Departments. Each School, Directorate and Department will be expected to collect and analyze data and information using the agreed data collection tools and generate a brief report, and forward them to the committee for institutionalization and preparation of reports that will subsequently be used for management decision-making at the University Council level.

i) Parameters and Variables

The Strategic Plan implementation committee will monitor and evaluate the implementation of this Strategic Plan including its implementation process, inputs and activities, outputs and outcomes to ensure efficiency and organizational and individual effectiveness in delivering the strategic objectives where:

- a. Inputs are the resources necessary and deployed to undertake the Strategic Plan implementation
- b. Activities are the specific actions to be undertaken to produce the outputs
- c. Outputs are tangible and quantifiable variables that are time-bound
- d. Outcomes are qualitative results or trends realized from outputs.

ii) Monitoring Methods

Routine data collection, analysis, supervision, annual strategy and performance audits will be conducted, documented and reported to ensure effective monitoring.

a. Continual Data Collection & Analysis

Each School, Directorate and Department will conduct continual data collection, analysis of actual outputs against targets. Each of the output areas, targets and performance measures and indicators have been established and documented in the Implementation Matrices and School, Directorate and Department performance Log-frames. Actual performance will be measured against these (or emerging) indicators. Data collection instruments will be developed as appropriate for individual Departments. The Data will be analyzed by the Strategy Committee to generate reports for management decision.

b. Performance Supervision

Each School, Directorate and Department will be responsible for the performance supervision at all levels to effectively monitor the implementation of activities.

c. Review Meetings

All Schools, Directorates and Departments will hold regular departmental performance review meetings as appropriate. The reports from such meetings will be tabled for review during the weekly and monthly Strategic Plan implementation review meetings.



d. Quarterly Surveys and Reviews

Each School, Directorate and Department will be required to compile and submit quarterly reports to the Strategic Plan implementation committee against which performance will be assessed.

e. Annual Strategic Plan Performance Audits, Reviews & Reports

Annual Strategic Plan Performance Management Systems (SPMS) audit will be conducted to evaluate performance progress, impacts and relevance.

iii) Indicators, Targets & Evaluation Procedure

Outputs, Indicators and Targets against which performance of the University College shall be measured will be developed. The Plan will be evaluated on regular basis as outlined above. The evaluation will be carried out based on five criteria, namely:

- a. Relevance Criteria-to ensure the Plan is relevant to stakeholder and economic realities at all times
- b. Efficiency Criteria-Assess the allocation and optimal resource use
- c. Effectiveness Criteria-Assess the extent to which expected outputs are realized
- d. Sustainability Criteria-Assess the strategic capacity and capability to continue Strategic Plan implementation
- e. Impact Criteria-Assess whether the planned outcomes have been fully realized

6.5 Strategic Plan Framework

Table 10 below gives the Strategic Plan: Overall Goals, Outcomes and Impacts .This together with Table 5 Strategic Framework which outlines the strategic goals, objectives and strategies (activities) in Chapter 4 and Table 11 below which outlines the Strategic Plan Implementation Matrix, link the respective strategies for each strategic objective to the key actors, time frames , key performance indicators and activity status. These three Tables taken together constitute the heart of the Strategic Plan Framework.

6.6 Community Outreach

In view of the importance of goal four: Initiate and participate in community outreach services- and the Strategic Plan Framework presented thus far, we approach the issue in a holistic manner so that Bondo University College can institutionalize integration with the community .and develop innovations that will transform the lives of the community.

To the community at large an academic institution of higher learning with its very formal and highly structured set up may appear, in general, to be aloof and elitist at first sight. Moreover this perception over time may translate into a non caring partner. In order to safeguard against this possible perception

by members of the community especially those who have contributed materially towards the College in terms of land for development, as is the case for BUC, it is necessary to induct staff, students, Schools, Centres and Departments into the need to internalize and develop innovative and integrated approaches to solve community problems proactively. Figure 6 below is a conceptual framework that could enable or facilitate this effectively and efficiently in a manner that may appear seamless to the community at large. The responsibility for coordinating these activities lies with the yet to be established Centre for Outreach and Extension Services.

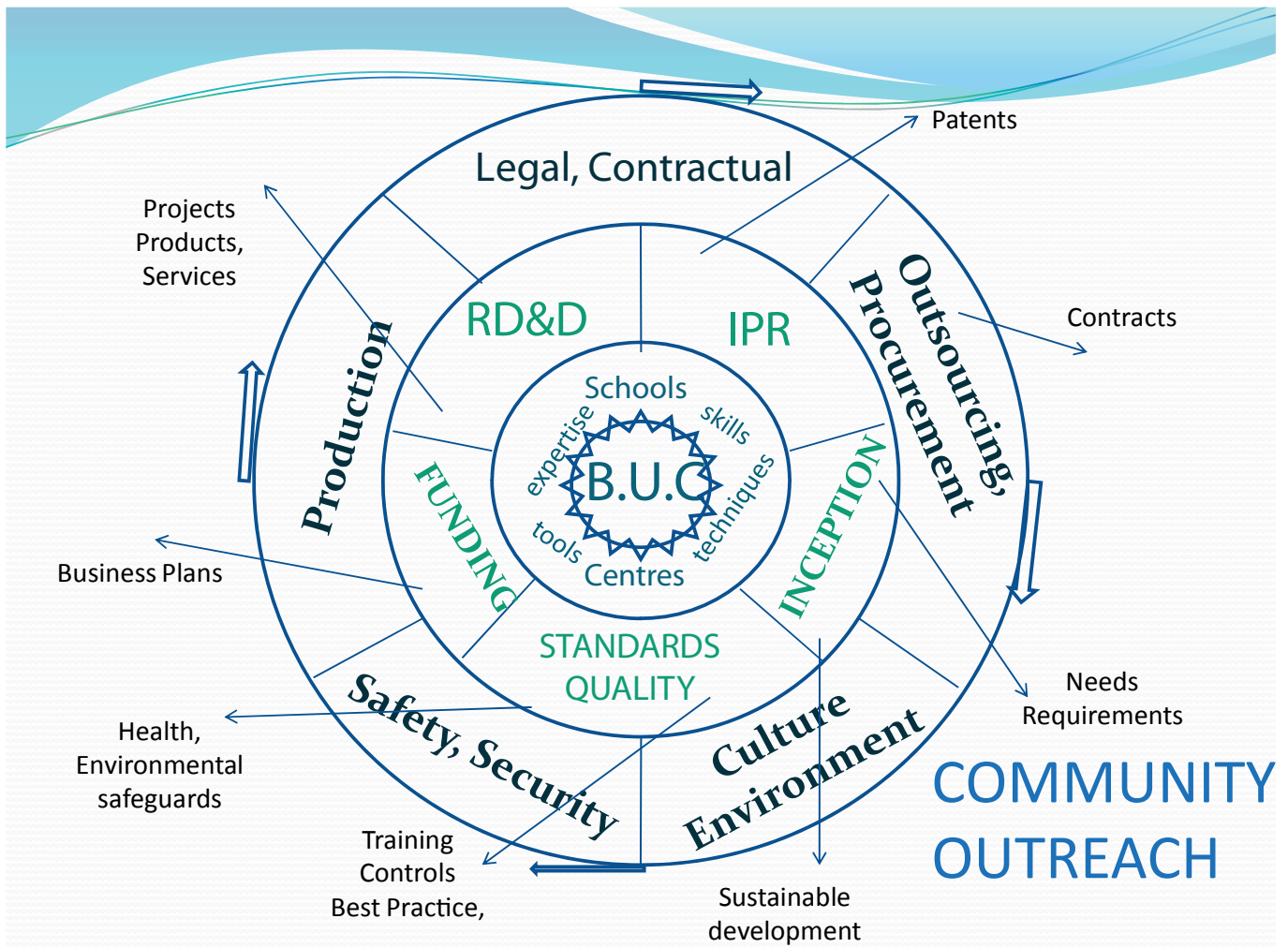


Figure 7: Community Outreach Service Delivery Outcomes through Transformative Structures and Processes



Table 10: Strategic Plan: Overall Goals, Outcomes and Impacts

Strategic Goal Areas-Components		Overall Goal			
Program Narrative		<i>To be the beacon in training, research and sustainable development</i>			
Purpose	Impacts	Goal 1 Achieve Sustainable Institutional Growth and Development	Goal 2 Provide Quality University Education and Training	Goal 3 Conduct Innovative Research and Consultancy	Goal 4 Initiate and Participate Community Outreach
<p>Purpose To provide quality university education that nurtures creativity and innovation through integrated training, research and community outreach</p>	<p>Impacts 1.Improved facilities for education, training and research activities 2.Increased quality and diversity of education and training Programmes 3.Competitive graduates in the job markets 4.Improved organizational leadership, policy and legal framework 5.Improved gender equity and cultural diversity 6.Improved performance management practices 7. Improved compliance and institutional ranking in national PC criteria 8.Improved resource use and budgetary expenditure 9.Improved relations and engagement with local community</p>	<p>Purpose To build and improve the University College's Faculty, non-faculty human resource capacity and infrastructural capability to effectively and efficiently deliver services and products to all stakeholders.</p>	<p>Purpose To develop quality and innovative educational Programmes that meet the expectations of the stakeholders.</p>	<p>Purpose To conduct quality and innovative research and consultancy services stakeholders.</p>	<p>Purpose To develop and extend quality and relevant community outreach services and programmes geared towards community empowerment.</p>
<p>Activities(See detailed corresponding strategies in Tables 5 and Table 11 respectively where linked components are detailed)</p>		<p>Results /Outcomes 1. Streamlined Operational Systems 2. Improved institutional capacity and human capital 3. Improved physical infrastructure 4. Improved delivery of quality and timely services and products 5. Attract and retain quality manpower 6. Reduce operational and management risks 7. Improved information communication and technology systems 8. Improved sources of funding 9. Create an intellectually stimulating environment 10. Create a Corporate Image</p>	<p>Results/Outcomes 1. Increased Competitive Advantages 2. To become a preferred destination of Higher Learning 3. Improved the University College International Ranking 4. Expanded University Programmes 5. Improved human and infrastructural capacity for education and training programmes 6. Improved Stakeholder Relationships 7. Improved student enrollment and catchment areas 8. Improved quality services and products delivery 9. Improved accessibility to quality reference materials 10. Strengthened existing and potential linkages for enhanced synergies 11. Increased Faculty Membership</p>	<p>Results/Outcomes 1. Improved capacity for the university carryout quality and innovative research 2. Improved International Best Practices in Research 3. Improved the University College International Ranking 4. Improved Funding for Research</p>	<p>Results/Outcomes 1. Improved community livelihoods 2. Disseminated best practices in science, technology and innovation (STI) 3. Promoted sustainable environmental management</p>

Table 11 Strategic Plan Implementation Matrix
1.0 Strategic Goal 1 : Achieve Sustainable Institutional Growth and Development

Strategic Objectives	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
1.1 Develop Strategic and Operational Plans	1.1.1. Develop Annual Operational Plans per School and Department	Deans, Directors, and Heads of Department	End June 2011	Number of operational plans prepared, approved and Implemented	New
	1.1.2. Develop and Implement Medium Term Expenditure Framework (MTEF)	Finance Dept	End June 2011	MTEF Developed, Approved and Implemented	New
	1.1.3. Develop and Implement Human Resource Development Plan (HRDP)	Human Resources Dept.	End June 2011	HRDP Developed, Approved and Implemented	New
	1.1.4. Develop and Implement Infrastructural Development Plan (INP)	Planning Division	End June 2011	INP Developed, Approved and Implemented	New
	1.1.5. Develop and Implement Income Generation Activity (IGA) Policy	Planning Division	End June 2011	IGA Policy Developed, Approved and Implemented	New
	1.1.6. Develop and Implement Annual Procurement Plans (APP)	Procurement Dept	End June 2011	APP Developed, Approved and Implemented	New
	1.2 Develop and Document Customer Service Standards	1.2.1. Conduct Stakeholder Needs Assessment per School and Department	Deans, Directors, and Heads of Department	December, 2011	Stakeholders Needs Assessment Reports Developed, Approved and Implemented
1.2.2. Develop and Document Service Standards		Research, Innovation & Outreach Department	December 2011	Number of Customer Service Standards Developed, Approved and Implemented	New
1.2.3. Document and Implement Customer Service Charter		Research, Innovation & Outreach Department	June 2011	Service Charter completed and launched	On-going
1.2.4. Conduct Customer Satisfaction Surveys		Research, Innovation & Outreach Department	Annually	Customer Survey Report Completed and Implemented	On-going
1.2.5. Conduct Employee Satisfaction and Work Environment Survey		Research, Innovation & Outreach Department	Annually	Employee Satisfaction and Work Environment Survey Report Completed and Implemented	New
1.2.6. Develop Complaints/Complements Management Mechanism		Research, Innovation & Outreach Department	Annually	Complaints/Complements Management Mechanism Reports Prepared and Submitted	On-going
1.3 Establish and Implement Human Resource Development and Management Policy		1.3.1. Conduct Staff Annual Training Needs Assessment (TNA)	Human Resources Dept.	June 2011	Number TNA reports prepared, approved and implemented
	1.3.2. Develop and Implement Human Training Projection	Human Resource Dept.	Annually	Human Training Projection Report prepared, approved and implemented	New
	1.3.3. Develop and Implement Staff Terms of Service	Human Resource Dept.	June 2011	Staff Terms of Service prepared, approved and implemented	On-going
	1.3.4. Develop and Implement Staff Code of Conduct	Human Resource Dept.	June 2011	Staff Code of Conduct prepared, approved and implemented	On-going
	1.3.5. Develop and Implement Staff Welfare Programmes	Human Resource Dept.	June 2011	Staff Welfare Programmes prepared, approved and implemented	On-going
	1.3.6. Establish and Implement Staff Pension Scheme	Board of Trustees	June 2011	Staff Pension Scheme prepared, approved and implemented	On-going
	1.3.7. Develop and Implement Staff Motivation Policy	Human Resource Dept.	Dec 2011	Staff Motivation Policy	New



Strategic Objectives	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
1.4 Establish and implement effective Performance Management Systems (PMS)	1.4.1. Document Performance Measures and Indicators at all levels	Research, Innovation & Outreach Department	Annually	Performance Measures and Indicators Report Prepared	On going
	1.4.2. Train staff on Performance Management Systems.	Research, Innovation & Outreach Department	Dec 2011	Number of staff trained	On going
	1.4.3. Prepare and circulate periodic organizational and departmental performance review reports	Deans, Directors and Head of Departments	Quarterly	Quarterly Performance Reports Prepared	On-going
	1.4.4. Conduct Annual Employee Performance Appraisal	Human Resource Dept.	Annually	Performance Appraisal Report Prepared and Implemented	On-going
1.5 Establish and Implement Risk and Disaster Management Policy	1. Conduct Institutional Risk and Disaster Assessments on Strategic areas	Planning Dept.	Quarterly	Institutional Risk and Disaster Assessments on Strategic areas reports prepared, approved and implemented	New
	2. Develop Risk and Disaster Management and Institutional Sustainability Plans	Planning Dept.	Continuous	Risk and Disaster Management and Institutional Sustainability Plans prepared, approved and implemented	New
	3. Establish and Implement Corruption Prevention Policy and Plans	Integrity Committee	Quarterly	Policy and plans prepared, approved and implemented	New
	4. Train Staff and Students on Risk and Disaster Management and Institutional sustainability	Planning Dept.	Annually	Number of Staff and students trained and training prepared	New
	5. Develop effective and efficient Feedback Systems	Planning Dept.	Continuous	Feedback Systems put in place	New
1.6 Establish and Implement Information Communications Technology (ICT) Policy	1.6.1. Audit the University's ICT status and requirements	ICT Directorate	Dec 2011	ICT status and requirements Report prepared and implemented	New
	1.6.2. 2. Train Staff on Management Information Systems (MIS)	ICT Directorate	June 2011	Number of Staff trained on MIS	New
	1.6.3. Automate University College Services	ICT Directorate	June 2013	University College Services Automated	New
	1.6.4. Create an ICT Business Centre	ICT Directorate	June 2013	ICT Business Centre Created	New
1.7 Develop and Implement Study and Work Environment Policy	1.7.1. Formulate and Implement HIV and AIDS Policy	Dean of Students	June 2011	HIV and AIDS Policy Score on satisfaction formulated and implemented	On going
	1.7.2. Formulate and Implement Drugs and Substance Abuse Policy	Dean of Students	June 2011	Drugs and Substance Abuse Policy formulated and implemented	On going
	1.7.3. Formulate and Implement Disability Mainstreaming Policy	Special Needs Education Unit	June 2011	Disability Mainstreaming Policy formulated and implemented	On going
	1.7.4. Formulate and Implement Gender Mainstreaming Policy	Dean of Students	June 2011	Gender Mainstreaming Policy formulated and implemented	On going
	1.7.5. Formulate and Implement Sports and Recreational Policy	Director of Sport	June 2011	Sports and Recreational Policy formulated and implemented	New
	1.7.6. Establish and implement Occupation, Safety, Health and Environment Policy	Human Resource Dept.	Dec 2011	Occupation, Safety, Health and Environment Policy	New
	1.7.7. Conduct Annual Employee satisfaction Surveys	Human Resource Dept.	Dec 2011	Annual Employee satisfaction Surveys prepared and implemented	On going

Strategic Objectives	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
1.8 Create Brand identity and Public Relations Systems	1.8.1. Identify and develop artifacts that define the "face" of the University College	Public Relations Dept.	Continuous	Number of Artifacts assembled	On going
	1.8.2. Develop posters and billboards	Public Relations Dept	Continuous	Number of poster/billboards made	New
	1.8.3. Engage in public support Programmes	Public Relations Dept	Continuous	Number of Public Support Programme Developed	On-going
	1.8.4. Exercise positive PR with stakeholders	Public Relations Dept	Continuous	Corporate image created	On-going

2.0 Strategic Goal 2 : Provide Quality University Education and Training

Strategic Objective	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
2.1 Formulate and implement quality and innovative educational and training policy	2.1.1. Conduct Stakeholder Market Survey	Deans, Directors, HoDs	Annually	Number of Stakeholder Survey Reports prepared and implemented	New
	2.1.2. Develop and implement the identified Quality educational and training plans and programmes Provide instructional /academic support	Deans, Directors, HoDs	Continuous	Number of plans and programmes developed and implemented	On going
	2.1.3. Provide educational training support and facilities	Academic Division	Continuous	Forms of training support and facilities established and operationalised	On going
	2.1.4. Establish Schools, Institutes, Departments and Campuses	Planning Dept.	Continuous	Number of Schools, Institutes, Departments established and operationalized	On-going
	2.1.5. Facilitate development of workshops, seminars, conferences	Dean of Students	Continuous	Number of workshops, seminars, conferences organized and facilitated	On going
	2.1.6. Establish and facilitate scientific and peer reviewed publications	Deans, Directors and HoDs	Continuous	Number of scientific and peer reviewed publications	On going
	2.1.7. Establish University College Printing Press	Planning Dept.	June 2013	University College Printing Press established and operational	New
2.2 Institutionalize students and stakeholder relationships management	2.2.1. Facilitate the establishment of Student Leadership and Organization	Dean of Students	Continuous	Student Leadership and Organization established	On going
	2.2.2. Open avenues for feedback and conflict resolution	Dean of Students	Continuous	Feedback and conflict resolution operationalised	On going
2.3. Create Policy on Students Work- Study Program	2.3.1. Establish and manage student-work study Programmes to support needy students	Planning Department	Continuous	Number of students on work study programmes	New
	2.3.2. Mobilize resources through fundraising to support the work study Programmes	Planning Department	Continuous	Number of Resources to support programmes.	On-going



Strategic Objective	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
2.4 Establish educational training and development of quality assurance management systems	2.4.1. Establish quality assurance department/function	Quality Assurance and Enhancement Directorate	Continuous	Quality assurance department/function operationalized	On-going
	2.4.2. Document and Implement ISO 9000: 2008 Quality Management Systems (QMS)	Quality Assurance and Enhancement Directorate	Continuous	ISO 9000: 2008 Quality Management Systems (QMS) Documented and implemented	New
	2.4.3. Train Key staff on Quality management systems	Quality Assurance and Enhancement Directorate	Continuous	Number of staff trained on ISO 9000:2008 QMS	On-going
	2.5.1. Construct a modern library	Planning Dept.	June 2013	a modern library Constructed and operational	New
	2.5.2. Recruit/train professional library staff	Human Resource Dept.	June 2011	Number of staff recruited and train professional library	On-going
	2.5.3. Improve Information Technology capacity and external connectivity of the library	ICT Directorate	June 2012	Information Technology capacity and external connectivity of the library established and operational	On-going
2.5 Set up modern and state of the Art Library	2.5.4. Acquire, process and store current reference materials	Library	June 2011	Current reference materials acquired	On-going
	2.5.5. Subscribe to internationally recognized journals	Library	June 2011	Number of International Journals subscribed to.	On-going
	2.5.6. Establish E-Library	Library	Dec 2011	Number of e-learning and online resources subscribed to.	New
	2.6.1. Establish partnerships and linkages in areas of mutual interest with other Universities	Deans, Directors and HODs	Continuous	Number of partnerships and linkages in areas of mutual interest with other Universities established	On-going
	2.6.2. Establish partnerships with research organizations in the areas of joint research	Deans, Directors and HODs	Continuous	Number of partnerships with research organizations established	On-going
	2.6.3. Establish partnerships with Industry in the areas of student internship, product development and commercialization	Deans, Directors and HODs	Continuous	Number of partnerships with industry established	On-going
2.6 Establish partnerships and exchange programmes	2.7.1. Establish an endowment fund to support scholarships	Planning Dept.	Continuous	Endowment fund established and operational	On-going
	2.7.2. Formulate a scholarship policy for Bondo University College	Planning Dept.	Continuous	Scholarship policy formulated and operational	On-going
	2.7.3. Mobilize resources through grant proposals	Planning Dept.	Continuous	Resources through grant proposals Mobilized	On-going
	2.7.4. Identify potential partnership to support scholarships	Planning Dept.	Continuous	Potential partnership to support scholarships identified	On-going
2.7 Provide Scholarships for faculty staff.					

3.0 Strategic Goal 3: Conduct Innovative Research and Development

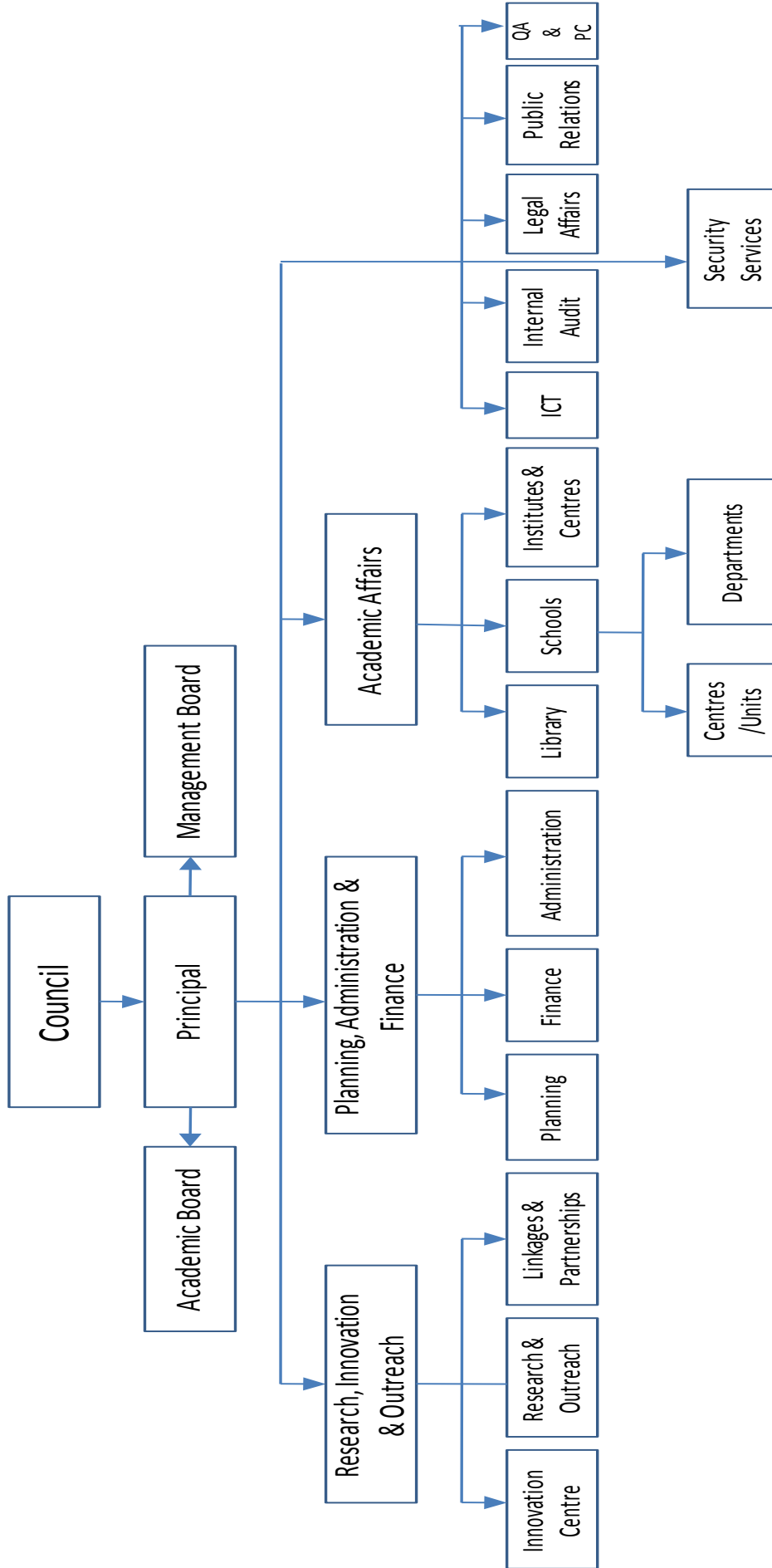
Strategy Objectives	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
3.1 Develop and Implement Research Policy	3.1.1. Conduct Research Needs Assessment	Directorate of Research and Innovation	Annually	Research Needs Assessment prepared and implemented	New
	3.1.2. Capacity build on grant proposal writing and report writing	Directorate of Research and Innovation	June 2012	Numbers of capacity build on grant proposal writing and report writing scholarships	New
	3.1.3. Establish a research directorate	Directorate of Research and Innovation	June 2011	Establish a research directorate	On-going
	3.1.4. Establish Thematic Research Centers and Stations	Directorate of Research and Innovation	June 2014	Establish Thematic Research Centers and Stations	On-going
3.2 Domestic Intellectual Property Rights	3.2.1. Capacity Building on IPR	Directorate of Research and Innovation	Dec 2011	Capacity Building on IPR report prepared	New
	3.2.2. Profiling Patentable Innovation and Inventions	Directorate of Research and Innovation	June 2012	Patentable Innovation and Inventions inventoried	New
3.3 Diversify sources of research funding	3.3.1. Establish a Research Endowment Fund	Directorate of Research and Innovation	June 2013	Functional Research Fund Established	New
	3.3.2. Establishment of Research Chairs	Directorate of Research and Innovation	June 2015	Research Chairs Established	New
3.4 Develop and implement Consultancy Services Policy	3.4.1. Establish University College Based Consultancy Unit	Directorate of Research and Innovation	June 2011	University College Based Consultancy Unit	New
	3.4.2. Create a awareness on University Consultancy Services	Directorate of Research and Innovation	Dec 2011	Awareness created on University Consultancy Services	New



4.0 Strategic Goal 4 : Initiate and Participate in Community Outreach

Strategy Objectives	Strategies	Actor	Time Frame	Key Performance Indicators	Status of Activity
4.1. Develop and Implement Community Outreach Policy	4.1.1. Organize community consultative and needs assessment forums	Centre for Outreach and extension Services	Dec 2011	community consultative and needs assessment forums organized and facilitated	New
	4.1.2. Conduct Community Capacity Building Workshops and Seminars	Centre for Outreach and extension Services	Continuous	Community Capacity Building Workshops and Seminars organized and facilitated	On-going
	4.1.3. Engage community in participatory monitoring and evaluation of projects and programmes	Centre for Outreach and extension Services	Continuous	Community in participatory monitoring and evaluation report prepared	New
	4.1.4. Enhance environmental stewardship and conservancy	Centre for Outreach and extension Services	Continuous	Environmental stewardship and conservancy Enhanced	On-going
	4.1.5. Establish Cultural Heritage Centre	Centre for Outreach and extension Services	June 2015	Cultural Heritage Centre established	New
4.2 Participate in Public Fora e.g. Exhibitions	4.2.1. Participate in Agricultural Society of Kenya shows	Centre for Outreach and extension Services	Continuous	Number of shows reports prepared	On-going
	4.2.2. Participate in University exhibitions and business expositions	Centre for Outreach and extension services	Continuous	Number of exhibitions reports prepared	On-going

ANNEX 1
Bondo University College Governance Structure





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