



STRATEGIC PLAN

2014-2024

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(ADMINISTRATION, FINANCE AND PLANNING)

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Empowerment for Sustainable Development

STRATEGIC PLAN 2014-2024

Approval and issue

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Chair of Council

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Preparation	Strategic Plan Review Committee		30.11.2019
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University

Statements

MISSION

To generate, disseminate and apply knowledge while sustaining excellence in teaching, learning and research

VISION

To be a world class University in socio-economic and technological advancements

PHILOSOPHY STATEMENT

Pwani University will strive to be dynamic, responsive and provide quality education, training, research, outreach and opportunities for innovation for the advancement of the individual and society. The University is committed to invest its infrastructure and human resources so as to enhance the discovery, transmission, preservation and enhancement of knowledge and to stimulate the intellectual growth and participation of students in the economic, social, cultural, scientific and technological development of Kenya. The University will offer and disseminate knowledge in all disciplines relevant to the daily life of Kenyans for the purpose of enlightening and enabling students and others to improve their standards of living, provide for intellectual advancement and uplift their spiritual and moral status.

MOTTO

Shajiisho la maendeleo endelevu
(Empowerment for sustainable development)

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Acronyms

AIDS	-	Acquired Immuno- Deficiency Syndrome
B.Env.Sc	-	Bachelor of Environmental Science
BA	-	Bachelor of Arts
BCom	-	Bachelor of Commerce
B Ed.	-	Bachelor of Education
BSc.	-	Bachelor of Science
CCTV	-	Closed Circuit Television
ECE	-	Early Childhood Education
ERP	-	Enterprise Resource Planning
GoK	-	Government of Kenya
HIV	-	Human Immuno- Deficiency Virus
HTM	-	Hospitality and Tourism Management
ICT	-	Information and Communication Technology
IGAs	-	Income Generating Activities
ISO	-	International Organisation for Standardisation
KUCCPS	-	Kenya Universities and Colleges Central Placement Services
MA	-	Master of Arts
MChB-	-	Bachelor of Medicine & Bachelor of Surgery
MBM	-	Master of Business Management
M Ed.	-	Master of Education
MoU	-	Memorandum of understanding
MSc.	-	Master of Science
MTP	-	Medium Term Plan
ODEL	-	Open and Distance Learning
PESTEL	-	Political, Economical, Sociological, Technological, Environmental and Legal factors
PhD	-	Doctor of Philosophy
PPP	-	Public Private Partnership
PU	-	Pwani University
SDGs	-	Sustainable Development Goals
SSP	-	Self Sponsored Programme
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TVET	-	Technical, Vocational, Education and Training
VoIP	-	Voice over Internet Protocol

FOREWORD

Pwani University was established initially as a Constituent College of Kenyatta University through a Gazette Order issued on 23rd August, 2007, with mandate to, “provide quality education, training, research and innovation for the advancement of the individual and society”. The Institution made major strides in putting in place the required infrastructure to mount quality degree programmes, and was granted Charter on 31st January, 2013. This necessitated development of a Strategic Plan to guide the development of the newly established institution.



DR. Musangi J. Mutua, PhD
Chairperson of Council

The Strategic Plan for Pwani University was developed and launched in 2014 to cover the period 2014 - 2024. This Plan was developed through a process of wide consultations with stakeholders and it captured their aspirations for the University. The Strategic Plan has gone through two (2) phases: Phase 1 (2014-2016), and Phase 2 (2016-2019). This has necessitated a review of the same to determine the successes achieved and challenges encountered during implementation. Further the review has been necessitated by the need to align the Plan with emerging national priorities such as the Big Four Agenda, the Blue Economy, the Competency-Based Curriculum, requirements of regulatory agencies, and the Universities Act No. 42 of 2012 and subsequent amendments.

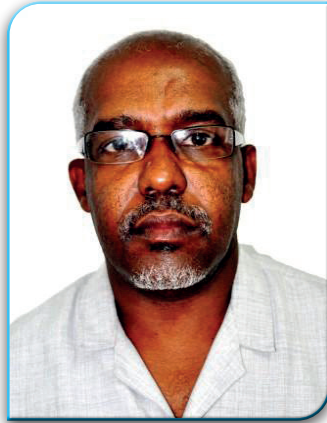
Pwani University aims to increase access to higher education in Kenya to serve as a motivator to the youth in the region to develop aspirations to attain higher education. This aspiration will act as a catalyst for development in the region. Research conducted will assist in providing solutions to environmental, agricultural, industrial, Medical and socio-economic challenges.

Pwani University will increase access and equity to higher education, especially for the disadvantaged in arid and semi-arid areas. This will be done through affirmative action programmes. The institution aims to produce graduates who are socially responsible as an important hallmark of the Pwani University Philosophy.

In the course of implementation of this revised Strategic Plan, Pwani University shall work hand in hand with partners, stakeholders and collaborators for the good of all.

DR. MUSANGI J. MUTUA, PhD
CHAIR OF COUNCIL

PREFACE



Prof. Mohammed S. Rajab
Vice-Chancellor

Pwani University was established at a time of rapid change in the higher education sector in Kenya and the world. The University intends to make use of emerging technologies to enhance access and equity and improve quality in university education. Given the comparative advantage due to its location, the University is determined to be a centre of excellence for research in the areas of Coastal Agriculture; Coastal Cultures, Kiswahili and other African languages; Earth Sciences; Kiswahili, Islamic & Arabic Education; Hospitality and Tourism Management; Islamic & African Religious Studies; Marine Sciences & Oceanography; Maritime Studies; and Medicine.

Collaboration with the industry and all stakeholders will be given priority so that students and staff get an opportunity to contribute solutions that will result in accelerated development in various spheres of the human kind.

This revised Strategic Plan captures the vision of the Council, Management and the stakeholders to re-focus on the University's core mandate during the third phase of the plan (2019-2024). To this end, stakeholders are called upon to continue partnering with Pwani University in its endeavor to attain its desired world-class status.

PROF. MOHAMMED S. RAJAB, PhD, EBS
VICE CHANCELLOR

EXECUTIVE SUMMARY

Introduction

This revised Strategic Plan (2014-2024) charts the path for the institution to transform itself into a world-class University that provides quality education, training, research and innovation, in line with the Constitution of Kenya, 2010, and the Universities Act No. 42 of 2012 together with its subsequent Amendments. The revised Strategic Plan also takes into account the emerging global, regional and national priorities such as the United Nations Sustainable Development Goals, African Union Agenda 2063, the Big Four Agenda, the Blue Economy, the Competency-Based Curriculum, requirements of regulatory agencies, and subsequent amendments to the Universities Act No. 42 of 2012.

Quality education and training will be implemented by establishing high standard facilities as well as attracting highly qualified teaching staff. The University will reach the community through its main campus in Kilifi and its Learning Resource Centre in Mombasa.

Underlying Principles

The University is committed to the principles of academic freedom, Creativity and innovativeness, digitisation and automation, efficient and effective utilisation of resources, flexible and dynamic attitude, inspiring learning environment, and visionary and objective leadership. These principles will be inculcated in staff and students.

Formative Analysis

The University will take advantage of its strengths and opportunities to develop and conduct learning and research programmes that address the social and technological challenges of the Coast Region, Kenya, Africa and the world.

Academic Programmes

The University will launch several academic programmes in the fields of Pure and Applied Sciences, Health & Human Sciences, Environmental & Earth Sciences, Education, Agricultural Sciences

& Agribusiness, Humanities & Social Sciences, Business & Economics, Coastal Cultures and Marine Sciences & Oceanography including technology-based programmes, within the third Phase (2019-2024) of the Strategic Plan.

Research, Science, Technology and Innovation

The University will contribute to national development by introducing new technologies for harnessing agricultural and marine resources in the coastal region of Kenya. It will collaborate with stakeholders and invest infrastructure for research and development. An Industrial and Technology Park will be established, and this will be the nerve centre for the translation of research results into practicable technologies and for forging linkages with industry. To further accelerate uptake of the Research output, Technology and Innovation, an Entrepreneurship and Innovation Hub will be established to provide the necessary infrastructure and support to faculty and students. This initiative is considered crucial for youth employability and entrepreneurial engagement.

Access and Equity

The University will launch programmes on through blended and e-learning to facilitate access and equity to university education. Further, it will develop and implement affirmative action policies to address equity issues. The University will also implement infrastructure designs that are barrier free to persons living with disability.

Quality and Relevance

Stakeholders will be consulted during the development of new programmes. A quality management system as well as the requirements of the relevant regulatory bodies will guide the development and review of academic and research programmes.

Information and Communication Technology (ICT)

The University will continue to take advantage of the latest advances in ICT to facilitate internal and external communication. The ICT facilities will be

improved to enhance teaching, learning, research and community outreach. The University will continuously adopt computer-based information management systems for student and staff records, to enhance efficiency in all its operations.

Physical Infrastructure and Facilities

Pwani University will continue to establish infrastructure to facilitate quality teaching, learning and research and increase access to higher education in line with Government policy. The University will design infrastructure to incorporate future technological requirements to provide for persons living with disabilities.

Finance and Resource Mobilisation

Pwani University will progressively increase its internally generated income to fund development activities. This will involve engagement of key development partners and stakeholders to substitute Government funding.

Manpower Plan and Human Resource Development

The expansion of the University will be guided by a Manpower Plan and a Human Resource Development policy. This will be designed to ensure the University has highly qualified and competent staff. The University will create a conducive working environment so as to retain efficient and motivated staff.

Student Management and Focus

The University will ensure suitability of all infrastructure for all persons including those living with disability. The Code of Conduct for Staff and Rules and Regulations for Students will offer guidance whenever appropriate.

Quality Management

The Directorate of Quality Assurance will continue to maintain a culture of quality in all university operations. The Quality Management System (QMS) and its processes will be reviewed regularly to assure quality in all university activities. Pwani University is bound by its stated desire to be a world-class university and therefore quality must be infused within its core mandate and operations. In order to continually improve the university products,

processes and services, the University Management will monitor and review its quality performance from time to time through implementation of an effective Quality Management System based on the ISO 9001:2015 Standard.

Linkages and Collaborations

Pwani University will continue to forge links with industry and research institutions locally and internationally. The linkages will promote mutual benefit in research and learning for cooperating institutions.

Monitoring and Evaluation

Pwani University will regularly monitor and evaluate implementation of the 2014-2024 Strategic Plan to realise its goals. Such evaluation will document the successes and challenges encountered during its implementation. A mid-term review of the Strategic Plan will be carried out to incorporate changes in Government agenda, regulatory requirements and other emerging issues.

CHAPTER ONE

BACKGROUND AND INSTITUTIONAL FRAMEWORK

1.1 HISTORICAL PERSPECTIVE OF PWANI UNIVERSITY

Pwani University is situated in Kilifi County in the scenic resort town of Kilifi, about 60km North of Mombasa and adjacent to the Indian Ocean. The University sits on 239 hectares of land. The University was established initially as a constituent college of Kenyatta through a Gazette Order issued on 23rd August 2007 with a mandate *“to provide quality education, training, research and innovation for the advancement of the individual and society”*. Pwani University was established by Charter on 31st January 2013. The University is directed in her development agenda by her Master Plan and a 10-year Strategic Plan launched in 2010 and subsequently revised in 2014.

The University has made major strides in putting in place the required infrastructure to mount quality degree programmes. The University admitted its first cohort of degree students on 29th October, 2007 as a University College. Pwani University College awarded 126 certificates, 175 diplomas and 433 degrees totaling to 734 graduates as a constituent college of Kenyatta University. The University held its first graduation as a chartered university in November 2013 where 256 degree students, 90 diploma and 83 certificate students graduated. Since 2013 to date the University has graduated a total 6839 students. Currently, the University has over 7000 students taking courses in Agriculture, Fisheries, Arts, Business Studies, Education, Environmental Sciences, Health & Human Sciences, Humanities, Hospitality & Tourism and Pure & Applied Sciences; offered in seven (7) Schools (Agricultural Sciences & Agribusiness; Business &

Economics; Education; Environmental & Earth Sciences; Health & Human Sciences; Humanities & Social Sciences; Pure and Applied Sciences).

Pwani University endeavors to become a Centre of Excellence in the following areas of specialisation;

- a) Coastal Agriculture
- b) Coastal Cultures, Kiswahili and other African languages
- c) Earth Sciences
- d) Education
- e) Kiswahili, Islamic & Arabic Education
- f) Hospitality & Tourism Management,
- g) Islamic & African Religious Studies
- h) Marine Sciences & Oceanography,
- i) Maritime Studies
- j) Medicine
- k) Space Science

1.2 PWANI UNIVERSITY IN THE GLOBAL PERSPECTIVE

Globalisation has diffused physical barriers to access to university education. Pwani University will develop and deliver e-learning and other ICT-based modes of learning within the plan period. The University will initiate e-learning by adopting blended learning (30% face to face and 70% e-learning). In this regard, the University has developed 507 courses and four (4) programmes are ready to be launched under this mode.

The high cost of infrastructure development and equipment to adequately meet the requirements for quality education has made it difficult for the institutions to be

absolutely self-sufficient in meeting all its requirements. To mitigate against this the University has established International collaborations to provide means of sharing resources in areas where other institutions have a competitive advantage, so that joint research is more efficiently conducted, and staff training more cost effectively achieved. Further to this the University has embraced the concept of staff mobility with collaborating universities and research institutions.

Similarly the University has signed MOUs, touching on diverse areas of interest as a way of enhancing beneficial interactions. The University undertakes to monitor and evaluate such MOUs to assure success.

1.2.1 African Union Agenda 2063

Specifically the revision of this strategic plan takes cognisance of two aspirations of Agenda 2063 as indicated below:-

Aspiration No.1 focusing on:-

- i. Goal No. 2: *“Well educated citizens and skills revolution underpinned by science, technology and innovation.”*
- ii. Goal No. 5: *“ Modern Agriculture for increased productivity and production”*
- iii. Goal No. 6: *“Blue and ocean technology for accelerated economy”*

Aspiration No.3 focusing on Goal No. 11: *“democratic values, practices, universal principles of human rights, justice and rule of law entrenched”*

The current strategy aligns with Aspiration No. 1 through the University academic and other training programmes. As a university we shall strive to offer an education that is fused with science, technology and innovation to drive a skills revolution.

Effort towards realisation of Aspiration No.3, will be realised within the University

programmes through inculcation of democratic ideals, good governance, respect to human rights, justice and rule of law.

1.2.2 The United Nation Sustainable Development Goals

The Sustainable Development goals (SDGs) are universal calls to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Specifically the University targets SDG 4 and SDG 5.

Under SDG goal 4, the University will hold public lectures involving stakeholders on various issues related to SDGs and attempt to modify curricula to reflect benefits to society. Under SDG 5, the University will continue to implement the Access to Government Procurement Opportunity (AGPO) which reserves 30% of all university procurement to women, youth and persons with disabilities.

1.3 PWANI UNIVERSITY AND THE NATIONAL AGENDA

In line with the Vision 2030 framework, Pwani University plans to strategically contribute to economic, industrial and technological developments in the Country.

As the Country makes progress towards achieving Vision 2030 ,the SDGs and the Big Four (4) Agenda, Pwani University will make its contribution in this national agenda through the provision of quality education, training, relevant research and outreach programme with a view of enhancing social welfare. This Strategic Plan charts the way for Pwani University to provide globally competitive quality education, training and research for development and enhanced individual well-being in the attainment of the national agenda in line with the Ministry of Education, Science and Technology Strategic Plan.

1.3.1 National Values and Principles of Governance

Article 10 of the Constitution of Kenya 2010 outlines National Values and Principles of Governance which includes among others, good governance, integrity and accountability and sustainable development.

The university will continue to uphold these values and principles of governance in her operations.

Further, Chapter Four of Kenya's Constitution 2010: Bill of Rights, provides an integral part of Kenya's democratic state and is the framework for social and cultural policies. The Chapter; recognises and protects human rights and fundamental freedoms in order to preserve dignity of individuals and communities; and promote social justice and the realisation of the potential of all human beings.

The Bill of Rights applies to all law and binds all State organs and all persons. It stipulates that, 'every person shall enjoy the rights and fundamental freedoms in the Bill of Rights to the greatest extent consistent with the nature of the right or fundamental freedom'.

Undoubtedly, five (5) of its most important provisions are the following:-

- a) The right to life
- b) The right to equality and freedom from discrimination
- c) The right to freedom and security of the person
- d) The freedom of conscience, religion, belief, and opinion
- e) The right to free and compulsory basic education

For the observance of these rights though, the University has corresponding duty and shall ensure that the set rights are respected, protected and promoted. The University shall ensure compliance and promotion of these rights by creating duties to individuals. Similarly, the University stakeholders shall be

required to take steps to ensure that they do not violate the rights of others.

1.3.2 Kenya Vision 2030

The Kenya Vision 2030 blue print recognises human resource development as key to rapid development. Highly trained, yet flexible human resource that has the relevant knowledge and skills requires sustained and continuous learning and re-learning of content developed in close consultation with industry. Pwani University will continue to be guided in the development of its curriculum by the needs of industry, other stakeholders and advances in knowledge in the world in general.

1.3.3 MTP III, the Big Four Agenda and the National Research Priority areas

The third MTP (2018-2022) of Kenya Vision 2030 focuses on implementing programmes and policies designed to deliver on the Big Four Agenda initiatives of the Government. To support the Big Four Agenda the University will work with the relevant agencies to bridge the skills, knowledge and competence gaps. The University will continuously establish training needs and skills gap in its work force with a view of increasing their capacity to support the Big Four (4) Agenda.

In June 2019, the National Commission for Science, Technology and Innovation (NACOSTI) published the National Research Priority Areas 2018-2022. There are five research priority areas and these include: Food and Nutrition Security, Affordable Housing, Manufacturing, Universal Health Coverage, and Academic Research and Development. Setting of these research priorities was necessitated by the fact that resources to support research are finite. This calls for efficient utilisation of the scarce resources to address the most immediate needs of the nation and respond to the national development aspirations. Implementation of the five

priorities is expected to lead to increased research and development investment in areas critical to national development which would, in turn, result in employment creation and improved living standards.

1.3.4 Technical Vocational Educational Training (TVET)

Pwani University guided by the TVET Act 2013 shall institute appropriate mechanisms to promote access, equity, quality and relevance in relevant training programmes. Specifically, the University shall establish a directorate to oversee the administration and management of TVET programmes to ensure adequate human capital for economic, social and political development.

1.4: PWANI UNIVERSITY AND THE COASTAL REGION AGENDA

Pwani University has partnered with the relevant stakeholders to harness a unified purpose guided by input and participation from the Coast Region leadership, County and National Government, Development partners and the academia under the umbrella of *Jumuia ya Kaunti za Pwani*. Following the signing of the MoU in 2015 with *Jumuia ya Kaunti za Pwani* the University set to undertake the following activities;

- a) Increase attachment and placement positions for PU students by signing MoU with County Referral Hospitals within the *Jumuia ya Kaunti za Pwani*
- b) Undertake joint Research Projects with *Jumuia ya Kaunti za Pwani* on Agriculture and Fisheries.

CHAPTER TWO

STRATEGIC DIRECTION AND FUNDAMENTAL STATEMENTS

2.1 INTRODUCTION

As a University, Pwani has the mandate of teaching, research and community outreach. Teaching takes place in academic departments which make up the Schools of the University. Currently, the University has seven Schools (Agricultural Sciences & Agribusiness; Business and Economics; Education; Environmental & Earth Sciences; Health and Human Sciences; Humanities and Social Sciences; Pure and Applied Sciences).

In order to provide quality education and training, the University will in the Plan period continue to involve stakeholders in the revision of existing and development of new academic programmes. Practical orientation and relevance to market demand will guide the efforts in this direction.

The University aims to continuously recruit, develop and retain quality academic staff and is focused on the crucial need to improve the learning infrastructure through expansion and modernisation.

2.2 FUNDAMENTAL STATEMENTS

2.2.0 Mandate

To provide quality education, training, research outreach and opportunities for innovation for the advancement of the individual and the society.

2.2.1 Vision

A world-class University in socio-economic and technological advancements.

2.2.2 Mission

To generate, disseminate and apply knowledge while sustaining excellence in teaching, learning and research.

2.2.3 Philosophy

Pwani University will strive to be dynamic, responsive and provide quality education, training, research, outreach and opportunities for innovation for the advancement of the individual and society. The University is committed to invest its infrastructure and human resource so as to enhance the discovery, transmission, preservation and enhancement of knowledge and to stimulate the intellectual growth and participation of students in the economic, social, cultural scientific and technological development of Kenya.

The University will offer and disseminate knowledge in all disciplines relevant to the daily life of Kenyans for the purpose of enlightening and enabling students and others to improve their standards of living, provide for intellectual advancement and uplift their spiritual and moral status.

2.2.4 Motto

Shajjiisho la Maendeleo Endelevu
(Empowerment for Sustainable Development)

2.3 STRATEGIC GOALS

- a) To provide directly, or in collaboration with other institutions, facilities for university education, the integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of the citizens of

- Kenya and the global community;
- b) To participate in the discovery, transmission, preservation and enhancement of knowledge and to stimulate the intellectual growth and participation of students in the economic, social, cultural, scientific and technological development.
- c) To participate in and contribute to improvement of the well-being of neighbouring communities.

2.4 KEY OBJECTIVES

- a) To cultivate academic excellence by moulding Pwani University students to world class standards.
- b) To embrace flexibility, new technologies and innovation in ensuring rich undergraduate and graduate learning experiences.
- c) To become a renowned research institution by upholding originality and the spirit of free, critical and ethical inquiry.
- d) To partner with other institutions in positively impacting the community.
- e) To attract, develop and retain high quality staff with a global outlook that are committed to nurturing the professionalism.
- f) To establish and manage state of the art facilities and infrastructure to enhance learning and research.
- g) To guarantee the institution's growth through sound management and public accountability.

2.5 CORE VALUES

- a) Excellence
- b) Respect for Intellectual freedom
- c) Creativity and innovativeness
- d) Teamwork and Partnership
- e) Honesty and Integrity

- f) Responsibility, Accountability and Transparency
- g) Diversity and Equity.

2.6 GUIDING PRINCIPLES

In implementing this Strategic Plan Pwani University will be guided and informed by the following principles:

- a) Creative and innovative response to issues.
- b) Digitisation and automation of processes.
- c) Efficient and effective utilisation of resources.
- d) Flexible and dynamic attitude.
- e) Inspiring learning environment.
- f) Planned and coordinated operations.
- g) Supportive human relationships.
- h) Visionary and objective leadership.
- i) Integrity, transparency and accountability.

CHAPTER THREE

FORMATIVE ANALYSIS

FORMATIVE ANALYSIS

Pwani University has undertaken a comprehensive formative analysis by carrying out SWOT, PESTEL and Stakeholder Analyses which have been used as tools to identify key priority areas and the strategies that will be used to review and implement the Strategic Plan.

3.1 SITUATIONAL ANALYSIS

3.1.1 Pwani University – The Strengths

- a) Efficient and effective management of human and physical resources.
- b) Motivated and efficient staff.
- c) Competent and experienced management, Technical and teaching staff
- d) Supportive and focused student population
- e) Wide student catchment area.
- f) Receptive and supportive local community
- g) Strong linkages with national and international organizations and institutions.
- h) Increased emphasis on educational support for persons with disabilities.
- i) High potential for research and innovation.
- j) Expanding ICT infrastructure and service.
- k) Proximity to the ocean, creek, coral and marine resources for learning and research.
- l) Ownership of 239 hectares (approximately 590 acres) of land for future expansion.
- m) Ownership of arable land for research and commercial development.
- n) Established, experienced and renowned scholars in various fields.
- o) Easily accessibility due to its

strategic location along the Mombasa-Malindi highway.

- p) Close proximity to the national fibre optic network.

3.1.2: Pwani University – The Weaknesses

- a) Inadequate infrastructure for teaching, learning and research.
- b) Shortage of specialised staff in certain disciplines.
- c) Increased number of needy students.
- d) Inadequate facilities for persons with special needs
- e) Inadequate accommodation facilities for staff and students.
- f) Inadequate funding for capital development and recurrent expenditure.
- g) Distance from major cities leading to low resource mobilisation and additional operational costs.
- h) Limiting cultural practices within the local community.

3.1.3: Pwani University – The Opportunities

- a) Increasing demand for higher education especially within the Coast region.
- b) Potential for development of centres of excellence in new areas.
- c) Political good will
- d) Youthful and trainable staff.
- e) Close working relations with County governments.
- f) Training and resource centre for County governments in the Coast Region.
- g) Proximity to the sea and other coastal resources.
- h) Interest from renowned scholars and potential collaborators.
- i) Wide areas for research and development with funding

potential.

- j) Potential to develop academic programmes that are unique to the university
- k) Potential to collaborate with tourism industry in training and research.
- l) Potential to conduct unique research to exploit coastal resources and resolve health, social and environmental issues.
- m) Location of the University close to tourist resorts and towns with adequate infrastructure.
- n) Sustained research funding.
- o) Availability of affordable labour force.
- p) Emerging trends in the use of ICT in teaching, learning and research.
- q) Growing potential for e-Learning.
- r) State of the art Pwani University Biosciences Research Centre laboratory

3.1.4: Pwani University - The Threats

- a) High poverty levels in the general populace within the Coastal region.
- b) Increasing drug and substance abuse among the youth.
- c) Competition for resources with other institutions.
- d) Changing policies on students admissions.
- e) Emerging global societal problems such as terrorism and climate change.
- f) Dynamism in the labour market.
- g) Reduced funding.

3.2 PESTEL ANALYSIS

Pwani University Strategic Plan is designed for a period of 10 years. Within this time, it is expected that there will be challenges in the education sector influenced by political, economic, social, technological, environmental and legal forces. Pwani University has undertaken a PESTEL analysis and has come up with the following findings:

3.2.1 Political

There is political goodwill and support from the National and County Governments as well as the local political leaders for further growth of the University.

This is a good indicator of resilience and continuity of the University especially with the adoption of the new constitution in 2010 which established County Governments bringing resources and services closer to the people. The University will continually align the programmes to the Big Four Agenda.

3.2.2 Economic

High poverty levels in the Coast Region limit the number of self-sponsored students who can afford to access Pwani University programmes. Similarly there has been a change in funding policies by both national and international community. In order to support research and other developments, it is imperative that the University adopts innovative strategies to raise funds to supplement Government capitation.

3.2.3 Social

Some cultural practices, low interest in education, gender disparity, radicalisation of the youth and other anti-social practices such as drugs and substance abuse have had a negative impact on educational outcomes in Coastal Kenya.

3.2.4 Technological

The ICT revolution with the availability of wireless technology and the fibre optic network, e-learning platforms and other models of teaching delivery offer potential for quality learning and access to current learning materials. Pwani University will continue to take advantage of technological advancements to provide a technological based learning environment.

3.2.5 Environmental

The proximity of the University to the seaside tourist resort town of Kilifi, arable soils and favourable climate offers ample opportunities for growth and diversification in areas that are unique to the University. This environment offers practical learning and research opportunities in sciences, Tourism, Coastal Agriculture, Oceanography Marine Sciences, Fisheries, and Hospitality.

3.2.6 Legal

Pwani University has developed statutes and other policies that are in conformity with the Constitution of Kenya 2010, the Universities Act no. 42 of 2012 and subsequent amendments and the Pwani University Charter 2013. The University therefore has the legal framework and will undertake its full mandate and showcase its competitiveness.

3.3 STAKEHOLDER ANALYSIS

Pwani University stakeholders include all institutions and people that have an interest in the University. These include students, staff, the Government, industry, research partners, collaborators and the community. The University will endeavor to regularly consult and work together with all the stakeholders in order to achieve its vision.

CHAPTER FOUR

IMPLEMENTATION ISSUES

IMPLEMENTATION ISSUES

4.1 ACADEMIC PROGRAMMES

As a University, Pwani has the mandate of teaching, research and community out-reach. Teaching takes place in academic departments which make up the schools of the University. Currently, the University has seven (7) schools (School of Agricultural Sciences & Agribusiness; School of Business & Economics; School of Education; School of Environmental & Earth Sciences; School of Health & Human Sciences; School of Humanities & Social Sciences; School of Pure & Applied Sciences). A proposed School in the Plan period is the School of Nursing.

In order to provide quality education and training, the University will in the plan period continue to involve stakeholders in the review of existing and development of new academic programmes. Practical orientation and relevance to market demand will guide the efforts in this direction.

The University aims to continually recruit, develop and retain quality academic staff and is focused on the crucial need to improve the learning infrastructure through expansion and modernisation.

In order to complement the above effort, the University will also embrace e-learning and blended learning initially by offering the University Common Courses through the blended learning platform and later roll it out to include other courses.

Strategic Goal

To provide quality university education and training.

Strategic Objective 1

To produce globally competitive graduates.

Strategies

- a) Admit qualified students.
- b) Engage internationally renowned scholars.
- c) Continue to implement

Quality Management System.

- d) Enhance student and faculty exchange.

Strategic Objective 2

To develop market-driven programmes.

Strategies

- a) Periodically conduct market surveys.
- b) Review and align academic programmes to meet market needs.
- c) Incorporate emerging issues in existing academic programmes.

Strategic Objective 3

To promote open, distance and e-learning programmes.

Strategies

- a) Establish infrastructure for open and e-learning
- b) Develop e-learning modules.
- c) Develop capacity for staff to implement e-learning.

Strategic Objective 4

To create a distinctive learning experience.

Strategies

- a) Develop a conducive learning and living environment.
- b) Develop strong national and inter-national exchange programmes and linkages.
- c) Facilitate scholarship funding.
- d) Establish strong collaboration with research institutions and

industry.

- e) Provide students and staff members with appropriate learning environment, ICT and library services.

4.2 DEPARTMENTS, SCHOOLS AND ACADEMIC PROGRAMMES

Several academic Departments and Schools were created in the first two phases of the Strategic Plan. Several Academic programmes were also launched and others are planned for Phase III (2019-2024). This information is captured in Table 1.1.

Table 1 .1: Current Schools, Departments and Programmes of Pwani University

SCHOOLS	DEPARTMENTS	PROGRAMMES
School of Agricultural Sciences and Agribusiness	Animal Sciences	Diploma in Animal Health and Management
		Bachelor of Science Animal Science
		Bachelor of Science in Animal Health and Production
		Master of Science in Livestock Sciences
	Crop Sciences	PhD in Animal Science
		Certificate in General Agriculture
		Diploma in Agriculture & Marketing
		Diploma in Horticulture and Marketing
		Bachelor of Science in Agriculture
		Bachelor of Science in Agriculture and Enterprise Development
		Bachelor of Science in Agribusiness Management
		Bachelor of Science in Agricultural Resource Management
		Bachelor of Science in Dryland Agriculture
		Bachelor of Science in Horticulture and Marketing
		Bachelor of Science in Agriculture and Extension
		Master of Science in Agronomy
		Master of Science in Agribusiness
PhD in Crop Science		
PhD in Agribusiness		
School of Business and Economics	Business & Economics	Diploma in Business Management
		Bachelor of Arts in Economics
		Bachelor of Commerce
		Master of Business Administration
		PhD in Business Management
		PhD in Economics
	Hospitality & Tourism Management	Diploma in Hospitality & Tourism Management
		Diploma in Travel and Tours Operations
		Bachelor of Science in Tourism Management
		Bachelor of Science in Hospitality Management
		Bachelor of Science in Hospitality & Tourism Management
		Masters of Science in Hospitality & Tourism Management
		PhD in Hospitality Management
		PhD in Tourism Management
School of Environmental and Earth Sciences	Environmental and Earth Sciences	Bachelor of Environmental Science
		Bachelor of Environmental Planning & Management
		Bachelor of Science in Geography

		Master of Environmental Science
		PhD in Environmental Science
		PhD in Geography
	Environmental Sciences (Community Development)	Certificate in Community Development
		Diploma in Community Development
		Bachelor of Environmental Studies (Community Development)
		Master of Environmental Studies (Com Dev)
		PhD in Environmental Studies (Com Dev)
School of Education	Curriculum Instruction & Educational Technology	Diploma in Agricultural Education & Extension
		Diploma in Primary Education
		Bachelor of Education (Arts)
		Bachelor of Education (Science)
		Postgraduate Diploma in Education
		Master of Education
		Options for specialisation:
		<i>i. Curriculum Development</i>
		<i>ii. Science Education</i>
		<i>iii. Language Education</i>
		<i>iv. Social Studies</i>
		<i>v. Education Technology</i>
		<i>vi. Mathematics Education</i>
		PhD in Education
		Options for specialisation:
		<i>i. Curriculum Development</i>
		<i>ii. Science Education</i>
		<i>iii. Language Education</i>
		<i>iv. Social Studies</i>
		<i>v. Education Technology</i>
		<i>vi. Mathematics Education</i>
	Educational Psychology, and Special Needs Education	Certificate in Early Childhood Education
		Diploma in Early Childhood Education
		Bachelor of Education in Early Childhood Education
		Bachelor of Education in Special Needs Education
		Master of Education
		Options for specialization
		<i>i. Educational Psychology</i>
		<i>ii. Research Methodology</i>
		Master of Education in Early Childhood Education
		Master of Education in Special Needs Education
		PhD in Early Childhood Education
		PhD in Education
		Options for specialization

		<ul style="list-style-type: none"> i. Educational Psychology ii. Research Methodology 	
		PhD in Special Needs Education	
	Educational Administration, Economics and Planning	Master of Education Options for specialization <ul style="list-style-type: none"> i. Administration ii. Planning iii. Economics 	
		PhD in Education Options for specialization <ul style="list-style-type: none"> i. Administration ii. Planning iii. Economics 	
	Educational Foundations and Policy Studies	Master of Education Options for specialization <ul style="list-style-type: none"> i. Philosophy of Education ii. Sociology of Education iii. History of Education iv. Comparative and International Education v. Policy Studies 	
		PhD in Education Options for specialization <ul style="list-style-type: none"> i. Philosophy of Education ii. Sociology of Education iii. History of Education iv. Comparative and International Education v. Policy Studies 	
School of Humanities and Social Sciences	Social Sciences	Bachelor of Arts in Sociology	
		Bachelor of Arts in Psychology	
		Bachelor of Arts in Political Science	
		Bachelor of Arts in History	
		Bachelor of Arts in History and Archaeology	
		Bachelor of Arts in Anthropology	
		Master of Arts in Sociology	
		PhD in Sociology	
		Languages, Linguistics & Literature	Bachelor of Arts (German)
			Bachelor of Arts in Literature
	Bachelor of Arts in English and Linguistics		
	Bachelor of Arts in Kiswahili		
	Bachelor of Arts in French		
	Master of Arts in Kiswahili		
	Masters of Arts in Literature		
	Masters of Arts in English and Linguistics		
	PhD in Literature		
	PhD in Linguistics		
	PhD in Kiswahili		

	Philosophy & Religious Studies	Bachelor of Arts in Philosophy Bachelor of Arts in Theology Bachelor of Arts in Islamic Studies Bachelor of Arts in Religious Studies Bachelor of Arts in Leadership Studies and Philosophy Master of Arts in Religious Studies Master of Arts in Philosophy PhD in Philosophy PhD in Religious Studies PhD in Leadership Studies			
School of Pure and Applied Sciences	Biological Sciences	Diploma in Applied Biology Bachelor of Science in Botany Bachelor of Science in Microbiology Bachelor of Science in Marine Biology & Fisheries Bachelor of Science in Zoology Master of Science in Fisheries Master of Science in Microbiology Master of Science in Applied Entomology Master of Science in Immunology Master of Science in Oceanography PhD in Fisheries PhD in Microbiology PhD in Parasitology PhD in Oceanography			
		Chemistry	Bachelor of Science in Chemistry Bachelor of Science in Industrial Chemistry Master of Science in Chemistry PhD in Chemistry		
			Biochemistry and Biotechnology	Bachelor of Science in Biochemistry Bachelor of Science in Biotechnology Master of Science in Biochemistry Master of Science in Biotechnology Master of Science in Bioinformatics PhD in Biochemistry PhD in Biotechnology	
				Physics	Diploma in Information Technology Bachelor of Science in Physics BSc in Telecommunication and Information Technology Master of Science in Physics PhD in Physics PhD in Space Science PhD in Renewable Energy and Technology
					Mathematics & Computer Science

		PhD in Mathematics
		PhD in Computer Science
		PhD in Statistics
School of Health and Human Sciences	Anatomy and Physiology	Bachelor of Science Anatomy
		Bachelor of Science Physiology
		MChB
	Public Health	Bachelor of Science in Environmental Health
		Postgraduate Diploma in Health Research Methods
		Master of Science in Public Health
		PhD in Public Health
	Foods, Nutrition and Dietetics	Diploma in Foods Nutrition & Dietetics
		Bachelor of Science in Foods, Nutrition and Dietetics
		Master of Science in Foods, Nutrition & Dietetics
		PhD in Human Nutrition
	Nursing	Bachelor of Science in Nursing & Public Health
		Bachelor of Science Nursing (Upgrading)

4.2.3 Projected Programmes

In addition to existing Schools, Departments and programmes, new Schools,

programmes and Departments summarised in Table 1.2, 1.3 and 1.4 respectively are proposed for implementation within the indicated sub-phases.

Table 1.2: Current and Proposed Schools of Pwani University

S/N	PHASE 1 (2014-2016)	PHASE 2 (2016-2019)	PHASE 3 (2019-2024)
	School of Agricultural and Environmental Sciences	School of Agricultural Sciences & Agribusiness	School of Agricultural Sciences & Agribusiness
	School of Education	School of Business & Economics	School of Business & Economics
	School of Pure & Applied Science	School of Education	School of Education
	School of Humanities & Social Sciences	School of Environmental & Earth Sciences	School of Environmental & Earth Sciences
		School of Health & Human Sciences	School of Health & Human Sciences
		School of Humanities & Social Sciences	School of Humanities & Social Sciences
		School of Pure & Applied Science	School of Pure & Applied Science
			School of Nursing

Table 1.3: Proposed New Programmes by Current Departments of Pwani University

SCHOOL OF AGRICULTURAL SCIENCES AND AGRIBUSINESS	
Current Department	Proposed New Programmes PHASE 3 (2019-2024)
Crop Sciences	<ul style="list-style-type: none"> • Certificate in Animal Feed Processing and Preservation • Certificate in Feed Processing • Certificate in Epiculture/Apiculture • Certificate in Silviculture • Diploma in Agricultural Biosystems • BSc. in Agricultural Bio-Systems Technology
Animal Science	<ul style="list-style-type: none"> • BSc in Agriculture & Extension • MSc in Coastal Agriculture • Certificate in Animal Health and Management • MSc in Veterinary Parasitology
SCHOOL OF BUSINESS AND ECONOMICS	
Current Department	PHASE 3 (2019-2024)
Business Management and Economics	<ul style="list-style-type: none"> • Bachelor of Maritime Studies • Diploma in Maritime Studies • Diploma in Clearing and Forwarding • MSc. Maritime Studies • Diploma in Islamic Banking and Finance • Diploma in Procurement and Supply Chain Management • Bachelor of Purchasing and Supplies Chain Management • Certificate in Marketing • Certificate in Accounting and Cooperative Management • Certificate in Secretarial and Front Management • Certificate in Distribution and Stores Management • Certificate in Records Management • Diploma in Accounting and Cooperative Management • Diploma in Development Finance • Diploma in Marketing • Diploma in Secretarial and Front Management • Diploma in Distribution and Stores Management • Diploma in Records Management • Bachelors of Accounting and Development Finance
Hospitality Tourism Management	<ul style="list-style-type: none"> • Certificate in Animation Studies • Diploma in Cruise Ship operation • BSc. in Leisure and Events Management • Diploma in Leisure and animation Studies • Diploma in Events Operations • Certificate in Front Office Operation • Certificate in Laundry Operations and house keeping • Diploma in Front Office Operation • Diploma in Laundry Operations and House Keeping • Certificate in Bar Operations • Certificate in Coastal Cuisines • Certificate in Tour Guiding • Certificate in Travel Operations
	<ul style="list-style-type: none"> • Certificate in Heritage Site and Cultural Studies
SCHOOL OF EDUCATION	

Current Department	PHASE 3 (2019-2024)
Educational Psychology, Special Needs & Early Childhood Education	<ul style="list-style-type: none"> • Diploma in Neuropsychology • M Ed. in Guidance & Counselling • M Ed. in Educational Research and Evaluation • M Ed. in Educational Assessment and Evaluation • PhD in Guidance & Counselling • Certificate in Sign Language • Diploma in Sign language • B Ed. in Sign Language • M Ed. in Cognitive Disability/Autism
Curriculum Instruction & Education Technology	<ul style="list-style-type: none"> • Diploma in Educational Technology • Postgraduate Diploma in Education • B Ed. in Science Agricultural Extension and Community Development • M Ed. in Science Agricultural Extension • PhD in Science Agricultural Extension • Diploma in Technical Education • B Ed. in Fine Arts & Design* • B Ed. in Home Science • M Ed. in Technical Education • B Ed. in Music* • B Ed. in Sport Sciences* • B Ed. in Technical Education • PhD in Technical Education
Educational Foundation & Policy Studies	None
Educational Administration, Economics and Planning	None
SCHOOL OF PURE AND APPLIED SCIENCES	
Current Department	PHASE 3 (2019-2024)
Biological Sciences	<ul style="list-style-type: none"> • Certificate in Laboratory Technology • Certificate in Apiculture • BSc. in Biology • BSc. in Conservation Biology • PhD in Immunology • MSc. in Plant Taxonomy • MSc. in Plant Ecology • MSc. in Ethnobotany • BSc. in Wildlife Management • Certificate in Aquaculture • Diploma in Aquaculture • BSc. in Marine Spatial Planning & Management • BSc. in Oceanography • MSc in Oceanography • PhD in Oceanography • MSc. in Marine Spatial Planning & Management • MSc in Fisheries Resource Management • MSc. in Aquaculture & Stock Management • MSc. in Marine Biology
Chemistry	<ul style="list-style-type: none"> • MSc. in Environmental Chemistry • BSc. in Geochemistry
Biochemistry and Biotechnology	<ul style="list-style-type: none"> • PhD. in Bioinformatics • MSc. in Marine Biotechnology

Mathematics & Computer Science	<ul style="list-style-type: none"> • Certificate in ICT • BSc. in Business Information Technology • BSc. in Information Technology • PhD in Computer Science • MSc. in Applied Mathematics • BSc. in Applied Statistics and IT • BSc. in Actuarial Science • MSc. in Biomedical Statistics
Physics	<ul style="list-style-type: none"> • BSc. in Energy and Environmental Technology • MSc. in Renewable Energy Technology • PhD. in Renewable Energy Technology • MSc. in Nuclear Science and Technology • MSc. in Space Physics • BSc. in Materials and Product Design
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES	
Current Department	PHASE 3 (2019-2024)
Languages, Linguistics and Literature	<ul style="list-style-type: none"> • BA in Technical Communication • BA in Library Studies • BA in Mass Communication and Journalism • BA in Communication and Media Management • MA in Technical Communication • PhD in Technical Communication • MA in Library Studies • Certificate in Translation Studies • Certificate in Kiswahili* • Diploma in Kiswahili* • BA in Translation Studies • Certificate in Public Speaking • Certificate in Business Kiswahili • Diploma in Translation Studies • BA in Coastal Arts and Cultures • Certificate in German • Certificate in French • Certificate in Arabic • Diploma in French • Diploma in Arabic • BA in Arabic • Certificate in Business English • Certificate in Business French • Diploma in Business English • Certificate in Chinese
Philosophy and Religious Studies	<ul style="list-style-type: none"> • Diploma in Islamic Law • Diploma in Gender Studies • BA in Islamic Studies • BA in Gender Studies • MA in Islamic Culture and Civilization • Certificate in Theology • Certificate in Islamic Studies • Certificate in Gender Studies • MA in Religion and Gender • MA in African Religion and Heritage • PhD in African Religion and Heritage • PhD in Islamic Studies • BA in Leadership Studies and Philosophy • MA in Leadership Studies • Post Graduate Diploma in Leadership Studies • MA in Research, Management and Leadership • PhD in Research, Management & Leadership

Social Sciences	<ul style="list-style-type: none"> • Certificate in Music Production • Certificate in Conflict Management and Resolution • Diploma in Conflict Management and Resolution • BA in Conflict Management and Resolution • Diploma in Music Production • BA Music • MA in Music • PhD in Music • Certificate in Fine Arts and Design • Diploma in Fine Arts and Design • BA in Fine Arts and Design • MA in Fine Arts and Design • BA in Child Care and Protection • MA in Psychology • PhD in Psychology • Certificate in Child Care and Protection • Diploma in Child Care and Protection • MA in Industrial Organizational Psychology • MA in Child Care and Protection • PhD in Child Care and Protection
SCHOOL OF ENVIRONMENTAL AND EARTH SCIENCES	
Current Department	PHASE 3 (2019-2024)
Environmental Studies (Community Development)	<ul style="list-style-type: none"> • BSc. in Community Development • MSc in Community Development • BSc in Disaster Risk Management and Conflict Resolution • MSc. in Disaster Management and Conflict Resolution
Environmental Science	<ul style="list-style-type: none"> • MSc. in Environmental Planning and Management • BSc. in Marine and Coastal Resources • BSc. in Environmental Education and Sustainability • MSc. in Coastal and Reef Sciences • BSc. in GIS and Geomatics • BSc in Geology • BSc. in Mineral Exploration and Mining
SCHOOL OF HEALTH & HUMAN SCIENCES	
Current Department	PHASE 3 (2019-2024)
Anatomy & Physiology	<ul style="list-style-type: none"> • Postgraduate Diploma in Maxillofacial and Reconstructive Surgery • Bachelor of Medicine and Bachelor of Surgery (MBChB) • BSc in Bio Medical Sciences • BSc. Physiotherapy • MPhil. • DPhil • PhD. Medical Physiology • MSc. Medical Physiology • BSc. Medical Genetics and Biotechnology • DPhil. Medical Genetics • MSc. Medical Biochemistry • MSc. Medical Biotechnology • MSc. Medical Genetics • DPhil. Medical Biotechnology • BSc. in Medical Laboratory Sciences and Technology • MSc. Medical Parasitology • MSc M Medical Microbiology • MPhil. (Medical Laboratory Technology and Management) • MSc Pathology • MPhil in Toxicology • DPhil. (Medical Laboratory Sciences) • DPhil (Pathology)

Public Health	<ul style="list-style-type: none"> • Diploma in Health Service Management • BSc. in Health Services Management • BSc in Health Information Systems Management • Post Graduate Diploma in Epidemiology • MSc. Epidemiology • MSc. In Health Information Systems Management • MSc Health Service Management. • PhD in Health Information Systems Management • PhD Health Service Management • PhD. Epidemiology
Foods Nutrition and Dietetics	<ul style="list-style-type: none"> • BSc Dietetics • BSc Human Nutrition
Nursing Sciences	<ul style="list-style-type: none"> • BSc. Obstetrics and Midwifery • Post Graduate Diploma in Nursing Sciences • MSc Nursing • PhD • BSc. (Geriatric Medicine) • MSc. (Community health, Mental Health) • MSc. (Medical Surgical Nursing) • PhD

Table 1.4: Proposed Departments of Pwani University (2019-2024)

SN	Current School	Proposed Schools (2022-2024)	Current Departments	No. of Departments Phase 3 (2019-2024)
1	AGRICULTURAL SCIENCES & AGRIBUSINESS	None	Crop Sciences	Two
			Animal Sciences	One
2	BUSINESS & ECONOMICS	None	Business Management and Economics	Two
			Hospitality & Tourism Management	Two
3	EDUCATION	None	Educational Psychology, Special Needs & Early Childhood Education	Two
			Curriculum, Instruction, Educational Technology and Performing Arts	Two
			Education Foundation and Policy Studies	One
			Educational Administration, Economics and Planning	One
4	ENVIRONMENTAL AND EARTH SCIENCES	None	Environmental Studies (renamed as above)	One
			Environmental Sciences	Two
5	HEALTH AND HUMAN SCIENCES	Health and Human Sciences	Anatomy and Physiology	Four
			Public Health	One
			Foods, Nutrition and Dietetics	One
		Nursing	Nursing Sciences	Two
6	HUMANITIES AND SOCIAL SCIENCES	None	Languages, Linguistics and Literature	Three
			Philosophy and Religious Studies	Two
			Social Sciences	Two
7	PURE AND APPLIED SCIENCES	None	Biological Sciences	Two
			Chemistry	One
			Biochemistry & Biotechnology	One
			Mathematics & Computer Science	Two
			Physics	None

Table 1.5 (a): Staff and Staffing Costs Projections for Schools

		STAFF PROJECTIONS FOR ACADEMIC STAFF																						
		School of Pure and Applied Sciences			School of Agricultural Sciences and Agribusiness			School of Humanities and Social Sciences			School of Education			School of Health & Human Sciences			School of Environmental & Earth Sciences			School of Business & Economics			Overall	
Phase 1 (No.) (2014-2016)	Phase 2 (No.) (2016-2019)	Phase 3 (No.) (2019-2024)	Technical	Academic	Admin	Technical	Academic	Admin	Technical	Academic	Admin	Technical	Academic	Admin	Technical	Academic	Admin	Technical	Academic	Admin	Technical	Academic	Admin	
			8	42	2	1	15	1	1	29	2	2	0	20	2	2	18	1	2	1	1	11	1	0
11	55	52	3	25	22	1	41	33	1	22	18	3	23	21	3	3	19	17	2	20	2	24	205	180
21	75	81	4	35	33	2	60	52	2	32	28	5	32	31	4	28	26	26	3	28	3	41	300	286
Staffing cost projections (in millions)	18	200	4	98	35	2	160	55	2	85	30	5	85	29	5	76	26	26	5	76	5	41	780	273
Recurrent cost projections (in millions)	19	67	4	31	15	2	53	24	2	28	13	4	28	14	4	25	12	12	3	25	3	36	258	127
Total Annual Cost (Kshs. Million)	37	267	8	129	50	4	213	79	4	113	43	9	113	43	9	101	38	38	8	101	8	77	1038	400

Table 1.5 (b) Projections for Non-Academic Staff

	Office of the VC	Office of the DVC(AFP)	Office of the DVC(R&E)	Office of the DVC(ASA)	Directorate of Quality Assurance	Directorate of TVET	Dean of Students	Library Non Academic Staff	Corporate Affairs	Legal and Council Affairs	Procurement Office	Stores	Internal Audit	Human Resource Office	Finance Office	ICT Department	Security Office	Transport Office	Maintenance /Estates	Health Unit	Farm	Resource Centre	Students Catering Unit	Students Accommodation	Technicians	AIDS Control Unit	Planning and Development	Overall Cost
Phase 1 (2014-2016)	1	35	1	9	3	0	1	9	0	1	11	4	3	4	26	9	14	11	9	7	6	10	20	9	11	1	1	218
Phase 2 (2016-2019)	1	44	3	9	3	0	2	11	0	1	11	5	2	4	24	11	11	14	10	5	6	11	20	8	13	1	1	233
Phase 3 (2019-2024)	7	27	16	40	5	5	9	24	2	2	10	7	4	8	29	15	14	19	17	7	9	17	19	11	24	2	6	352
Staffing cost projections (in millions)	22	49	19	26	8	10	11	13	10	24	6	6	16	5	9	12	29	16	12	14	11	7	7	12	10	7	7	378
Recurrent cost projections (in millions)	7	17	7	9	3	4	3	8	3	2	6	2	3	4	10	5	4	4	3	2	2	4	3	3	7	10	3	138
Total Annual Cost (KShs. Million)	29	66	26	35	11	14	14	21	13	26	12	8	19	9	19	17	33	20	15	16	13	11	10	15	17	10	516	

Table 1.6: Required Academic and Technical staff for the projection in student numbers during 2014-2024

		Required Academic and Technical Staff for the projected student numbers during 2014-2024														
	School of Pure and Applied Sciences	School of Agricultural Sciences and Agribusiness		School of Humanities and Social Sciences		School of Education		School of Health & Human Sciences		School of Environmental & Earth Sciences		School of Business & Economics		TOTAL		
		Tech.	Acad.	Tech.	Acad.	Tech.	Acad.	Tech.	Acad.	Tech.	Acad.	Tech.	Acad.			
Phase 1 (2014-2016)	8	42	0	15	1	35	0	20	2	12	1	11	0	10	12	145
Students	624	655		146		2308		364		577		590		5264		
Ratio: Students/Lecturer	16	44		5		116		31		53		59		37		
Phase 2 (2016-2019)	11	55	3	25	1	41	1	22	3	23	3	19	2	20	24	205
Students	1215	846		804		2786		536		739		754		7680		
Ratio: Students/Lecturer	22	34		20		127		24		39		38		38		
Phase 3 (2019-2024)	21	75	4	40	2	51	2	32	5	32	4	35	3	35	41	300
Projected Students	1460	975		965		3345		645		1010		905		9705		
Ratio: Students/Lecturer	20	25		19		105		21		29		26		33		

KEY:

Tech. = Technical Staff (Laboratory Technicians)

Acad. = Academic Staff (Teaching Staff)

NOTE: The student number includes undergraduate and postgraduate enrollment

Table 1.7: Staff Projections 2019-2024

S/No	Entity/Section	Proposed Establishment	In Post as at 30th June 2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
1	Office of the Vice Chancellor	7	4	4	4	5	5	6
2	Office of the DVC (AF&P)	32	16	16	19	22	22	22
3	Office of the DVC (R&E)	17	8	8	8	9	14	16
4	Office of the DVC (ASA)	48	41	41	42	43	45	45
5	Directorate of Quality Assurance	7	4	4	5	5	5	5
6	Directorate of TVET	5	0	0	2	3	4	5
7	Faculty	444	203	203	220	230	250	300
8	Office of the Dean of Students	16	4	4	6	6	7	8
9	Library Academic Staff	14	1	1	2	2	2	5
10	Library Non-Academic Staff	25	9	9	12	13	14	16
11	Corporate Affairs & Marketing	5	0	0	1	4	2	2
12	Legal and Council Affairs	4	1	1	1	2	2	2
13	Procurement & Supplies Chain Office	21	9	9	13	14	16	17
14	Internal Audit	6	2	3	5	5	6	6
15	Human Resource Office	12	5	5	5	6	7	8
16	Finance Office	33	22	22	26	26	28	29
17	ICT Department	16	10	10	12	13	15	15
18	Security Office	18	13	13	13	14	14	14
19	Transport Office	21	12	14	14	15	17	19
20	Maintenance/Estates	19	10	10	11	15	16	17
21	Health Unit	12	5	5	6	6	7	7
22	Farm	12	5	5	7	8	9	9
23	Resource Centre	18	9	9	11	13	16	17
24	Students Catering Unit	28	12	12	16	16	19	19
25	Students Accommodation	17	8	8	8	10	11	11
26	Technicians	41	16	16	16	18	19	24
27	Aids Control Unit	4	1	1	2	2	2	2
28	Planning and Development	6	1	1	1	5	6	6
29	IGA (included in DVC AFP)	1	0	0	1	1	1	1
	TOTAL	909	431	434	489	531	581	653

N/B: The proposed establishment goes beyond the current cycle of the Strategic Plan and will flow beyond 2024

4.3 RESEARCH, SCIENCE, TECHNOLOGY AND INNOVATION

Research, Science, Technology and Innovation have been identified as key to Kenya's socio-economic transformation as envisaged in Vision 2030, Big Four Agenda,

SDGs, African Union Agenda 2063 and other relevant initiatives. This calls for a strong linkage between the University, research institutions and industry so that findings can be applied to improve productivity. In this regard, the University has continued to

collaborate with its stakeholders and other partners in enhancing economic growth and industrialisation.

Pwani University endeavors to be a Regional Centre of Excellence for research and development of new innovations and technologies. The University's research agenda will address the needs of the society (regionally, nationally and internationally) in line with the fulfillment of its role in the realisation of national economic and socio-economic development, as described in the Universities Act No. 42 of 2012 and its subsequent amendments. The University will take lead in key research priority areas, which include: Coastal Agriculture; Coastal Cultures; Kiswahili and other African languages; Earth Sciences; Kiswahili, Islamic and Arabic Education; Hospitality and Tourism Management; Islamic and African Religious Studies; Marine Sciences and Oceanography; Maritime Studies.

Strategic Goal

To use research enterprise for economic prosperity and improvement of quality of life regionally, nationally and internationally.

Strategic Objective 1

To foster excellence in research and innovation.

Strategies

- a) Promote research and innovation through collaboration across disciplines, institutions and partners.
- b) Provide state of the art research facilities.
- c) Focus research and innovation in areas of institutional strength, opportunities and societal needs.
- d) Establish an entrepreneurship and innovation hub.
- e) Promote ethics in research.

Strategic Objective 2

To enhance research capacity of the University.

Strategies

- a) Increase research funding.
- b) Establish appropriate networks and linkages.

- c) Recruit full-time research staff.
- d) Attract Post-Doctoral researchers.
- e) Establish Centres of Excellence in research.
- f) Develop and implement research and innovation policies.

Strategic Objective 3

To disseminate research findings and patent innovations.

Strategies

- a) Publish in refereed journals.
- b) Use the University website for dissemination.
- c) Support patenting of innovations.
- d) Support University journals.
- e) Organise and participate in academic and industry-based workshops, conferences and community fora.
- f) Utilise social and public media to disseminate and share research findings.

Strategic Objective 4

To enhance staff capacity to engage in research, innovation and technological developments.

Strategies

- a) Ensure protection of intellectual property rights of staff and students.
- b) Establish partnerships with industry.
- c) Train staff in emerging research methodologies.

4.4 ACCESS AND EQUITY

The Government of Kenya is committed to delivery of the SDGs, Competency Based Curriculum. Specifically, during Phase III implementation period (2019-2024), the University commits to SDG No. 4 "ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" and SDG No. 5 which is "achieve gender equality and empower all women and girls" Similarly, the University undertakes to implement the concepts of Competency Based Curriculum in its academic programmes.

Universal Free Primary Education

introduced in Kenya in 2003 has resulted into increased transition rates. Consequently, the number of students seeking secondary and university education has increased significantly.

Pwani University will continue to enrol students qualifying for university admission. In order to increase access, the University will diversify the teaching and learning platforms of delivery.

Pwani University will adhere to the principles of equal opportunity for all through gender equity, disability mainstreaming, inclusivity and affirmative action.

Strategic Goal

To increase access to university education.

Strategic Objective 1

To expand teaching and learning facilities.

Strategies

- a) Expand and equip learning facilities.
- b) Increase working and office space.

Strategic Objective 2

To diversify modes of delivery.

Strategies

- a) Implement blended and e-learning.
- b) Enhance university-industrial linkages.

Strategic Objective 3

To ensure gender parity at all levels within the University.

Strategies

- a) Continuously conduct gender audits.
- b) Develop and implement affirmative action policies.
- c) Ensure gender balance in under-represented groups across the curriculum for enrolment and scholarship opportunities.
- d) Education to raise gender aware-ness to prepare students for various careers.

Strategic Objective 4

To enhance access to higher education for marginalised groups.

Strategies

- a) Source for bursaries and scholarships.
- b) Mount awareness campaigns.
- c) Undertake role modelling and inspirational talks.

Strategic Objective 5

To improve access for persons living with disability.

Strategies

- a) Enhance accessibility of the physical environment for persons living with disability.
- b) Provide adaptations and modifications for special needs learning and resources.
- c) Sensitise the University community to appreciate persons living with disability.
- d) Provide opportunities for lecturers to develop skills to address the learning needs of persons living with disability.

4.5 QUALITY RELEVANCE

For Pwani University to attain world-class status, it will invest in and offer programmes, facilities and quality management systems that are of a high standard and relevant to the present and future.

Strategic Goal

To ensure quality and relevance in all programmes.

Strategic Objective 1:

To provide relevant programmes.

Strategies

- a) Develop relevant curricula.
- b) Regular review of programmes to suit the current markets.
- c) Periodic market surveys and competence needs assessment.
- d) Monitor employment trends of Pwani University graduates.

Strategic Objective 2:

To provide competitive, world class programmes.

Strategies

- a) Bench-mark programmes with those of renowned institutions.
- b) Collaborate with renowned scholars in the development and evaluation of programmes.
- c) Recruit and develop highly qualified and competent staff.
- d) Co-offer degrees in collaboration with other renowned institutions.
- e) Establish collaborations and networks for research, learning and sustainable development programmes relevant to the curriculum.

Strategic Objective 3:

To institutionalise quality management systems.

Strategies

- a) Strengthen the Quality Assurance Office.
- b) Achieve and maintain relevant ISO certifications.
- c) Implement performance-based management.
- d) Subject programmes to review by relevant accreditation bodies.
- e) Institutionalise professionalism.

Strategic Objective 4:

To avail state-of-the-art facilities.

Strategies

- a) Invest in and maintain the aesthetic facade of the University.
- b) Seek fiscal support from development partners.
- c) Keep abreast of the modern trends in infrastructure development

4.6 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Pwani University embraces ICT in her academic, research and management functions. The University will take full advantage of the emerging technologies to provide high capacity broadband connectivity. The University will provide for the establishment of data bases and e-based information systems to foster

information flow in all its management and learning systems.

Strategic Goal

To provide practicable ICT solutions for information management, teaching learning and research.

Strategic Objective 1

To promote ICT in teaching, learning and research.

Strategies

- a) Train students and staff in use of ICT.
- b) Install relevant ICT infrastructure.
- c) Operationalise ICT systems in teaching, learning and research.
- d) Provide and enhance adequate wireless internet connectivity.
- e) Continuously review and implement the appropriate ICT policy to increase the use of technology by students.
- f) Use the University website for outreach, information dissemination and marketing

Strategic Objective 2

To institutionalise ICT in information management.

Strategies

- a) Operationalise ICT systems in information management.
- b) Automate all university procedures and processes.

Strategic Objective 3

To provide security of ICT infrastructure.

Strategies

- a) Undertake security mechanisms for university data, information, software and hardware
- b) Institute appropriate controls for networked infrastructure.

4.7 PHYSICAL INFRASTRUCTURE AND FACILITIES

Pwani University is fast growing in terms of student and staff numbers and hence the challenges faced with regard to infrastructure and facilities. To attract the best faculty and students, the University shall continue to establish modern infrastructure

and facilities.

Strategic Goal

To develop infrastructure that meets the current and future needs of the University.

Strategic Objective 1:

To provide the required facilities for research and the various programmes.

Strategies

- a) Implement the Master Plan of the University for Infrastructure Development.
- b) Seek fiscal support from development partners.
- c) Invite the private sector to partner in the provision of infrastructure and facilities.
- d) Integrate future technological requirements and potential uses in all facilities.
- e) Designs user-friendly facilities.

Strategic Objective 2:

To integrate requirements of persons living with disability.

Strategy

Develop suitable facilities for persons living with disability.

Strategic Objective 3:

To provide for social, sports and recreational amenities.

Strategies

- a) Assess staff and students recreational needs.
- b) Provide appropriate social, sports and recreational facilities for both staff and students.

4.7.1 Flagship Projects for Phase I of the Strategic Plan (2019-2024)

The projects summarised under Tables 1.8 and 1.9 are priority areas for implementation during Phase III of the Strategic Plan period.

Table 1.8: Flagship Projects for Phase III (a) of the Strategic Plan (2019-2022)

Project Name	Cost (KShs. Millions)
School of Humanities and Social Sciences	232
School of Agricultural Sciences and Agribusiness	334
Perimeter Wall	60
Student Hostel	350
Construction of Sewerage Works	100
Senate Building	340
School of Health and Human Sciences	2,500
Total	3,916

Table 1.9: Flagship Projects for Phase III (b) of the Strategic Plan (2022-2024)

Project Name	Cost (KShs. Millions)
School of Pure and Applied Sciences	350
School of Education	250
University ICT Centre	500
Students' Centre	50
Sports, and Recreation Facilities	350
Total	1,500

CHAPTER FIVE

UNIVERSITY MANAGEMENT AND CAPACITY

5.1 MANPOWER PLAN AND HUMAN RESOURCE DEVELOPMENT

Pwani University endeavours to attain world-class status. To achieve this, it must attract and retain the right calibre of staff at all levels. This will be actualised by attracting, recruiting, developing and retaining qualified staff. Furthermore, the student to staff ratio must conform to accepted standards.

Strategic Goal

Maintain an adequate, competent and efficient workforce.

Strategic Objective 1:

To continue to attract and retain adequate competent personnel.

Strategies

- a) Market Pwani University as the employer of choice by maintaining best Human Resource Management practices.
- b) Create and foster a work environment that recognises, appreciates, and values diversity.
- c) Engage professionals in recruitment of staff in specialised fields.
- d) Recognise outstanding performance.
- e) Offer competitive salary, allowances and benefits to attract and retain competent personnel.
- f) Continue to enforce University equal employment opportunity and affirmative action.
- g) Offer wellness and work-life balance programmes that improve employee health and well-being.
- h) Promote a healthy work environment;
- i) Ensure conducive industrial relations.

Strategic Objective 2

To develop and train existing staff to enhance competence.

Strategies

- a) Identify the training needs of staff.
- b) Offer training and development opportunities and programmes
- c) Provide growth and development opportunities through job enrichment.

Strategic Objective 3:

To maintain accepted student-faculty ratios.

Strategy

- (a) Undertake regular manpower forecasts.
- (b) Recruit as per established needs.

5.2 QUALITY OF THE MANAGEMENT

Pwani University subscribes to the Vision 2030 which aims at providing a globally competitive and quality Teaching, Research, Community Outreach and opportunities for innovation for Sustainable Development. In order to compete globally, Pwani University will take into account the quality of its management and the management systems. Pwani University is bound by its stated desire to be a world-class University and therefore quality must be infused within its core mandate and operations. In order to continually improve its products, processes and services, the University Management will monitor and review its quality performance from time to time through implementation of an effective Quality Management System based on the ISO 9001:2015 Standard.

Strategic Goal

Implement and maintain the Quality Management

System.

responsible citizens.

Strategic Objective 1:

To uphold efficient and accountable management practices.

Strategies

- a) Maintain the ISO 9001:2015 certification.
- b) Adhere to the Citizen Service Delivery Charter.
- c) Train staff in the Quality Management System.
- d) Decentralise management functions.
- e) Develop and implement appropriate management policies.
- f) Bench-mark and adopt best practices from other institutions.

Strategic Objective 2:

To engage qualified management staff.

Strategies

- a) Attract, recruit, develop and retain qualified management staff.
- b) Regularly review recruitment policy guidelines.

Strategic Objective 3:

To promote diversity management.

Strategies

- a) Build the capacity of managers' diversity management.
- b) Incorporate diversity management in the University's policies.

5.3 STUDENT MANAGEMENT AND FOCUS

Students come to Pwani University from diverse backgrounds with varied expectations. Majority of these students are young adults who are still grappling with the realities of life and self-discovery. These students face challenges associated with peer pressure. Pwani University has an obligation to provide a safe and conducive environment that will mould students into

Strategic Goal

To provide a secure and conducive learning environment for students.

Strategic Objective 1

To enhance students' welfare on campus.

Strategies

- a) Provide health care services.
- b) Provide guidance and counselling services.
- c) Provide mentorship and advisory services.
- d) Provide adequate security for students.

Strategic Objective 2

To promote responsible life on campus.

Strategies

- a) Implement the *Student Rules and Regulations*.
- b) Sensitise students on diverse social and emerging global issues.
- c) Promote student participation in community service.

Strategic Objective 3:

To provide an enabling environment for discovering and nurturing student talent.

Strategies

- a) Strengthen students' governance structure.
- b) Provide for co-curricular activities.
- c) Provide recreational opportunities and facilities.

5.4 LINKAGES AND COLLABORATIONS

Universities all over the world undertake collaborative research and exchange programmes in an effort to efficiently utilise the available resources. Pwani University, therefore, will continue maintaining existing linkages and establish new collaborations and partnerships that are of mutual benefit.

Strategic Goal

To maintain and establish mutually beneficial linkages and collaborations.

Strategic Objective 1

To enhance capacity of the University for forging linkages and collaborations.

Strategies

- a) Employ additional staff.
- b) Establish new linkages and collaborations in line with Government policies and Guidelines.
- c) Monitor and evaluate linkages and collaborations to assure success.
- d) Subscribe to and actively participate in recognised professional organisations.

Strategic Objective 2

To access resources and technologies that are not available in Pwani University.

Strategies

- a) Establish a grants office.
- b) Engage collaborative partners in staff training and capacity building
- c) Engage with funding agencies
- d) Engage with alumni in resource mobilisation.

Strategic Objective 3.

To provide global exposure to both staff and students.

Strategies

- a) Enhance the existing exchange programmes and identifying new ones for both students and Staff.
- b) Engage renowned scholars and distinguished persons to give public lectures.
- c) Organise internships and industrial attachments.
- d) Organise national and international conferences and workshops.

Strategic Objective 4

To uphold the University's corporate social responsibility.

Strategies

- a) Partner with other organisations and individuals for community services.
- b) Create awareness of the importance of education among the local population.
- c) Enhance awareness of corporate social responsibility of the University through various means.

5.5 PWANI UNIVERSITY MARKETING PLAN

Pwani University aims to develop a recognisable corporate image and a brand name to world class standards.

Strategic Goal

To maintain "Pwani University" as a recognised brand name.

Strategic Objective

Promote the brand name "Pwani University" as the institution of choice.

Strategies

- a) Offer attractive, marketable and competitive degree programmes in niche areas.
- b) Conduct quality research and outreach programmes.
- c) Offer scholarships to staff and excellent students.
- d) Market Pwani University to prospective students, staff and the stakeholders.

5.6 FINANCE AND RESOURCE MOBILISATION

In recent years the Government of Kenya has been reducing its levels of funding to universities compelling them to identify and diversify sources of income. The sources of funding for Pwani University are currently as follows:

1. Government allocations:

- (a) Recurrent expenditure

(b) Development expenditure

f) Develop new business opportunities.

2. Internally Generated funds:

- (a) Fees from students
- (b) Revenue from the University Resource Centre
- (c) Revenue from the University Farm
- (d) Rent from University staff houses

5.6.1 Financing the Strategic Plan

The detailed projected revenue for each financial year over the Plan period is shown in the Table 1.10, while the cost estimates for the priority areas are indicated in Table 1.11. Funding analysis is provided in Table 1.12 while Table 1.13 provides the list of priority areas indicating strategies and their cost.

Strategic Goal

To ensure adequate funding for development and recurrent expenditure.

Strategic Objective 1

Enhance existing sources of funds.

Strategies

- a) Engage the government for increase in funding.
- b) Develop new market driven academic programmes.
- c) Market the University Resource Centre.
- d) Diversify products from the University Farm.
- e) Engage development partners for funding.

Strategic Objective 2

Improve financial management systems.

Strategies

- a) Improve efficiency in collection of funds.
- b) Streamline allocation of, and accounting for funds.
- c) Implement cost-cutting measures.

Strategic Objective 3

Identify new sources of funding.

Strategies

- a) Establish financial resource mobilisation office.
- b) Establish endowment and trust funds.
- c) Re-invigorate alumni resource mobilisation.
- d) Engage donors for more research grants and scholarships.
- e) Engage the private sector through PPP initiatives.

Table 1.10: Targeted/Projected Income 2018-2024 (KShs.)

SOURCE	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
GOK Development	54,068,000.00	251,822,000.00	342,835,000.00	1,530,000,000.00	1,683,000,000.00	1,851,300,000.00	5,713,025,000.00
GOK Recurrent	717,290,000.00	724,248,000.00	796,672,800.00	876,340,080.00	963,974,088.00	1,060,371,496.80	5,138,896,464.80
GOK Sponsored Students	155,631,000.00	209,002,000.00	174,452,637.84	191,897,901.52	211,087,691.67	232,196,460.84	1,174,267,691.87
Self-Sponsored	207,786,000.00	123,295,000.00	161,033,204.16	177,136,524.48	194,850,176.93	214,335,194.62	1,078,436,100.19
IGAS Plus Borrowing	129,210,000.00	132,878,000.00	143,454,269.00	157,799,695.00	173,579,664.50	190,937,630.95	927,859,259.45
TOTAL	1,263,985,000.00	1,441,245,000.00	1,618,447,911.00	2,933,174,201.00	3,226,491,621.10	3,549,140,783.21	14,032,484,516.31

Table 1.11: Cost Estimates (KShs.) of Priority Areas of the Strategic Plan for the Plan Period 2018-2024

YEARS	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
PRIORITY AREA							
Academic Programmes	29,936,000.00	53,720,000.00	59,092,000.00	65,001,200.00	71,501,320.00	78,651,452.00	357,901,972.00
Research Science & Technology	4,586,000.00	6,854,000.00	10,055,000.00	11,563,000.00	13,297,000.00	15,956,000.00	62,311,000.00
Access And Equity	1,595,000.00	5,888,000.00	6,477,000.00	7,124,000.00	7,836,400.00	8,620,040.00	37,540,440.00
Information Communication Technology	28,316,002.67	29,500,000.00	53,150,000.00	58,465,000.00	64,311,500.00	70,742,650.00	304,485,152.67
Physical Infrastructure	54,068,000.00	268,822,000.00	295,704,200.00	1,530,000,000.00	1,683,000,000.00	1,851,300,000.00	5,682,894,200.00
Quality And Relevance	4,416,000.00	5,954,000.00	11,346,400.00	12,360,740.00	13,596,814.00	14,956,495.40	62,630,449.40
Finance And Resource Mobilisation	193,741,333.33	209,420,000.00	242,929,200.00	269,229,640.00	298,561,868.00	331,309,171.60	1,545,191,212.93
Quality Management	1,800,000.00	2,000,000.00	2,200,000.00	2,420,000.00	2,662,000.00	2,928,200.00	14,010,200.00
Linkages And Collaborations	2,000,000.00	1,567,000.00	3,300,000.00	3,630,000.00	3,993,000.00	4,392,300.00	18,882,300.00
Monitoring And Evaluation	14,218,000.00	14,012,000.00	14,812,000.00	16,212,000.00	17,752,000.00	19,446,001.00	96,452,001.00
Manpower Plan	890,646,000.00	905,648,800.00	996,213,680.00	1,095,835,048.00	1,205,418,552.80	1,325,960,408.08	6,419,722,488.88
Student Management And Focus	14,237,000.00	19,810,000.00	23,772,000.00	26,624,400.00	29,857,080.00	32,842,788.00	147,143,268.00
University Marketing Plan	2,573,333.33	2,830,666.67	3,113,733.33	3,425,106.67	3,767,617.33	4,144,379.07	19,854,836.40
TOTAL	1,242,132,669.33	1,526,026,466.67	1,722,165,213.33	3,101,890,134.67	3,415,555,152.13	3,761,249,885.15	14,769,019,521.28

Table 1.12: Funding Analysis (KShs.)

SOURCE	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
Total Projected Revenue	1,263,985,000.00	1,441,245,000.00	1,618,447,911.00	2,933,174,201.00	3,226,491,621.10	3,549,140,783.21	14,032,484,516.31
Total Proposed Investment	1,242,132,669.33	1,523,627,466.67	1,717,011,213.33	3,095,718,134.67	3,408,188,252.13	3,751,816,995.15	14,738,494,731.28
Funding Gap	21,852,330.67	(82,382,466.67)	(98,563,302.33)	(162,543,933.67)	(181,696,631.03)	(202,676,211.94)	(706,010,214.97)

Table 1.13: List of Priority Areas (KShs.'000)

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000		
1	Provide quality University education and Training	Produce globally competitive graduates	a) Admit qualified students.	2,520		
			b) Engage internationally renowned scholars.	28,815		
			c) Continue to implement Quality Management System.	15,981		
			d) Enhance student and faculty exchange.	1,347		
		Develop market-driven programmes	a) Periodically conduct market surveys.	1,334		
			b) Review and align academic programmes to meet market needs.	10,877		
			c) Incorporate emerging issues in existing academic programmes	5,088		
		Promote open, distance and e-learning programmes	a) Establish infrastructure for open and e-learning	9,200		
			b) Develop e-learning modules.	5,000		
			c) Develop capacity for staff to implement e-learning.	6,000		
		Create a distinctive learning experience	a) Develop a conducive learning and living environment.	34,624		
			b) Develop strong national and inter-national exchange programmes and linkages.	2,767		
			c) Facilitate scholarship funding.	10,012		
			d) Establish strong collaboration with research institutions and industry.	3,462		
			e) Provide students and staff members with appropriate learning environment, ICT and library services.	135,985		
					Subtotal	273,012
		2	Use research enterprise for economic prosperity and improvement of quality of life regionally, nationally and internationally.	Foster excellence in research and innovation.	a) Promote research and innovation through collaboration across disciplines, institutions and partners.	3,462
b) Provide state of the art research facilities.	6,773					

GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
		c) Focus research and innovation in areas of institutional strength, opportunities and societal needs.	1,731
		d) Establish an entrepreneurship and innovation hub.	1,731
		e) Promote ethics in research.	1,584
	Enhance research capacity of the University.	a) Increase research funding.	865
		b) Establish appropriate networks and linkages.	3,462
		c) Recruit full-time research staff.	21,000
		d) Attract Post-Doctoral researchers.	9,000
		e) Establish Centres of Excellence in research.	1,038
		f) Develop and implement research and innovation policies.	865
	Disseminate research findings and patent innovations.	a) Publish in refereed journals.	4,000
		b) Use the University website for dissemination.	600
		c) Support patenting of innovations.	1,882
		d) Support University journals.	1,200
		e) Organise and participate in academic and industry-based workshops, conferences and community fora.	9,129
		f) Utilise social and public media to disseminate and share research findings.	2,500

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
		Enhance staff capacity to engage in research, innovation and technological developments.	a) Ensure protection of intellectual property rights of staff and students.	1,883
			b) Establish partnerships with industry.	2,500
			c) Train staff in emerging research methodologies.	941
			Subtotal	76,146
3	Increase Access to University Education	Expand teaching and learning facilities.	a) Expand and equip learning facilities.	1,688,647
			b) Increase working and office space	506,594
		Diversify modes of delivery.	a) Implement blended and e-learning.	27,616
			b) Enhance university-industrial linkages.	2,500
		Ensure gender parity at all levels within the University.	a) Continuously conduct gender audits.	750
			b) Develop and implement affirmative action policies.	75
			c) Ensure gender balance in under-represented groups across the curriculum for enrolment and scholarship opportunities.	500
			d) Education to raise gender aware-ness to prepare students for various careers.	1,000
		Enhance access to higher education for marginalised groups.	a) Source for bursaries and scholarships.	624
			b) Mount awareness campaigns.	1,250
c) Undertake role modelling and inspirational talks.	750			

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
		Improve access for persons living with disability.	a) Enhance accessibility of the physical environment for persons living with disability.	120,000
			b) Provide adaptations and modifications for special needs learning and resources.	50,000
			c) Sensitise the University community to appreciate persons living with disability.	600
			d) Provide opportunities for lecturers to develop skills to address the learning needs of persons living with disability.	450
			Subtotal	2,401,356
4	Ensure quality and relevance in all programmes.	Provide relevant programmes.	a) Develop relevant curricula.	6,674
			b) Regular review of programmes to suit the current markets.	1,668
			c) Periodic market surveys and competence needs assessment.	750
			d) Monitor employment trends of Pwani University graduates.	750
		Provide competitive, world class programmes.	a) Bench-mark programmes with those of renowned institutions.	1,750
			b) Collaborate with renowned scholars in the development and evaluation of programmes.	1,250
			c) Recruit and develop highly qualified and competent staff.	1,728,906
			d) Co-offer degrees in collaboration with other renowned institutions.	2,500
			e) Establish collaborations and networks for research, learning and sustainable development programmes relevant to the curriculum	10,387

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
		Institutionalise quality management systems.	a) Strengthen the Quality Assurance Office.	15,981
			b) Achieve and maintain relevant ISO certifications.	7,990
			c) Implement performance-based management.	750
			d) Subject programmes to review by relevant accreditation bodies.	16,960
			e) Institutionalise professionalism.	500
		Avail state-of-the-art facilities.	a) Invest in and maintain the aesthetic facade of the University.	10,432
			b) Seek fiscal support from development partners.	500
			c) Keep abreast of the modern trends in infrastructure development	5,000
			Subtotal	1,812,748
5	Provide practicable ICT solutions for information management, teaching learning and research.	ICT in teaching, learning and research.	a) Train students and staff in use of ICT.	3,000
			b) Install relevant ICT infrastructure.	45,000
			c) Operationalise ICT systems in teaching, learning and research.	76,615
			d) Provide and enhance adequate wireless internet connectivity.	1,750
			e) Continuously review and implement the appropriate ICT policy to increase the use of technology by students.	750
			f) Use the University website for outreach, information dissemination and marketing	900
		Institutionalise ICT in information management.	a) Operationalise ICT systems in information management.	21,973

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
			b) Automate all university procedures and processes.	38,307
		Provide security of ICT infrastructure.	a) Undertake security mechanisms for university data, information, software and hardware	2,500
			b) Institute appropriate controls for networked infrastructure.	1,000
			Subtotal	191,795
6	Develop infrastructure that meets the current and future needs of the University.	Provide the required facilities for research and the various programmes.	a) Implement the Master Plan of the University for Infrastructure Development.	5,628,826
			b) Seek fiscal support from development partners.	500
			c) Invite the private sector to partner in the provision of infrastructure and facilities.	2,000
			d) Integrate future technological requirements and potential uses in all facilities.	500
			Designs user-friendly facilities.	500
		Integrate requirements of persons living with disability.	Develop suitable facilities for persons living with disability.	120,000
		Provide for social, sports and recreational amenities.	a) Assess staff and students recreational needs.	300
			b) Provide appropriate social, sports and recreational facilities for both staff and students.	320,000
			Subtotal	6,072,626
7	Maintain an adequate, competent and efficient workforce.	Continue to attract and retain adequate competent personnel.	a) Market Pwani University as the employer of choice by maintaining best Human Resource Management practices.	1,000

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
			b) Create and foster a work environment that recognises, appreciates, and values diversity.	200
			c) Engage professionals in recruitment of staff in specialised fields.	300
			d) Recognise outstanding performance.	500
			e) Offer competitive salary, allowances and benefits to attract and retain competent personnel.	733,215
			f) Continue to enforce University equal employment opportunity and affirmative action.	300
			g) Offer wellness and work-life balance programmes that improve employee health and well-being.	300
			h) Promote a healthy work environment;	500
			i) Ensure conducive industrial relations.	300
		Develop and train existing staff to enhance competence.	a) Identify the training needs of staff.	600
			b) Offer training and development opportunities and programmes	10,000
			c) Provide growth and development opportunities through job enrichment.	200
		Maintain accepted student-faculty ratios	(a) Undertake regular manpower forecasts.	200
			(b) Recruit as per established needs.	300
			Subtotal	747,915

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
8	Implement and maintain the Quality Management System.	uphold efficient and accountable management practices.	a) Maintain the ISO 9001:2015 certification.	12,210
			b) Adhere to the Citizen Service Delivery Charter.	250
			c) Train staff in the Quality Management System.	3,000
			d) Decentralise management functions.	600
			e) Develop and implement appropriate management policies.	500
			f) Bench-mark and adopt best practices from other institutions.	300
		Engage qualified management staff.	a) Attract, recruit, develop and retain qualified management staff.	370,281
			b) Regularly review recruitment policy guidelines.	250
		Promote diversity management.	a) Build the capacity of managers' diversity management.	1,000
			b) Incorporate diversity management in the University's policies.	1,000
				Subtotal
9	Provide a secure and conducive learning environment for students.	Enhance students' welfare on campus.	a) Provide health care services.	26,699
			b) Provide guidance and counselling services.	3,000
			c) Provide mentorship and advisory services.	2,000
			d) Provide adequate security for students.	89,791
		promote responsible life on campus.	a) Implement the Student Rules and Regulations.	300
			b) Sensitise students on diverse social and emerging global issues.	500
			c) Promote student participation in community service.	500

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
		Provide an enabling environment for discovering and nurturing student talent.	a) Strengthen students' governance structure.	26,699
			b) Provide for co-curricular activities.	25,440
			c) Provide recreational opportunities and facilities.	23,438
			Subtotal	198,367
10	Maintain and establish mutually beneficial linkages and collaborations.	Enhance capacity of the University for forging linkages and collaborations.	a) Employ additional staff.	12,000
			b) Establish new linkages and collaborations in line with Government policies and Guidelines.	600
			c) Monitor and evaluate linkages and collaborations to assure success.	300
			d) Subscribe to and actively participate in recognised professional organisations.	300
		Access resources and technologies that are not available in Pwani University.	a) Establish a grants office.	15,000
			b) Engage collaborative partners in staff training and capacity building	350
			c) Engage with funding agencies	450
			d) Engage with alumni in resource mobilisation.	350
		Provide global exposure to both staff and students.	a) Enhance the existing exchange programmes and identifying new ones for both students and Staff.	250
			b) Engage renowned scholars and distinguished persons to give public lectures.	150
			c) Organise internships and industrial attachments.	450

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
			d) Organise national and international conferences and workshops.	15,000
		Uphold the University's corporate social responsibility.	a) Partner with other organisations and individuals for community services.	1,750
			b) Create awareness of the importance of education among the local population.	500
			c) Enhance awareness of corporate social responsibility of the University through various means.	500
			Subtotal	47,950
11	Maintain "Pwani University" as a recognised brand name.	Promote the brand name "Pwani University" as the institution of choice	a) Offer attractive, marketable and competitive degree programmes in niche areas.	327,965
			b) Conduct quality research and outreach programmes.	15,000
			c) Offer scholarships to staff and excellent students.	10,012
			d) Market Pwani University to prospective students, staff and the stakeholders.	13,349
			Subtotal	366,326
12	Ensure adequate funding for development and recurrent expenditure.	Enhance existing sources of funds.	a) Engage the government for increase in funding.	300
			b) Develop new market driven academic programmes.	19,985
			c) Market the University Resource Centre.	1,250
			d) Diversify products from the University Farm.	250,000
			e) Engage development partners for funding.	1,000
		Improve financial management systems.	a) Improve efficiency in collection of funds.	3,000

	GOAL	STRATEGIC OBJECTIVE	STRATEGIES	Cost 2019-2024 '000
			b) Streamline allocation of, and accounting for funds.	300
			c) Implement cost-cutting measures.	300
		Identify new sources of funding	a) Establish financial resource mobilisation office.	15,000
			b) Establish endowment and trust funds.	15,000
			c) Re-invigorate alumni resource mobilisation.	300
			d) Engage donors for more research grants and scholarships.	300
			e) Engage the private sector through PPP initiatives.	25,000
			f) Develop new business opportunities.	5,000
			Subtotal	336,735
13	Ensure successful and effective implementation of the Strategic Plan.	Monitor and evaluate implementation activities	a) Establish and implement a monitoring and evaluation system.	9,000
			b) Outline the variables from various sections of the Strategic Plan.	1,000
			c) Continuously monitor and evaluate the implementation of the Strategic Plan.	1,000
			d) Institute appropriate and timely interventions.	1,000
			Subtotal	685,470
			Grand Total	13,326,825

5.7 RISK ANALYSIS AND MANAGEMENT

Pwani University is awake to the fact that her operations maybe impaired due to potential and actual risks. This requires a deliberate mapping of the risks and identification of strategies to mitigate

against the adverse effect of such risks. The University shall assess and prioritise, manage and segment the risks in relation to their level and impact. The risk mapping and mitigation strategies are summarised in Table 1.14.

Table 1.14: Risk Mapping and Mitigation

Key Risk	Risk Description	Risk Level	Mitigation
Inadequate disbursement of development funds allocated in the printed estimates	Working capital management	25	-Adjusting the budget within available funds. -Identification of additional income streams e.g. donors
Unauthorised Introduction of courses to an academic programme	Curriculum implementation	16	-Strict adherence to CUE Guidelines, requirements of Regulatory Authorities, and PU Examination, Curriculum and Work Load Policies -Adhere to Senate approved Academic Programmes -Improve automation of the course registration process
Inadequate infrastructure to support teaching, learning and research	Development of new programs	16	-Prioritised implementation of the Strategic Plan -Adhere to SOP for curriculum development
Power outage and water shortage and other potential outcomes associated with such incidences	Electricity and water supply to hostels, offices and other service amenities in the department	16	In liaison with relevant section ensure that alternative power sources and water reserve tanks are in good condition.
Terrorism	Protection of persons and property	16	-Installation of additional screening and monitoring equipment -Accelerate construction of perimeter wall -Widen surveillance in all vulnerable areas -Conduct regular anti-terrorism awareness programs -Collaborate with local and national security agencies

CHAPTER SIX

MONITORING AND EVALUATION

The success of the Strategic Plan implementation depends significantly on how effectively the planned activities and outputs are monitored and evaluated. Pwani University will put in place a monitoring and evaluation system that will oversee the Strategic Plan implementation process.

Strategic Goal

To ensure successful and effective implementation of the Strategic Plan.

Strategic Objective

To monitor and evaluate implementation activities.

Strategies

- a) Establish and implement a monitoring and evaluation system.
- b) Outline the variables from various sections of the Strategic Plan.
- c) Continuously monitor and evaluate the implementation of the Strategic Plan.
- d) Institute appropriate and timely interventions.

The process of monitoring and evaluation will be conducted through internal monitoring and evaluation mechanisms. This will be done using the following processes;

- a) Establish and implement an internal review mechanism of the implementation of the Strategic Plan.
- b) Annual audits to assess compliance with financial plans, budgets and fiscal discipline.
- c) Annual reports on the implementation of the Strategic Plan by each section and department will be submitted to the Management Board and a consolidated report to the University Council.
- d) Pwani University will hold a workshop to assess the progress in implementation of the Strategic Plan after each implementation phase.
- e) A mid-term review of the Strategic Plan will

be carried out to align it with changes and realities.

- f) Linking staff appraisal systems to achievements of targets of the Strategic Plan in consultation with the Directorate of Quality Assurance as part of Monitoring & Evaluation.

CHAPTER SEVEN

PWANI UNIVERSITY BY 2024

The goal of the Pwani University Strategic Plan is to guide realisation of the desire to be a world-class university that provides quality education, training, research and innovation for the advancement of the individual and society. This is in line with the Kenyan Vision 2030 to transform Kenya into a newly industrialised country. Pwani University will continue to create, share and apply knowledge while sustaining excellence in teaching and research, particularly in the fields of Coastal Agriculture; Coastal Cultures, Kiswahili and other African languages; Earth Sciences; Kiswahili, Islamic & Arabic Education; Hospitality and Tourism Management; Islamic and African Religious Studies; Marine Sciences and Oceanography and Maritime Studies.

7.1 Underlying Principles

The University is committed to the principles of academic freedom, Creativity and innovativeness, digitisation and automation, efficient and effective utilisation of resources, flexible and dynamic attitude, inspiring learning environment, and visionary and objective leadership. These principles will be inculcated in staff and students.

7.2 Formative Analysis

The University will take advantage of its strengths and opportunities to develop and conduct learning and research programmes that address the social and technological challenges of the Coast Region, Kenya, Africa and the world.

7.3 Academic Programmes

The University will launch several academic programmes in the fields of Pure and Applied Sciences, Health and Human Sciences, Environmental and Earth Sciences, Education, Agricultural Sciences and Agribusiness, Humanities and Social Sciences, Business and Economics, and Coastal Cultures within the third Phase

(2019-2024) of the Strategic Plan.

7.4 Research, Science, Technology and Innovation

The University will contribute to national development by introducing new technologies for harnessing agricultural and marine resources in the coastal region of Kenya. It will collaborate with stakeholders and invest infrastructure for research and development. An Industrial and Technology Park will be established, and this will be the nerve centre for the translation of research results into practicable technologies and for forging linkages with industry. To further accelerate uptake of the output, Research, Technology and Innovation an Entrepreneurship and Innovation Hub will be established to provide the necessary infrastructure and support to faculty and students. This initiative is considered crucial for youth employability and entrepreneurial engagement.

7.5 Access and Equity

The University will launch programmes on blended and e-learning to facilitate equity and access to university education. Further, it will develop and implement affirmative action policies to address equity issues. The University will also implement infrastructure designs that are barrier free to persons living with disability.

7.6 Quality and Relevance

Stakeholders will be consulted during the development of new programmes. A quality management system as well as the requirements of the relevant regulatory bodies will guide the development and review of academic and research programmes.

7.7 Information and Communication Technology (ICT)

The University will take advantage of the latest advances in ICT to facilitate internal and external communication. The ICT facilities will be improved to enhance teaching, learning, research and community outreach. The University will continuously adopt computer-based information management systems for student and staff records, to enhance efficiency in all its operations.

7.8 Physical Infrastructure and Facilities

Pwani University will establish infrastructure to facilitate quality teaching, learning and research and increase access to higher education in line with Government policy. The University will design infrastructure to incorporate future technological requirements to provide for persons living with disabilities.

7.9 Finance and Resource Mobilisation

Pwani University will progressively increase its internally generated income to fund development activities. This will involve engagement of key development partners and stakeholders to substitute Government funding.

7.10 Manpower Plan and Human Resource Development

The expansion of the University will be guided by a Manpower Plan and a Human Resource Development policy. This will be designed to ensure the University has highly qualified and competent staff. The University will create a conducive working environment so as to retain efficient and motivated staff.

7.11 Student Management and Focus

The University will ensure suitability of all infrastructure for all persons including those living with disability. The Code of Conduct for Staff and Rules and Regulations for Students will offer guidance whenever appropriate.

7.12 Quality Management

The Directorate of Quality Assurance will maintain a culture of quality in all university operations. The Quality Management System (QMS) and its processes will be reviewed regularly to assure quality in all university activities. Pwani University is bound by its stated desire to be a world-class university and therefore quality must be infused within its core mandate and operations. In order to continually improve the university products, processes and services, the University Management will monitor and review its quality performance from time to time through implementation of an effective Quality Management System based on the ISO 9001:2015 Standard.

7.13 Linkages and Collaborations

Pwani University will continue to forge links with industry and research institutions locally and internationally. The linkages will promote mutual benefit in research and learning for cooperating institutions.

7.14 Monitoring and Evaluation

Pwani University will regularly monitor and evaluate implementation of the 2014-2024 Strategic Plan to realise its goals. Such evaluation will document the successes and challenges encountered during its implementation. A mid-term review of the Strategic Plan will be carried out to incorporate changes in Government agenda, regulatory requirements and other emerging issues.

APPENDIX 1

STRATEGIC OBJECTIVES AND STRATEGIES FOR SERVICE UNITS

SECURITY		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
Provide access control management	Employ appropriate technology including biometrics in access control to University or University selected facilities.	√
Provide effective incident response management	<ul style="list-style-type: none"> a) Provide quick response through establishment of ultra-modern communication network. b) Continual acquisition of equipped response motor vehicle and motor cycles. c) Regular evaluation of threat and vulnerability analysis in order to come up with corrective mitigation measures. 	√
Provision of safety and security awareness training	<ul style="list-style-type: none"> a) Offer training for staff and students on security. b) Creation of security update pages on the University website. 	√
Sensitise students and staff of terrorism issues	Organise regular sensitisation on terrorism by lead agencies	√
STUDENT ACCOMODATION		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
To provide adequate accommodation facilities	Continue procurement of Beds, mattresses, furniture	√
To provide adequate hostels	Engage partners for support through PPP Mode	√
To provide hostels that can accommodate students living with disability	Develop designs to accommodate persons living with disability	√
To maintain high hygiene and sanitation standards	<ul style="list-style-type: none"> a) Develop adequate maintenance workplan b) Undertake proper waste disposal 	√
Provide more Bed capacity	Determine a framework to engage other providers for bed space	√
HEALTH UNIT		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
To provide front line medical assistance to students	<ul style="list-style-type: none"> a) Continually equip the health facility with the adequate medical supplies and equipment. 	√

	b) Recruit trained medical personnel.	
FINANCE		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
Ensure efficient allocation and management of funds	<ul style="list-style-type: none"> a) Timely preparation of the Annual budget proposals. b) Provide timely and professional advice to the management. c) Produce reports to relevant organs of the University in a timely basis. 	√
Improve and expand existing financial systems.	Enhance utilization of ERP systems in all financial undertakings.	√
Embrace Professionalism in the execution of duties.	Encourage professionalism, in the execution of duties and evaluate day to day operations.	√
Embrace team work	Encourage team work in service delivery.	
LIBRARY		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
Promote visibility of PU research output.	<ul style="list-style-type: none"> a) Invigorate the Institutional Repository b) Provide equal access to information. c) Continually update Open Access journals d) Promote Open Access publishing 	√
Promote equal access to information	<ul style="list-style-type: none"> a) Continually ensure core text material outlined in the curriculum for various programs are available for use in the library b) Enhance the quantity of e-books and use of ICT in processes. c) Provide adequate physical infrastructure for the library. d) Ensure users with special needs have equal access to the library resources. 	√
Acquire, organise, maintain and disseminate relevant information material containers and channels to the entire Pwani University	Assure the Quality and Relevance of Collections for University and Stakeholders Communities	√
Promote and market library services to the stakeholders	Transform Library Spaces to Reflect Evolving Modes of Learning and Scholarship	√
Provide favorable study and learning environment to customers	Position PU Library as a Leader in Student Success Initiatives	√
Support and facilitate the teaching, learning, research, innovation and extension.	Position PU Library as a Leader in Research Production	√

Train customers on information literacy and competencies	Position Library as a reliable outlet and better option for information consumption.	√
SPORTS		
OBJECTIVES	STRATEGIES	2019-2024
Promote competitive and recreational sports .	<ul style="list-style-type: none"> a) Identify and align sports facilities and equipment to meet the demands of the University. b) Recognise excellent performance through awards. c) Source for sports scholarships to talented and needy university students. d) Continually provide students with opportunities to take part in various tournaments, leagues and other games. 	√
Establish linkages through sports .	<ul style="list-style-type: none"> a) Continually liaise with various sports federations, universities, and colleges to for sporting opportunities b) Source for sponsorship for university sports day activities. 	√
Ensure safety in sports.	<ul style="list-style-type: none"> a) Continually manage and maintain all sports facilities. b) Continually provide university sports team(s) with sports equipment, uniforms and appropriate safety gear. 	√
Enhance on- campus cohesion between the staff and students.	<ul style="list-style-type: none"> a) Establish an annual sports day that will feature the whole Pwani University community. b) Undertake team building activities for the staff and students. 	√
Revenue generation through sports.	Hire out sports grounds and facilities.	√
INTERNAL AUDIT		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
Undertake Risk Management	<ul style="list-style-type: none"> a) Conduct Risk Assessment. b) Continually monitor and mitigate against risks. 	√
Promote effective implementation of university systems	Review the University system of internal control for effectiveness and efficiency.	√
Enhance the University's governance process	Support Council Audit Committee in its oversight function.	√

Assure accuracy and reliability of financial reports	Periodically review the financial statements and management reports for accuracy and completeness	√
Compliance to applicable laws and regulations.	Review the University's compliance to legislations, corporate governance and regulatory requirements	√
PROCUREMENT		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
Efficiently procure goods and services	<ul style="list-style-type: none"> a) Continually undertake procurement in conformity to the laid down regulations. b) Continually adhere to standard procurement operating procedures. c) Embrace e-procurement in procurement functions. d) Continually draw and implement procurement plans. e) Establish close collaborations with Government lead agencies on procurement and oversight. 	√
Avail improved and simplified warehousing services to the end users.	<ul style="list-style-type: none"> a) Embrace online technology in disbursement of goods from stores. b) Utilise stores and warehouse machinery and infrastructure. 	√
Achieve value for money in all procured goods and services.	<ul style="list-style-type: none"> a) Continually conduct market surveys in pricing, availability, suitability and economic product substitute. b) Procure goods and services at competitive prices. 	
FARM		
OBJECTIVES	STRATEGIES	2019-2024
Facilitate teaching and learning	<ul style="list-style-type: none"> a) Continually improve and maintain a model state of the art farm. b) Continually align the farm to emerging programmes 	√
Support Research and Extension services	<ul style="list-style-type: none"> a) Participate in university collaboration with various stakeholders. 	√
Contribute to Income generation	<ul style="list-style-type: none"> a) Ensure profitability in farm operations. b) Undertake diversification of farm activities. c) Initiate prudent utility of resources. 	√

SWITCHBOARD		
OBJECTIVES	STRATEGY	PHASE 3 2019-2024
Facilitate external and internal telephone communication.	<ul style="list-style-type: none"> a) Improve the physical infrastructure. b) Introduce VOIP system to accommodate adequate trunk lines and extensions. c) Train switchboard personnel to conduct repair, and maintenance of the extensions. 	√
Integration of advertising into the telephone system	<ul style="list-style-type: none"> a) Introduce Pwani University information dissemination through calls. b) Establish a call back centre. 	√
STUDENT CATERING		
OBJECTIVES	STRATEGY	PHASE III 2019-2024
Provide students with quality meals at reasonable prices.	<ul style="list-style-type: none"> a) Attract students to use university catering services. b) Provide student-friendly catering services. c) Analyse and document student meals preferences. 	√
RESOURCE CENTRE		
OBJECTIVES	STRATEGY	PHASE 3 2019-2024
Provide quality accommodation services.	<ul style="list-style-type: none"> a) Continually ensure efficiency in guest booking and reservations. b) Increase bed capacity. 	√
Provide quality conference services.	To have a state of the art conference center.	√
Revenue generation	<ul style="list-style-type: none"> a) Continually market the University Resource Centre as a safe, convenient and affordable conference facility. b) Align guidelines on customer relations and feedback mechanisms to industry requirements. 	√
EXAMINATION SECTION		
OBJECTIVE	STRATEGY	PHASE 3 2019-2024
Efficient management of the University examinations process.	Liaise with Head of Departments and Schools Produce teaching and examination time tables.	√
	Utilise ERP in all examination processes, management and examinations.	√

	Promptly release results and issue results slips, transcripts, and certificates.	
Examinations to cater for persons living with disability	Continually make provisions during examinations, for persons living with disability.	√
Security and safety of examination material	<ul style="list-style-type: none"> a) Install Closed Circuit Tele Vision (CCTV) in major Halls to monitor the examination process. b) Institute adequate controls for examination materials. c) Initiate physical security for examinations materials. d) Continually undertake efficient processing of examination records. 	√
ADMISSIONS		
OBJECTIVES	STRATEGIES	PHASE III 2019-2024
To facilitate efficient and effective admission of students.	<ul style="list-style-type: none"> a) Declare to KUCCPS available capacities for various programmes. b) Provide timely feedback to applicants. c) Promptly issue admission letters. d) Undertake vibrant marketing of programmes e) Facilitate efficient student admission process. f) Embrace technology in students' admission information. 	√
Facilitate efficient and effective registration of students	<ul style="list-style-type: none"> a) Facilitate online course registration by students. b) Timely issuance of student's identity cards. 	√

APPENDIX 2

IMPLEMENTATION MATRIX FOR SCHOOLS, DEPARTMENTS AND PROGRAMMES

A. PWANI UNIVERSITY SCHOOL IMPLEMENTATION PLAN

CURRENT SCHOOLS	PROPOSED SCHOOL	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
School of Health and Human Sciences	School of Health and Human Sciences				√
	School of Nursing				√

B. PWANI UNIVERSITY ACADEMIC DEPARTMENT IMPLEMENTATION PLAN

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Crop Sciences	Agribusiness, Agriculture Technology and Innovation				√
	Crop Sciences				√
Animal Science	None				

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Business and Economics	Management Science & Economics		√		
	Business Administration & Finance		√		
Hospitality and Tourism Management	Hospitality & Tourism Management				√
	Event Management & Leisure				√

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Educational Psychology, Special Needs and Early Childhood Education Curriculum	Special Needs and Early Childhood Education			√	
	Educational Psychology			√	
Instruction, Communication and Performing Arts Education	Curriculum Instruction, Communication and Technology				√
	Technical Education, Music, Fine Art and Sports				√
Foundation and Policy Studies Educational Administration, Economics and Planning	None				
	None				

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Environmental Sciences	Environmental Sciences				√
	Earth Sciences				√
Environmental Studies	None				

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Anatomy and Physiology	Anatomy				√
	Physiology				√
	Pathology				√
	Medical Biochemistry		√		
Nursing Sciences	Clinical Nursing				√
	Community and Mental Health				√
Public Health and Health Service Management Food, Nutrition and Dietetics	None				
	None				

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Languages, Linguistics and Literature	Kiswahili and Other African Languages		√		
	Languages, Linguistics and Literature				√
Philosophy and Religious Studies	Communication and Media Studies				√
	Religious Studies				√
Social Science	Philosophy and Leadership Studies				√
	Social Science		√		
	Psychology, Child Care and Protection		√		

CURRENT DEPARTMENTS	PROPOSED DEPARTMENTS	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Biological Sciences	Biological Sciences		√		
	Marine Sciences, Fisheries and Oceanography		√		
Chemistry	None				
Biochemistry & Biotechnology	None				
	Mathematics & Computer Science				√
	Computer Science				√
	Mathematics and Statistics				√
Physics	None				

C. PWANI UNIVERSITY ACADEMIC PROGRAMMES IMPLEMENTATION PLAN

SCHOOL OF AGRICULTURAL SCIENCES AND AGRIBUSINESS					
DEPARTMENT	PROGRAMME	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Agribusiness, Agriculture Technology and Innovation	Certificate in Animal Feed Processing	√			
	Certificate in Animal Feed Preservation	√			
	Certificate in Value Addition		√		
	Certificate in Crop Agriculture		√		
	Certificate in Water Resources Management		√		
	Diploma in Agricultural Biosystems	√			
Crop Sciences	BSc. in Agricultural Bio-Systems Technology			√	
	BSc in Agriculture & Extension	√			
	MSc in Coastal Agriculture			√	

Animal Science	Upgrading Certificate in Animal Health and Management		√		
	MSc in Veterinary Parasitology				√

SCHOOL OF BUSINESS AND ECONOMICS					
DEPARTMENT	PROGRAMME	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Management Science and Economics	Bachelor of Maritime Studies	√			
	Certificate in Entrepreneurship			√	
	Certificate in Project Planning, Monitoring and Management			√	
	Certificate in Maritime Studies			√	
	Certificate in Clearing and Forwarding			√	
	Diploma in Entrepreneurship				√
	Diploma in Project Planning, Monitoring and Management				√
	Diploma in Maritime Studies				√
Business Administration & Finance	Diploma in Clearing and Forwarding				√
	MSc. Maritime Studies			√	
	Diploma in Islamic Banking and Finance	√			
	Diploma in Procurement and Supply Chain Management	√			
	Bachelor of Purchasing and Supplies Chain Management	√			
	Certificate in Marketing			√	
	Certificate in Accounting and Cooperative Management			√	
	Certificate in Secretarial and Front Management			√	
	Certificate in Distribution and Stores Management			√	
	Certificate in Records Management			√	
	Diploma in Accounting and Cooperative Management				√
	Diploma in Development Finance				√
	Diploma in Marketing				√
	Diploma in Secretarial and Front Management				√
Diploma in Distribution and Stores Management				√	
Diploma in Records Management				√	
Event Management & Leisure	Bachelors of Accounting and Development Finance			√	
	Certificate in Animation Studies		√		
	Diploma in Cruise Ship operation		√		
	BSc. in Leisure and Events Management		√		
	Diploma in Leisure and animation Studies			√	
	Diploma in Events Operations			√	

Hospitality Tourism Management	Certificate in Front Office Operation		√		
	Certificate in Laundry Operations and house keeping		√		
	Diploma in Front Office Operation		√		
	Diploma in Laundry Operations and House Keeping		√		
	Certificate in Bar Operations			√	
	Certificate in Coastal Cuisines			√	
	Certificate in Tour Guiding			√	
	Certificate in Travel Operations			√	
Certificate in Heritage Site and Cultural Studies			√		

SCHOOL OF EDUCATION					
DEPARTMENT	PROGRAMME	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Educational Psychology	Diploma in Neuropsychology		√		
	M Ed. in Guidance and Counseling			√	
	M Ed. in Educational Research and Evaluation				√
	M Ed. in Educational Assessment and Evaluation				√
	PhD in Guidance and Counseling			√	
Special Needs and Early Childhood Education	Certificate in Sign Language		√		
	Diploma in Sign language		√		
	B Ed. in Sign Language				√
	M Ed. in Cognitive Disability/Autism				√
Curriculum Instruction and Education Technology	Diploma in Educational Technology				
	Postgraduate Diploma in Education	√			
	B Ed. in Science Agricultural Extension and Community Development		√		
	Diploma in Educational Technology		√		
	M Ed. in Science Agricultural Extension			√	
PhD in Science Agricultural Extension			√		
Technical Education, Music, Fine Art and Sports	Diploma in Technical Education		√		
	B Ed. in Fine Arts & Design		√		
	B Ed. in Home Science		√		
	M Ed. in Technical Education		√		
	B Ed. in Music				√
	B Ed. in Sport Sciences				√
	B Ed. in Technical Education				√
	PhD in Technical Education				√
Educational Foundation & Policy Studies	None				

Educational Administration, Economics and Planning	None				
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SCHOOL OF PURE AND APPLIED SCIENCES					
DEPARTMENT	PROGRAMME	PHASE 3A		PHASE 3	
		2020-2021	2021-2022	2022-2023	2023-2024
Biological Sciences	Certificate in Laboratory Technology		√		
	Certificate in Apiculture		√		
	BSc. in Biology	√			
	BSc. in Conservation Biology	√			
	PhD in Immunology	√			
	MSc. in Plant Taxonomy				√
	MSc. in Plant Ecology				√
	MSc. in Ethnobotany				√
	BSc. in Wildlife Management				√
Marine Sciences, Fisheries and Oceanography	Certificate in Aquaculture		√		
	Diploma in Aquaculture		√		
	BSc. in Marine Spatial Planning & Management		√		
	BSc. in Oceanography	√			
	MSc in Oceanography	√			
	PhD in Oceanography	√			
	MSc. in Marine Spatial Planning & Management				√
	MSc in Fisheries Resource Management				√
	MSc. in Aquaculture & Stock Management				√
	MSc. in Marine Biology				√
Chemistry	MSc. in Environmental Chemistry		√		
	BSc. in Geochemistry				√
Biochemistry and Biotechnology	PhD. in Bioinformatics	√			
	MSc. in Marine Biotechnology				√
Computer Science	Certificate in ICT	√			
	BSc. in Business Information Technology	√			
	BSc. in Information Technology			√	
	PhD in Computer Science			√	
Mathematics and Statistics	MSc. in Applied Mathematics		√		
	BSc. in Applied Statistics and IT	√			
	BSc. in Actuarial Science				√
	MSc. in Biomedical Statistics				√

Physics	BSc. in Energy and Environmental Technology	√			
	MSc. in Renewable Energy Technology	√			
	PhD. in Renewable Energy Technology	√			
	MSc. in Nuclear Science and Technology	√			
	MSc. in Space Physics				√
	BSc. in Materials and Product Design				√

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES					
		PHASE 3A		PHASE 3B	
DEPARTMENT	PROGRAMME	2020-2021	2021-2022	2022-2023	2023-2024
Communication and Media Studies	BA in Technical Communication	√			
	BA in Library, Information and Knowledge Management Studies		√		
	BA in Mass Communication and Journalism		√		
	BA in Communication and Media Management				
	MA in Technical Communication			√	
	PhD in Technical Communication				√
	MA in Information and Knowledge Management Studies				√
Kiswahili, and Other African Languages	Certificate in Translation Studies	√			
	Certificate in Kiswahili	√			
	Diploma in Kiswahili	√			
	BA in Translation Studies		√		
	Certificate in Public Speaking			√	
	Certificate in Business Kiswahili			√	
	Diploma in Translation Studies			√	
	BA in Coastal Arts and Cultures				√

Languages, Linguistics and Literature	Certificate in German	√			
	Certificate in French	√			
	Certificate in Arabic	√			
	Diploma in French	√			
	Diploma in Arabic	√			
	BA in Arabic		√		
	Certificate in Business English				√
	Certificate in Business French				√
	Diploma in Business English				√
	Certificate in Chinese				√
Religious Studies	Diploma in Islamic Law			√	
	Diploma in Gender Studies			√	
	BA in Islamic Studies		√		
	BA in Gender Studies			√	
	MA in Islamic Culture and Civilization			√	
	Certificate in Theology				√
	Certificate in Islamic Studies				√
	Certificate in Gender Studies				√
	MA in Religion and Gender				√
	MA in African Religion and Heritage				√
	PhD in African Religion and Heritage				√
	PhD in Islamic Studies			√	
Philosophy and Leadership Studies	BA in Leadership Studies and Philosophy		√		
	MA in Leadership Studies		√		
	Post Graduate Diploma in Leadership Studies			√	
	MA in Research, Management and Leadership				√
	PhD in Research, Management & Leadership				√

Social Sciences	Certificate in Music Production		√		
	Certificate in Conflict Management and Resolution		√		
	Diploma in Conflict Management and Resolution		√		
	BA in Conflict Management and Resolution		√		
	Diploma in Music Production				√
	BA Music			√	
	MA in Music				√
	PhD in Music				√
	Certificate in Fine Arts and Design				√
	Diploma in Fine Arts and Design			√	
	BA in Fine Arts and Design				√
MA in Fine Arts and Design				√	
Psychology, Child Care and Protection	BA in Child Care and Protection	√			
	MA in Psychology		√		
	PhD in Psychology		√		
	Certificate in Child Care and Protection			√	
	Diploma in Child Care and Protection			√	
	MA in Industrial Organizational Psychology				√
	MA in Child Care and Protection				√
	PhD in Child Care and Protection				√

SCHOOL OF ENVIRONMENTAL AND EARTH SCIENCES					
		PHASE 3A		PHASE 3B	
DEPARTMENT	PROGRAMME	2020-2021	2021-2022	2022-2023	2023-2024
Environmental Studies	BSc. in Community Development	√			
	MSc in Community Development		√		
	BSc in Disaster Risk Management and Conflict Resolution			√	
	MSc. in Disaster Management and Conflict Resolution				√
Environmental Science	MSc. in Environmental Planning and Management	√			
	BSc. in Marine and Coastal Resources			√	
	BSc. in Environmental Education and Sustainability				√
	MSc. in Coastal and Reef Sciences				√
Earth Sciences	BSc. in GIS and Geomatics	√			
	BSc in Geology			√	
	BSc. in Mineral Exploration and Mining				√

SCHOOL OF HEALTH AND HUMAN SCIENCES					
DEPARTMENT	PROGRAMME	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Anatomy	Postgraduate Diploma in Maxillofacial and Reconstructive Surgery		√		
	Bachelor of Medicine and Bachelor of Surgery (MBChB)	√			
	BSc in Biomedical Sciences		√		
	BSc. Physiotherapy				√
	MPhil.				√
	DPhil				√
Physiology	PhD. Medical Physiology		√		
	MSc. Medical Physiology				√
Pathology	BSc. in Medical Laboratory Sciences and Technology		√		
	MSc. Medical Parasitology		√		
	MSc Medical Microbiology		√		
	MPhil. (Medical Laboratory Technology and Management)				√
	MSc Pathology				√
	MPhil in Toxicology				√
	DPhil. (Medical Laboratory Sciences)				√
Medical Biochemistry	DPhil (Pathology)				√
	BSc. Medical Genetics and Biotechnology		√		
	DPhil. Medical Genetics		√		
	MSc. Medical Biochemistry				√
	MSc. Medical Biotechnology				√
	MSc. Medical Genetics				√
Public Health and Health Service Management	DPhil. Medical Biotechnology				√
	Diploma in Health Service Management		√		
	BSc. in Health Services Management		√		
	BSc in Health Information Systems Management		√		
	Post Graduate Diploma in Epidemiology		√		
	MSc. Epidemiology		√		
	MSc. In Health Information Systems Management				√
	MSc Health Service Management.				√
	PhD in Health Information Systems Management				√
PhD Health Service Management				√	
PhD. Epidemiology				√	

Foods Nutrition and Dietetics	BSc Dietetics			√	
	BSc Human Nutrition			√	

SCHOOL OF NURSING					
DEPARTMENT	PROGRAMME	PHASE 3A		PHASE 3B	
		2020-2021	2021-2022	2022-2023	2023-2024
Clinical Nursing	BSc. Obstetrics and Midwifery		√		
	Post Graduate Diploma in Nursing Sciences	√			
	MSc Nursing				√
	PhD			√	
Community and Mental Health	BSc. (Geriatric Medicine)		√		
	MSc. (Community health, Mental Health)		√		
	MSc. (Medical Surgical Nursing)				√
	PhD				√

