



**UNIVERSITY OF
NAIROBI
CENTRE FOR INTERNATIONAL PROGRAMMES
AND LINKS(CIP)
STRATEGIC
PLAN 2013-2018**



**Fountain of
knowledge**

The Centre dovetailed to add value to University Research and Academic Programmes

**UNIVERSITY OF
NAIROBI**

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FOREWORD

In order for CIPL to achieve its objective of initiating, promoting, facilitating and coordinating international programmes and links, it is of importance that it actualizes this mandate through the development of a strategic plan.

This strategic plan is therefore a roadmap to guiding the implementation of CIPL's activities in the University. It is drawn following a review of the University Strategic Plan, the University Research policy, the University Intellectual Property Policy, Kenya Vision 2030 and the Kenya Constitution of 2010. It is also benchmarked with strategic plans for institutions committed to research and dissemination.

All staff and other members of the of the University of Nairobi are therefore invited to support and play their part in the implementation of this strategic plan.

PROF. W.O. OGARA,
DIRECTOR, CENTRE FOR INTERNATIONAL
PROGRAMMES & LINKS.

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1.0. INTRODUCTION

The Centre for International Programmes and Links (CIPL) is a division of the University of Nairobi charged with the responsibility of initiating, promoting, facilitating and coordinating international programmes and links, staff and student exchanges and mobility, collaborative research projects and worldwide networking. It was established in November 2001 through Statute XVI, having, initially, operated as Office of International Programmes (OIP) since 1995.

A Board of Management governs the Centre. The Director, appointed by the Vice-Chancellor, serves as the Chairman of the Board of Management. The CIPL Statute, however, provides for the Vice-Chancellor to appoint a Chairman of the Board separate from the Director if he so wishes. The Board of 20 persons is composed of representatives from Senate and from each of the six University Colleges, and University administration (in particular the Academic and Administration Registrars, the Librarian, Legal and Finance Officers). Ideally the Director, with the assistance of two administrators and a programmes officer should manage the day-to-day activities of the Centre. Currently only two of these officers are in place resulting to understaffing of the centre.

Location of the Centre

The current offices of the Centre are located on the second floor of the Gandhi Wing
Building facing the Fountain of Knowledge.

1.1 Functions of the Centre

To facilitate and coordinate collaborative international programmes, links and projects;

To coordinate and provide logistical support for staff and student visits/exchange under the collaborative projects;

To coordinate, fund-raise for activities of the Centre, friend-raise, market and promote the objectives of the University in the International sphere;

To maintain updated records of all collaborative projects;

To monitor and ensure compliance with the provisions of the memoranda of understanding (MOU) and agreements

The Board shall ensure that all international programmes and links are properly formulated and executed.

The Board shall have power to regulate in such manner as it may deem fit, its own procedures.

The Board, may in addition to article 3.5, perform such other functions as may be assigned or delegated to it by the Senate.

1.2. Programmes and Links

Programmes and linkages are avenues through which academic members of staff and students further their research activities at the same time jointly sourcing for funds with their collaborators in order to promote research activities, institutional capacity building, exchange of publications and journals.

Programmes and Links are academic, research and educational collaborations that the University of Nairobi establishes with other universities/organizations locally and internationally. Such programmes and links are governed by Memoranda of Understanding/Agreements that stipulate the basis upon which the relationships/cooperations shall be operated. Consequent to the MOUs specific agreements for implementation may be developed. The University recognizes linkages that are collaborative in nature; based on mutual understanding, equal partnership and reciprocity.

1.3 Types of collaborations

Formal institutional collaborations which encourage the development of partnerships for funding by donor agencies or organizations.

Departmental links that involve members of staff/students participating in staff/student exchange programmes and research that attract funding.

Informal links which are characterized by research activities through individual initiative and efforts. Although such links may not be operated formally, the University of Nairobi continues to benefit from them through institutional capacity building, for example manpower development, collaborative research, exchange of research results, publications and journals, donation of equipment, consumables and library materials, to name just a few.

The following are some of the collaborating partners:

- a) International collaborators
 - Universities
 - Research Institutions

Government Agencies
International Institutions

b) Local collaborations
Public
Universities

Private Universities
Teaching & Research Institutions
Government Agencies
Industries
The relevant government ministries

1.4 Establishment of International Programmes and Links

The initiative, ingenuity and creativity of academic members of staff have contributed to the establishment of international programmes & links.

Members of staff on bilateral government sponsorship abroad talk with their host departments into establishing collaboration to source research funds jointly, conduct research, source publications or journals, or/and solicit for donation of equipment.

Universities/institutions/organizations abroad and local make inquiries on the possibilities of starting a collaborative relationship with the University of Nairobi.

Through the Centre for International Programmes and Links which is a focal point for all international collaborations, programmes, co-operations, linkages and associated activities for the University of Nairobi and foreign institutions.

1.5 Relationship between the Centre with Academic Units of the University

The Centre is a facilitator in supporting, initiating, marketing, promoting and coordinating activities pertaining to international programmes and links. It is the primary coordinating point for all International activities in the University. Representation on the Board covers the college, academic and administrative units of the University.

1.6 Relationship between the University and other Institutions

International programmes and links are relationships that the University establishes with other universities/organizations abroad. These relationships are governed by jointly drawn Memoranda of Understanding, which stipulate the basis upon which the relationship should exist. Through the programmes and linkages, academic staff and students can further their research activities, source for funds for research funds with their collaborators, and exchange publications and journals, among others.

The general areas of collaboration include: joint research projects; joint teaching programmes; exchange of staff/students; exchange of publications; joint preparation of workshops, conferences, symposia, lectures; preparation

of joint research proposals for funding; and capacity building through training.

Currently, collaborations exist in various forms: formalized institutional collaborations; departmental links and less-formalized and individualized links. In addition, there are

many informal individual arrangements with universities in other countries, some of which, over time, grow into collaborative ventures.

1.7 How the University benefit from CIPL

Through the CIPL, the University Community will benefit in the following areas: -

- Initiation and coordination of linkages.

- Identification and strengthening of programmes that have an international dimension.

- Creation of an enabling environment for the development of international links.

- Marketing and promoting products and services of the University and potential international partners.

- Advocacy for international programmes and links in national and international fora.

- Provision of appropriate administrative and management systems that ensure the

 - Centre effectively discharges its mandate.

 - Forge strategic alliances with relevant partners in order to achieve the Centre's objectives.

- Promotion and encouragement of collaborative research.

- Facilitate the dissemination of research findings, educational resources, student and staff exchange and mobility.

- In coordination with other University organs, source and coordinate donor funding for academic/research programmes.

- Facilitate sourcing for scholarships and development grants for programmes within the University.

- Actively search, develop and win friends who can fund-raise for the University.

1.8 Challenges facing the Centre

The Centre is faced with a task of creating activities and programmes that will support

the University strategy on internationalization and to achieve functional/departmental performance objectives. The Centre must therefore:

- Seek to influence and support development of programmes and policies, which promote internationalization

- Market its activities and facilitate the acceptance of the concept of internationalization in the Kenyan education system.

- Participate in clearing the confusion that characterize the meaning of internationalization and make a contribution towards commitment to internationalization.

- Provide guidance on placement of student study abroad programmes through collaborative linkages.

Influence support for initiation of income generating activities for internationalization.

Initiate collaborations with the private sector.

Market the UoN regionally and globally.

Formulate a study about policy

The challenges call for more cooperation, new type of partnerships and better ordination among and within sectors. -

1.9 The Need for Change

More than ever before, time has come for the University of Nairobi to reassess its

position and strengthen its leadership role in university education.

Considering that the Centre for International Programmes and Links is a part and parcel of the University, it is of necessity, to align itself with the direction that the University is taking to fulfill its mandate.

The Centre has an obligation to assist the University to realize its goals and objectives as stipulated in the strategic plan. The review sought to be more attuned to our stakeholders' expectations and define their obligations afresh in the light of the strategic direction the country is taking through Vision 2030. And the constitution of Kenya, 2010.

The true value of a strategic plan is realized when it is transformed into a programme of action with clearly defined set of achievable and time bound goals and objectives. The section on action plan presented in this document details what should be done by who and by when. It also presents the success indicators and the underlying assumptions.

The change envisioned and indeed the success of the strategic plan is based largely on the assumption that all concerned are committed to and passionate about realizing the set plans by working together as a team and therefore operating on the same wavelength.

The Strategic Plan

The planning process provides an opportunity to look back and take stock of what has been achieved and what was not achieved. It is an opportunity to question the way we do things and to assess the relevance of past methods and approaches in solving emerging demands and challenges.

The planning process is therefore critical as it provides an opportunity to evaluate where we are coming from, where we are today, how we came to be where we are and where we want to be and how to get there. It provides a road map for our journey from where we are to our preferred future.

In the planning process, the Centre will be guided by its mandate as stipulated in the University of Nairobi statutes with specific reference to Statute XVII. It will also be guided by the University of Nairobi Strategic Plan and the need for transformative leadership that necessitate that we recast our vision and mission in the light of the new environment.

2.0 VISION, MISSION AND CORE VALUES

2.1 Vision

A leading integrative centre that enhances the University's international visibility, research, academic and cultural interactions

2.2 Mission

Deriving from the Vision, CIPL mission is to initiate, promote, facilitate and coordinate quality international programmes and links in collaboration with other University units and institutions with similar interest.

2.3 Core Values

To realize its Vision and mission in carrying out its mandate, the following core values shall guide the CIPL;

- a) **Freedom of thought and expression.** The CIPL shall promote and defend freedom of thought and expression in academic inquiry and other activities.
- b) **Innovativeness and creativity,** Innovativeness and creativity shall be the hall mark of our activities as we initiate and adapt to change.
- c) **Good corporate governance and integrity.** The CIPL embraces and practices good corporate governance. In this regard, the CIPL shall ensure that all processes and procedures are marked by efficiency and effectiveness, that all the decisions and actions are morally sound, that the CIPL is accountable for its decisions and actions, that the CIPL's decision-making processes are participative and consultative, and that decisions and actions reflect meritocracy and are open and transparent.
- d) **Team spirit and teamwork.** The CIPL shall foster a work environment characterized by team spirit and teamwork.
- e) **Professionalism.** In all its actions and interactions, the CIPL shall maintain ethical behavior, professional etiquette and honesty.
- f) **Quality customer service.** The CIPL shall provide quality services to its clients. g) **Responsible corporate citizenship.** The CIPL embraces corporate social

responsibility and shall ensure that all decisions and actions are marked by human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination, and the protection of the marginalized.

h) **Respect for and conservation of the environment.** In all its activities, the CIPL shall strive to respect and protect the environment.

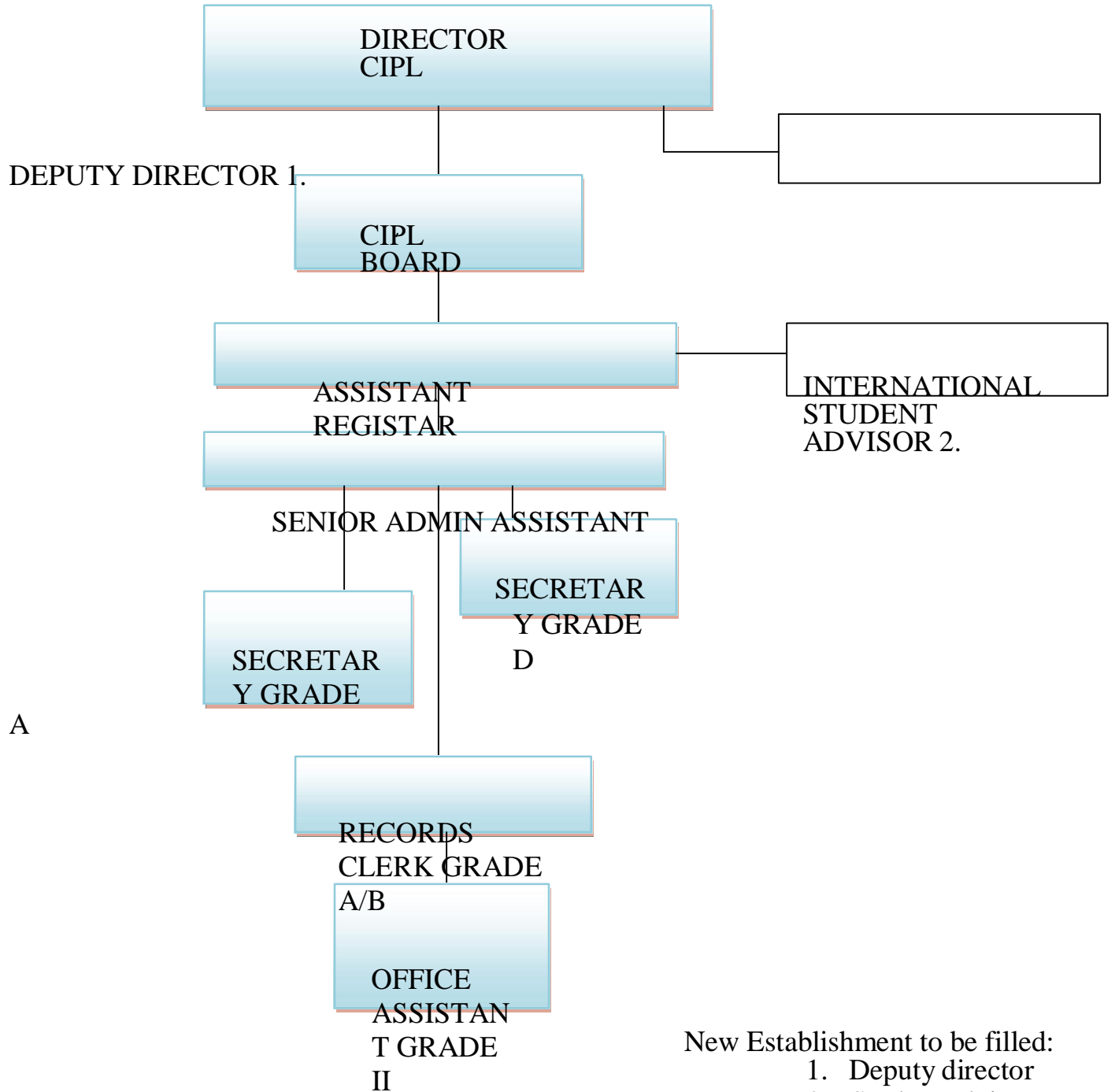
3.0. QUALITY OBJECTIVES

1. To promote internationalization and visibility of UoN by increasing the number of international students intake each academic year.
2. To facilitate more students/staff for study abroad programmes in various institutions.
3. To facilitate staff from various colleges to create more collaboration through signed MOUs with institutions and industries within **three** (3) months.
4. To increase the number of fundraising initiatives locally and internationally per year through scholarships/fellowship.
5. To monitor the number of achievements of the various MOUs annually.

3.1. CIPL ORGANIZATIONAL STRUCTURE

The center is headed by the Director, appointed by the University Counsel. The Director is supported by CIPL Board and an Assistant Registrar.

3.2. Organogram



New Establishment to be filled:
 1. Deputy director
 2. Student advisor

4.0 STRATEGIC ANALYSIS

4.1 Strengths

Being a Unit in the UON, which is a reputable university in the region
A clear mandate established by Statute.
Strategic positioning within the University administrative structure.

Wealth of experience accumulated since inception in 1995.

Ongoing international programmes and links.

Ready support from key departments in the university.

Currently, there are over 200 collaborative programmes and links spread worldwide and are expected to grow.

The University has been attracting high profile local and international dignitaries who have delivered speeches on topical issues affecting the country.

4.2 Weaknesses

Understaffing

Inadequate budgetary funding

Limited networking and fundraising

Inadequate outreach and publicity

Insufficient feedback system from units.

Moderate enrolment of international students.

4.3 Opportunities

The rich variety of Academic programmes creates an environment equally rich in establishing research collaborations.

The vital and diverse Intellectual community – stimulates creative thoughts and new paths of inquiry through research.

Abundance of qualified scholars within the university community.

An enthusiastic and vibrant student population.

Huge and strategically positioned university alumni.

Long and reputable history of the university.

An emerging worldwide trend towards academic partnerships and links.

Location of the centre in the capital city.

4.4 Threats

Increasing competition for donor funds and foreign universities

Reluctance by some units towards participation.

Unsynchronized academic calendar.

Duplication of international activities by other units.

Other public universities competing for international students.

5.0 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES AND OUTCOMES

5.1 Strategic issues

Strategic issues are the key challenges facing an organization that need to be addressed if the organization is to improve its performance and realize its vision. Failure to adequately address these issues will adversely affect the performance of the organization. After a comprehensive strategic analysis of the following university six strategic issues, three of them were identified as relevant to CIPL;

1. Governance, leadership and Culture,
2. Resources, Facilities and Infrastructure
3. Teaching and Learning
4. Research, Innovation and Technology
5. Competitiveness and image of the university
6. Collaborations and Partnerships

The three relevant strategic issues were;

1. Governance, Leadership and Culture.
2. Competitiveness and image of the University
3. Collaborations and Partnerships

Governance, Leadership and Culture

The ability of the CIPL to achieve its mandate, vision, mission and objectives will depend on the resources available and how well they are managed. The resources are the physical assets, finances and human capital. While efficiently and effectively utilizing existing resources, the CIPL is expected to mobilize additional resources. This mobilization will enhance capacity to deliver superior value, thereby enhancing the university's competitiveness. Failure to manage these resources proficiently will lead to poor performance.

The role of CIPL is to promote the objectives of the University in the international sphere through academic based networks, partnerships and linkages. In order to fulfill this mandate, the centre requires an enabling environment.

An analysis of the international and external environments within which the Centre for International Programmes and Links operates, brings out a number of strategic issues. These are categorized as:

Uncoordinated management of collaborative international academic programmes and links in the various departments in the University.

Limited capacity by the Centre to fundraise and/or friend-raise for the Centre's activities.

Governance of the Centre for International Programme and Links
Budgetary constraints
Communication and outreach for the centre

The following strategic objectives and corresponding strategies have been developed to achieve respective objectives.

Objective 1: To manage the Centre efficiently and re-energize all its operations.

Strategies:

1. Utilize capacity of the Management Board effectively and efficiently
2. Review management structure, systems and functions for improved performance
3. Increase and diversify the financial base of the Centre.

Objective 2: To achieve an efficient and effective management structure which will comply with the new demands while taking advantage of new opportunities in operating environment.

Strategie

- s:**
4. Promote a management style that is responsive, innovative and businesslike.
 5. Involve a culture of accountability

Competitiveness and image of the university

In the age of globalization, the trend is for the University of Nairobi to foster networks, partnerships and linkages to enhance its competitive edge. The University of Nairobi occupies a

position of advantage that can be utilized in fostering mutual linkages and partnerships with peer institutions and industry. Whereas the university has a number of existing academic linkages, more value adding networks, partnerships and linkages need to be built at the national, regional and international levels if the university is to reposition itself in the global arena as a viable and vibrant institution of higher learning.

The University must be seen to attract International students because of its relevant and

competitive academic programmes.

To enhance this, the CIPL will establish mechanisms that will further improve the image of the university.

Objective 3. To create an enabling environment for high quality and relevant collaborative research to enhance participation of the UoN regionally and internationally

Strategies:

- 5 Create and establish collaborative teaching, research and training
- 6 Create and make available to staff/ students opportunities for international exposure and participation in learned forums
- 7 Promote the objectives of the university in the international arena as a source of new and significant knowledge which can inform policy.

Collaboration and Partnerships

The Collaborations and partnerships provide avenues through which academic members of staff and students can further their research activities and at the same time jointly source for funds with their collaborators in order to promote research activities, institutional capacity building and exchange of publications and journals.

The CIPL is to comply with its mandate of facilitating more networks, partnerships and linkages at the national, regional and international levels.

Objective 4 to strengthen and harmonize the existing partnerships and develop

new ones to enhance with both public and private sectors, locally and internationally.

Strategies:

8. Harmonize, encourage and support units to establish partnerships and collaborations with other organizations for better ranking of the University .
9. Establish viable University and Industry linkages in the areas of research and development (R[^]D), and student attachments.
10. Develop a vibrant international students' centre

6.0 ACTION PLAN

5.1. OBJECTIVE 1: To manage the Centre efficiently and re-energize all its operations						
Strategy 1: Utilize the capacity of the management board effectively and efficiently						
Expected	Activities	Performance	Targets	Time Frame	Responsible Person(s)	Assumptions
A vibrant international Centre	Develop an implementation	Annual work plans	2 biannual documents	2013-2014/	Director/CIPL Board	
	Develop operational guidelines on how the board of management	Board approved guideline manual	1	Dec 2014	Director/CIPL Board	
	Develop and implement effective communication between internal and	Communication mechanisms including website, brochures/fliers	2 brochures websites 6 public college	2013-2014 & continuo	Director/CIPL Board	University management to facilitate the realization of targets
	Initiation of links at the college level by college	Number of MOUs and agreements	3 MOUs and agreements per college	2013-2018 Continuo	College representatives and CIPL	Attitude of representation will change by taking the

Functional international clusters within the University of Nairobi with clear identity.	<p>i) Create centre for International Students</p> <p>ii) Visiting Fellows centre.</p> <p>Liaison with Board of Postgraduate Studies and Academic Division on</p>	<p>Foreign students and visiting Fellows registered</p> <p>iii) Existence of the two bureaus</p>	<p>i) Increase the number of foreign students by 5-10%</p> <p>ii) Increase the number of visiting</p>	2013-2018	Director CIPL, Academic Registrar	
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STRATEGY 2: Review management structure, systems and functions for improved performance

Expected Outcome	Activities	Performance	Targets	Time Frame	Responsible Person(s)	Assumptions
Efficient, motivated and productive CIPL staff	Review job descriptions and	Job descriptions and guidelines	100%	2013-2014 Continuo	Director/ CIPL Board	All staff available
	-Recruit additional staff	-recruitment of deputy director and	75%	2013-2015	Director DVC A&F	Proposals approval by the university
	-Justify the management structure	Functional structure	1	2013-2014	Director / CIPL Board	
	Train and provide exposure visits for staff	Number of trained staff	trained	2013-2014 continuo	Director / CIPL Board	There will be goodwill towards this proposal Availability
		No. of exposure	exposed			

STRATEGY 3: Increase and diversify the financial base of the centre

Expected Outcome	Activities	Performance	Targets	Time Frame	Responsible Person(s)	Assumptions
	Increase sources of direct	No. of fundrais	2 per	2013-	Director / CIPL	

	Centre's own initiatives (ICLD)	Amount of revenue	100% per annum	continuous		
	Increased support coming through 'friends' of the Centre and/ University	Amount of resources raised. Level of support realized	100% per annum of the annual allocation	2013-2014 continuous	Director / CIPL Board	Goodwill

5.2 OBJECTIVE 2. To achieve an efficient and effective management structure
STRATEGY 4: Promote a management style that is responsive, innovative and business like

Expected Outcome	Activities	Performance Indicators	Targets	Time Frame	Responsible	Assumptions
Improved quality of service delivery	-Respond to enquiries and speedily process documents as prescribed by the University Charter	Extent of achievement of customer satisfaction	75% and Increase to 95% in Year 3	2013-2018	Director/CIPL Board	

5.3 OBJECTIVE 3: To create an enabling environment for high quality and Relevant collaborative research.

STRATEGY 5: Create and establish collaborative teaching, training and research

Expected Outcome	Activities	Performance Indicators	Targets	Time Frame	Responsible	Assumptions
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Attractive and highly rated programmes	Document and analyze all existing collaborative teaching,	Accurate and up to date-data on existing collaborative teaching,	100%	2013-2014 & Continu	Director, CIPL	
Compliance of programmes with the provisions of	Increase the number of collaborative teaching,	Number of new collaborative teaching, training and	5% of existing programmes	2013-2018 Continuous	Director CIPL Board	Units/Staff are available and willing to take up
	Develop structured mechanisms for ensuring compliance	Operational feedback Programmes and links comply with the MOU/	100% compliance	2013-2014	Director / College Representative	All Colleges and Project collaborator
	Develop policy on study abroad programmes and	Policy guidelines on study abroad programmes and	100%	2013-2014	Director/ CIPL Board	To Management/ Senate approval

STRATEGY 6: Create and make available to staff/students opportunities for international exposure and participation in learned forums

Expected	Activities	Performance Indicators	Target	Time Frame	Responsible	Assumptions
Intellectual mobility and exchange	Create a database on student and staff participation in international	Accurate and up to date information in the database on student/staff	100%	2013-2014 continuous	Director, CIPL	Funding opportunities available
	Facilitate staff participation in international exchange visits and learned forums	No. of new opportunities created and made available to staff No. of staff who have benefited from	5% pa	2013-2014 continuous	Director/ CIPL Board	
	Facilitate students' participation in international visits and	Number of students participating in exchange visits and	10 student	2013-2014 continu	Director / CIPL Board	Availability of University funding or

STRATEGY 7: To promote the objectives of the university in the international arena						
Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person	Assumptions
A World-class University	Facilitate international interaction and	Up to date records of international travel facilitated by	100%	2013-2014	Director, CIPL	Records exist and are accessible
	Establish an interactive and regularly up-dated	Maintain and regularly up-date web-	95%	2013-2014 &	Director CIPL	The ICT support is available
	Develop publicity materials	Publicity materials developed and distributed	1 News letter	2013-2014 & Continuous	Director	Resources are available
Internationally renowned University, A better known CIPL by all interested parties, Established and functional partnerships	Establish functional partnerships and Maintain academic calendar	.A better known CIPL by all interested parties	50%	2013-2014 continuous	Director CIPL, VC, DVC (RPE) Deans & Directors	Availability of University funding or opportunities for funding
	Publicize and market the activities of CIPL internationally Advertise UON Programmes Abroad and	Media, websites, workshops, seminars, visitations, exhibitions, newsletters, homepage and open days to	95%	2013-2014 continuous	Director CIPL, VC, DVC (RPE), Deans & Directors	Information is available and comprehensive
	Creating visibility in the University of	Powerful and positive image of the University	100%	continuous	Director CIPL, VC, DVC (RPE),	Availability of like-minded

5.4 OBJECTIVE 4: To strengthen and harmonize the existing partnerships and develop new ones

STRATEGY 8: Harmonize, encourage and support units to establish partnerships

Expected Outcomes	Activities	Performance Indicator	Targets	Time Frame	Responsible Person	Assumptions
Established partnerships and collaborations with other organizations	Solicit and encourage new partnerships and collaboration with other organizations	Number of MOUs and agreements	10% of existing partnerships and	2013-2014 & continue	Director/ CIPL Board/College representatives	Willingness by Colleges

STRATEGY 9: Develop a vibrant international students' centre

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Vibrant international students	Establish an international student	An international student	1 centre	2013-2014	Director / CIPL Board	Availability of resources
	Facilitate international students activities	Number of international students activities	1 international students day per academic year 1 international	2013-2014 & continuous	Director / CIPL Board	Availability of resources Active involvement of the students

STRATEGY 10: Enhance the university's visibility in the local and international arena

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Contribute to the ranking of the	Encourage and promote achievements on the University	Number of updates posted on the University	2 new postings per year	2013-2014 Continuous	Director / CIPL Board	Willingness of Units or Colleges

