



## **UNIVERSITY OF NAIROBI**

### **CENTRE FOR INTERNATIONAL PROGRAMMES AND LINKS (CIPL)**

### **REVISED STRATEGIC PLAN 2008 – 2013**



Fountain of knowledge

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

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## **UNIVERSITY OF NAIROBI**

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## **1.0 BACKGROUND**

### **1.1. 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.

The 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 in 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.

### **1.2 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.
- To 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.

### **1.3. 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.

### **1.4 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
  - Universities
  - Research Institutions
  - Government Agencies
  - International institutions
  
- b) Local
  - Public Universities
  - Private Universities
  - Teaching & Research Institutions
  - Government Agencies
  - Industries
  - The relevant government Ministries

### **1.5 How International Programmes and Links are established**

- 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.

## **1.6 How the Centre relates 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 co-ordinating point for all International activities in the University. Representation on the Board covers the college, academic and administrative units of the University.

## **1.7 Achievements and Challenges**

### **1.7.1 Achievements**

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

## **1.8 How CIPL would benefit the University**

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.

## **1.9 Challenges facing the Centre and the Need for change**

### **1.9.1 Challenges**

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 students in the 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.

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

### **1.9.2 The Need for Change**

More than ever before, the University of Nairobi is undergoing tremendous organizational change and rejuvenation not only so as to survive and thrive in a rapidly changing environment but also due to its aspiration to be a world class university. Considering that the Centre for International Programmes and Links is part and parcel of the University, it has to align itself with the strategic direction that the University is taking. The Centre has an obligation to assist the University to realize its goals and objectives as stipulated in the strategic plan. The University rolled out its five year Strategic Plan 2005-2010 which was reviewed in 2007. The review sought to re-align it with Vision 2030. It then embarked on massive management training with an objective of a paradigm shift from 'business as usual' to transformative leadership for results based management. The 2005-2010 Strategic Plan was reviewed and recast producing the current 2008-2013 Strategic Plan, because of changes that have occurred since 2008. In particular the review re-aligned the strategic plan to Vision 2030 and the New Constitution. The University expects that the strategic plan will cascade downwards to all the units in the university. Given this environment, the need for the Centre to change becomes a requirement rather than an option.

It is said that the test of the pudding is in the eating. Likewise, 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.

## **2. THE PLANNING CONTEXT**

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**

To initiate, promote, facilitate and co-ordinate quality international programmes and links in collaboration with other University units and institutions with similar interests.

#### **2.3 Core Values**

In carrying out its mandate the following core values shall guide the CIPL:

1. Freedom of thought and expression. The CILP shall promote and defend freedom of thought and expression in academic inquiry and other activities.
2. Innovativeness and creativity, Innovativeness and creativity shall be the hall mark of our activities as we initiate and adapt to change.

3. Good corporate governance, integrity, transparency and accountability. 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 Center is accountable for its decisions and actions, that its' decision-making processes are participative and consultative, and that decisions and actions reflect meritocracy and are open and transparent.
4. Team spirit and teamwork. The CIPL shall foster a work environment characterized by team spirit and teamwork.
5. Professionalism. In all its actions and interactions, the CIPL shall maintain ethical behavior, professional etiquette and honesty.
6. Quality customer service. The CIPL shall provide quality services to its clients.
7. 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.
8. Respect for and conservation of the environment. In all its activities, the CIPL shall strive to respect and protect the environment.

### **3.0 STRATEGIC ANALYSIS**

#### **3.1 Strengths**

- CIPL being part of 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 150 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

### **3.2 Weaknesses**

- Understaffing
- Inadequate funding
- Limited networking and fundraising
- Inadequate outreach and publicity
- Insufficient feedback system from units.
- Low enrolment of international students

### **3.3 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.
- Significant enrolment of foreign students is a key feature of world class universities

### **3.4 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.

## **4.0 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES**

### **4.1 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 four (4) strategic issues from the UoN Strategic Plan, two (2) were identified as relevant to CIPL:

- 1. Resources and Governance**
- 2. Teaching and Learning**
- 3. Research, innovation and technology**
- 4. Competitiveness of the university**

The two (2) relevant strategic issues were:

- 1. Resources and Governance**
- 2. Competitiveness of the University.**

#### **Resources and governance**

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 Center 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 internal 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 of the centre

The following strategic objectives have been developed. Strategies to achieve the respective objectives have also been developed

**Objective 1: To Manage the Center 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 promote the corporate image of the University.**

**Strategies:**

4. Evolve a culture of accountability, national cohesion and development revolving around the university's core values and national aspirations as enshrined in the Vision 2030 and the new constitution
5. Promote a management style that is responsive, innovative and businesslike

## **COMPETITIVENESS OF THE UNIVERSITY**

In this age of globalization, the trend is for institution to foster networks, partnerships and linkages to enhance their 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.

**To enhance the competitiveness of the University, the CIPL will establish a policy on partnerships and linkages.**

**Objective 3: To strengthen and harmonize the existing partnerships and develop new ones to enhance the competitiveness of the University.**

### **Strategies:**

6. Harmonize, encourage and support units to establish partnerships and collaborations with other organizations for better ranking of the University
7. Establish viable University – Industry linkages in areas of research and development
8. To assist in the promotion of the University as a source of new and significant knowledge, which can inform policy
9. Enhance the University's visibility in the international arena
10. Develop a vibrant international students' center

**Objective 4: To create an enabling environment for high quality and relevant collaborative research to enhance participation of the UoN regionally and internationally.**

### **Strategies:**

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

Revised 13<sup>th</sup> April, 2012.



## 5.0 ACTION PLAN:

### A. RESOURCES AND GOVERNANCE

5.1. Objective 1: To Manage the University efficiently and re-energize the Centre for International Programmes and Links							
Strategy 1: Utilize The Capacity Of The Management Board Effectively And Efficiently							
Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions	
A vibrant international Centre	Develop an implementation management board work plan	Annual work plans	2 biannual documents	2011-2013 (Continuous)	Director/ CIPL Board		
	Develop operational guidelines on how the board of management carries out its functions as per the statutes	Board approved guideline manual	1	2011-2012 December	Director/CIPL Board		
	Develop and implement effective communication between internal and external stakeholders and CIPL	Communication mechanisms including website, brochures/fliers, circulars, public college lectures on CIPL	2 brochures websites 6 public college lectures		2011-2013 continuous	Director/CIPL Board	University management to facilitate the realization of targets
	College representatives in CIPL Board to encourage initiation of links at the college level	Number of MOUs and agreements initiated from the colleges	3 MOUs and agreements per college annually		2011-2013 (Continuous)	College representatives and CIPL	Attitude of representation will change by taking the responsibility seriously.
Functional international clusters within the University of Nairobi with clear identity.	i) Create centre for International Students ii) Visiting Fellows centre. Liaison with Board of Postgraduate Studies and Academic Division on registration of foreign students. .	Number of foreign students and visiting Fellows registered  iii) Existence of the two bureaus  iv) Recruited International Students Advisor  v) Increase revenue generation	i) Increase the number of foreign students by 20%  ii) Increase the number of visiting fellows by 10% iii) Two centres	2011-2013	Director CIPL, Academic Registrar		

**Strategy 2: Improve And Enhance The Human Resource Capacity Of The Centre**

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Efficient, motivated and productive CIPL staff	Review job descriptions and guidelines for all staff	Job descriptions and guidelines for all staff	100%	Continuous	Director/ CIPL Board	The vacant positions will be filled
	Justify the management structure based on the Organogram	Functional structure in place	1	2011-2012	Director/ CIPL Board	These proposals receive approval by the university top management
	Train and provide exposure visits for staff	Number of trained staff	50% trained	2011-2013 continuous	Director/ CIPL Board	There will be goodwill towards this proposal Availability of resources
		No. of exposure visits for staff	50% exposed			

**Strategy 3: Enhance The Financial Base Of The Centre**

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Sustainable quality of programme activities	Allocation of a proportion of the university levy on CIPL initiated and/or facilitated project	Amount of revenue generated	5%	2011-2013	Director/ CIPL Board	University top management is receptive to the proposal
	Increase sources of direct revenue through the Centre's own initiatives	No. of fundraising initiatives.	2 per year	2011continuous	Director/ CIPL Board	
		Amount of revenue generated.	100% per annum of the annual allocation			
	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	2011continuous	Director/ CIPL Board	Goodwill

**5.2 Objective 2: To Achieve An Efficient And Effective Management Structure Which Will Promote The Corporate Image Of The University.**

**Strategy 4: Promote A Management Style That Is Responsive, Innovative And Business Like**

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Improved quality of service delivery	<ul style="list-style-type: none"> <li>- Respond to enquiries and speedily process documents as prescribed by the University Charter</li> <li>- Serve with courtesy, integrity, diligence and respect .</li> </ul>	Extent of achievement of customer satisfaction	75% and increase to 95% in year 3	2011-2013	Director/ CIPL Board	

**Strategy 5: Develop A Vibrant International Students' Centre**

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Vibrant international students community	Establish an international student office	An international student office	1 centre	2011-2013	Director/ CIPL Board	Availability of resources
	Facilitate international students activities	Number of international students activities	1 international students day per academic year 1 international students organization	2011-2012	Director / CIPL Board	Availability of resources Active involvement of the students

## B. COMPETITIVENESS OF THE UNIVERSITY

<b>5.3 objective 3: To create an enabling environment for high quality and relevant collaborative research to enhance participation of uon regionally and internationally</b>						
<b>Expected Outcomes</b>	<b>Activities</b>	<b>Performance Indicators</b>	<b>Targets</b>	<b>Time Frame</b>	<b>Responsible Person(s)</b>	<b>Assumptions</b>
Attractive and highly rated programmes	Document and analyse all existing collaborative teaching, training and research programmes	Accurate and up to date-data on existing collaborative teaching, training and research programmes	100%	2011-2013	Director, CIPL	
	Increase the number of collaborative teaching, training and research programmes	Number of new collaborative teaching, training and research programmes in place	5% of existing programmes per annum	2011continuous	Director CIPL Board	Units/Staff are available and willing to take up initiatives
Compliance of programmes with the provisions of the MOUs/ agreements	Develop structured mechanisms for ensuring compliance with MOU/ agreement provisions	Operational feedback instrument	1	2011	Director / College Representative	All Colleges and Project collaborators will cooperate
		Programmes and links comply with the MOU/ agreement provisions	100% compliance			
Policy on Partnership & Linkages	Develop policy on Partnership & Linkages	Approval by the VC	100%	2011-2012	Director CIPL/ VC	Availability of funds
<b>Strategy 6: Create And Make Available To Staff/Students Opportunities For International Exposure And Participation In Learned Forums</b>						
<b>Expected Outcomes</b>	<b>Activities</b>	<b>Performance Indicators</b>	<b>Targets</b>	<b>Time Frame</b>	<b>Responsible Person(s)</b>	<b>Assumptions</b>
Intellectual mobility and exchange	Create a database on student and staff participation in international exchange visits and learned forums	Accurate and up to date information in the database on student/staff mobility and exchange programmes	100%	2011-2013 continuous	Director, CIPL	
	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 international exposure and participated in international forums.	10% pa	2011-2013 continuous	Director/CIPL Board	
	Facilitate students' participation in international visits and exchange.	Number of students participating in exchange visits and learned forum.	10% pa	2011-2013 continuous	Director/ CIPL Board	Availability of University funding or opportunities for funding.

### Strategy 7: To Promote The Objectives Of The University In The International Arena

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
World-class University	Facilitate international interaction and outreach	Up to date records of international travel facilitated by CIPL. Documented strategy on mobility and funding.	100%	2011-2013	Director, CIPL	Records exist and are accessible
	Establish an interactive and regularly up-dated web-page/site	Maintain and regularly up-dated web-page/site Posted on UoN web	95%	2011-2013 Continuous	Director CIPL	The ICT support is available
	Develop publicity materials	Publicity materials developed and distributed	50%	2011 Continuous	Director	Resources are available
	Established a base with frequently sought information (soft and hard)	Materials in the Centre available	100%	2011-2013	Director/ Librarian/RPED	
To have Internationally renowned University, A better known CIPL by all interested parties, Established and functional partnerships	Initiate a consortium of Universities to provide block courses.	Availability of university standards / criteria/policy for reporting of programmes in place.	50%	2011-2013 continuous	Director CIPL, (RPED) Vice-Chancellor	Records available and comprehensive
	Establish functional partnerships and Maintain academic calendar Carry out awareness campaigns	A better known CIPL by all interested parties	50%	2011-2013 continuous	Director CIPL, VC, DVC (RPE) Deans & Directors	
	Publicize and market the activities of CIPL internationally Advertise UON Programmes Abroad and solicit students	Media, websites, workshops, seminars, visitations, exhibitions, newsletters, homepage and open days to host platforms with partnerships. Well-known UON programmes.	95%	2011-2013 continuous	Director CIPL, VC, DVC (RPE), Deans & Directors	Availability of University funding or opportunities for funding
	Be proactive in creating a presence and visibility in the University of Nairobi.	Powerful and positive image of the University locally and internationally	100%	2011-2013 continuous	Director CIPL, VC, DVC (RPE), Deans & Directors	Information is available and comprehensive Availability of like-minded academic institutions.  Existence of a university policy on student exchange.

#### 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 And Collaborations With Other Organizations

Expected Outcomes	Activities	Performance Indicators	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 linkages per year	2011-2013	Director/ CIPL Board/College representatives	That there will be total collaboration from the units

##### Strategy 9. Establish Viable University – Industry Linkages In Areas Of Research And Development

Expected Outcomes	Activities	Performance Indicators	Targets	Time Frame	Responsible Person(s)	Assumptions
Well established university-industry linkages	Encourage units to initiate linkages Keep units informed of any available opportunity for linkages	No. of active collaborative linkages	2 pa	2011-2013	Director/ CIPL Board	Good will from industry and Alumni office.
Endowed academic chairs	Lobby and fundraise for resources and facilities	No. of endowed chairs within the University	1 chair per year	2011-2013 continuous	Director/ CIPL Board	Good will from industry.

##### 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 University	Encourage and promote the posting of Units achievements on the University website	Number of updates posted on the University website	2 new postings per year	2011-2013	Director/ CIPL Board	Willingness of Units to participate.