



STRATEGIC PLAN for the Period 2021-2026

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ATD	Accounting Technician Diploma
BPO	Business Process Outsourcing
CDF	Constituency Development Fund
CGMC	Chairman Gender Mainstreaming Committee
CICan	Colleges & Institutes Canada
CPA	Certified Public Accountant
CSR	Corporate Social Responsibility
DOS	Dean of Students
DP-ASA	Deputy Principal -Academic Affairs
DP-PAF	Deputy Principal –Planning, Administration and Finance
DQAPM	Director of Quality Assurance and Performance Management
EFA	Education for All
EM	Enterprise Manger
EstM	Estate manager
ERP	Enterprise Resource Planning
ESP	Economic Stimulus Programme
FO	Finance Officer
GDP	Gross Domestic Product
GOK	Government of Kenya
HELB	High Education Loans Board
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HICT	Head of ICT
HIGU	Heads of Income Generating Units
HoA	Head of Accommodation
HoC	Head of Catering
HODEL	Head of Open, Distance and e-Learning
HoM	Head of Maintenance
HoS	Head of Security
HoT	Head of Transport
HR&D	Head of Research & Development
HRO	Human Resource Officer
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
IGU	Income Generating Unit
ISMS	Information Security Management System
IQA	Internal Quality Assurance
KALRO	Kenya Agricultural & Livestock Research Organization
KASNEB	Kenya Account and Secretarial National Examination Board

KATC	Kenya Accounts Technicians Certificate
KIPI	Kenya Industrial Property Institute
KNEC	Kenya National Examination Council
KPI	Key Performance Indicator
KUCCPS	Kenya University & Colleges Central Placement Services
LAN	Local Area Network
LFA	Logical Framework Approach
MOE	Ministry of Education
MOU	Memorandum of Understanding
MTP	Medium Term Plan
NGO	Non-Governmental Organization
NYS	National Youth Service
ODeL	Open, Distance and e-Learning
PC	Performance Contract
PESTEL	Political, Economic, Social, Technological, Environment and Legal
RDI	Research, Development & Innovation
SCMO	Supply Chain Management Officer
SDGs	Sustainable Development Goals
SEO	Sports and Entertainment Officer
SET	Science Engineering & Technology
SITVES	Supporting Innovation in the Technical and Vocational Education Sector
STI	Science, Technology and Innovation
SWOT	Strength, Weakness, Opportunities and Threats
TISC	Technology and Innovation Support Center
TNA	Training Needs Assessment
NyNP	Nyandarua National Polytechnic
TTI	Technical Training Institutes
TVET	Technical and Vocational Education and Training
WCAG	Web Content Accessibility Guidelines
WIPO	World Intellectual Property Organization

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FOREWORD

The dynamic world of business that we live in calls for effective provision of requisite knowledge, skills and attitudes in driving global economic growth and development. As a result, it is necessary that institutions of higher learning keep re-examining their individual mission for relevance. Precisely, Technical and Vocational Education and Training (TVET) institutions are expected to provide the economy with a labour force that has an appropriate mix of technical and vocational skills and attitudes in solving society needs.

Nyandarua National Polytechnic, like any other TVET institution has continually endeavored to support the Kenyan economy through development and implementation of strategic plans, this being its fourth one; and the first one as a National Polytechnic.

The 2021-2026 strategic plan draws a lot from the constitution of Kenya, Kenya Vision 2030 and its attendant, Third Medium Term Plan 3 (MTP III), the 'Big Four' Agenda, the Africa Agenda 2063 and the United Nation's Sustainable Development Goals (SDGs).

The Strategic Plan will provide the Polytechnic with a road map for carrying out its new mandate as a National Polytechnic, and manage the anticipated fast growth in terms of student population, infrastructure, training programmes and labour force. It also provides a basis for overcoming perceived challenges in achieving the desired educational and training goals.

The management is committed to improving service delivery through effective leadership, teamwork, and coordinated efforts in order to achieve a comparative advantage in an increasingly competitive educational sector globally.

Successful implementation of this Strategic Plan will call for teamwork and commitment by all the stakeholders. Since financing is one of the most crucial components at this initial stage of development, the support of the government through the Ministry of Education cannot be over-emphasized. I wish to appeal to all stakeholders to prepare for their respective responsibility, as we embark on the next five-year as a National Polytechnic.



PROF. E. G. WAGAIYU
COUNCIL CHAIRMAN

PREFACE

Kenya today requires accelerating her usage of specialized knowledge information and innovation to support and expand her economy. Science and Technology is a solution to lay the foundation for sustainable development. In order for an institution to become reputable and successful in the production of man power it must have a well-planned Strategic Plan.

This Strategic Plan provides the vision and mission that will encompass all those involved in its execution. It presents an analysis of the internal and external environment using Strengths, Weaknesses, Opportunities and Threats (SWOT) and (Political, Economic, Social, Technological Environmental and Legal) (PESTEL) analysis. Subsequently it identifies key stakeholders and their roles, outlines the strategic issues and objectives and identifies the strategies to address them. The plan prioritizes activities to be implemented under the strategies and provides implementation plan, a monitoring and evaluation system and a projection of the resources required.

The realization (achievement) of the Strategic Plan requires the support and input of all stakeholders; including all government ministries, private sectors, civil society, NGOs and research institutes among others.

The fiber optic is here at last. The community in this region and Kenyans at large use ICT integration to hasten and improve service delivery as well as increasing quality and range of products. Through this Strategic Plan, Nyandarua National Polytechnic is positioning itself not only to fill training gap in a region that had no Polytechnic in the past but also empower young people by equipping them with necessary scientific and technological knowledge, skills and attitudes. All these will accelerate their ability to produce competitive products in a better way and innovate products that will go a long way in developing the social-economic welfare of the people of Nyandarua and Kenya in general.



Mr. Mung'atu Felix
CHIEF PRINCIPAL

ACKNOWLEDGEMENT

I wish to highly appreciate the support of the Governing Council of the Polytechnic and the strategic plan's Council Committee members (Eng. V. M. Kariuki, Feizal Khan, Wambui Miriam) under the Chairmanship of Prof. E. G. Wagaiyu -Council Chairman. Their contribution to the fundamental statements and provision of resources was very instrumental to the successful completion of this strategic plan. Special gratitude goes to the Chief Principal, Mr. Mung'atu Felix for actively and tirelessly working with the review committee and supporting them all through. Great appreciation goes to the following members of the review team led by Mr. Mutura Ngooro (Committee Chairman), Ms. Pauline Kariuki (Committee Secretary), Mrs. Gachenge Agnes (D/P Planning, Administration and Finance), Mr. George Macharia (DQAPM), Mrs. Gachengo Dorcas (PC Co-coordinator), Mr. Mwangi Peter M. (Budget Committee Chairman), and Mrs. Ndirangu Monica (Finance Officer). Their profound input, effort and commitment made it possible to have this strategic plan in place.



Mrs. Gachenge Agnes
DEPUTY PRINCIPAL -Planning, Administration & Finance

CHAPTER ONE: BACKGROUND

1.1 INTRODUCTION

Nyandarua National Polytechnic is a TVET institution, initially established as an Institute of Science and Technology in 2006 but later elevated to a National Polytechnic vide legal Notice No. 209 of 2020. Like all other TVET institutions, it is a key enabler to the government in attaining Education for All (EFA), a global commitment geared towards ensuring that all children and youth have access to quality education.

TVET is an important Government of Kenya (GoK) Strategy for wealth creation as reflected in the various policy documents. For instance, Sessional Paper No. 14 of 2012 “*Reforming Education and Training Sectors in Kenya*” articulates the government’s commitment to develop TVET institutions in Kenya. This is because having a strong TVET capacity will enable Kenya to participate fully in the world’s fast forming, knowledge-based economy. Hence, the country needs adequate number of well-trained hands-on graduates with the ability to spearhead the country’s industrial growth. Enhanced scientific and technological innovations will enable reversal of the effects of poverty, hunger and disease that afflict most Kenyans.

Achieving effective results on this front largely depend upon the work of TVET institutions like NyNP. Therefore, NyNP commitment to both public and private employers, workers and other stakeholders should be fulfilled. Consequently, NyNP should be guided by a strategic plan that sets priorities and defines indicators that measure progress in achieving the National TVET agenda. This new strategy is developed to replace the previous strategy as a guide for NyNP to effectively contribute to skilling of the workforce in Kenya. The institution in fulfillment of its mandate has therefore developed this strategic plan to guide her operations, planning, budgeting and monitoring of its activities in the medium term.

This Strategic Plan will enhance efficiency and effectiveness of NyNP programmes by: -

- Ensuring progression with clear vision, mission, objectives and a guiding strategy.
- Ensuring that the Polytechnic offers relevant market-driven programmes.
- Providing a platform for prioritising resource allocation and development agenda.
- Effective monitoring and evaluation strategies.
- Offering skills that improve productivity and competitiveness of industry, business, commerce and services.
- Ensuring compliance with national and international standards for offering quality and relevant education and training.
- Harnessing and ensuring optimal use of the available resources.
- Alleviating the challenges of youth unemployment and poverty.

1.2 NATIONAL DEVELOPMENT AGENDA

Kenya is aspiring to join the league of industrialized middle income countries by providing a high quality of life to all its citizens in a clean and secure environment by the year 2030. In pursuance of this goal, Kenya is guided by Vision 2030, a blue print for national development. Vision 2030 is anchored on three pillars: Economic, Social and Political.

The economic pillar seeks to achieve a sustained average economic growth rate of 10% per annum in order to generate resources sufficient for meeting Sustainable Development Goals (SDGs) and the Vision 2030.

The political pillar seeks to realize an issue-based, people-centred, results-oriented and accountable democratic system.

The social pillar aims to create a just, cohesive and equitable social development in a clean and secure environment.

Vision 2030 is anchored on ten core foundations with the first seven being closely linked to the economic and social pillars.

These are: macroeconomic stability for long-term development, enhanced equity and wealth creation opportunities for the poor, infrastructure, energy, Science, Technology and Innovation (STI), land reform, and human resource development. Underpinning these seven socio-economic foundations are three further foundations that are closely linked to the political pillar of Vision 2030, namely: public service reforms, enhanced security and deeper Governance Reforms.

To address the social and economic pillars, the government came up with “Big Four” Agenda which addresses Food and Nutrition security, Affordable Housing, Manufacturing and Universal Healthcare which are meant to accelerate social-economic transformation, increased job creation and improved quality of life for all Kenyans. The Big Four Agenda are aligned to the MTP III of the Vision 2030.

TVET must play a key role in the achievement of “The Big four” agenda. TVET provision should create and strengthen the link between training and industry by paying special attention to exposing trainees to opportunities that allow them to practically apply the acquired knowledge.

Training in the Polytechnic should present an avenue for Kenyans to have food security, affordable housing, enhanced manufacturing and universal health care. This way the Polytechnic will make standards of living and environment better. For this reason, training shall pay special attention to;

- (i) Offering competence based programmes,
- (ii) Value addition in agriculture,
- (iii) Collaboration with industry,
- (iv) ICT integration and innovation, and
- (v) Innovation of affordable building materials.

By NyNP implementing relevant strategies for TVET, the goals of “Big four” agenda will successfully be delivered.

1.3 RATIONALE FOR DEVELOPMENT OF THE STRATEGIC PLAN

This strategic plan is developed to ensure that NyNP contributes effectively in the achievement of the Kenya’s development goals. By following the National development agenda closely, it ensures that there is a coordinated approach towards achieving the NyNP objectives. It also acts as a means for resource mobilization and guides activities of various implementing departments and units. The plan aims at facilitating sustainable and professional undertaking of its mandate to enhance capacities in achieving development goals as stated in Vision 2030 through the following broad areas: -

1. Strategic direction: Provide an end-to-end framework for a unified approach for implementation, monitoring, evaluation and reporting of programmes and projects to respond to current and emerging TVET requirements and opportunities. This ensures that NyNP programmes are consistent with its Mandate, Vision & Mission and fit into Kenya's development goal and MoE'S strategic plan.
2. Coordination: Provide a framework for deliberate and coordinated actions among stakeholders in various initiatives with NyNP having the main momentum. It also assigns responsibilities as well as engages and communicates with stakeholders.
3. Resource Requirements: the plan identifies prioritized programmes and provides guidance on resource requirements to support effective delivery.

1.4 STRUCTURE OF THE STRATEGIC PLAN

The Strategic Plan document is structured into eight chapters as described below:

1. Chapter one gives the background information, National Development Agenda, the rationale of developing the strategy and its structure.
2. Chapter two provides an overview of the Polytechnic, Her Mandate, Fundamental Statements (Vision, Mission & Core values), Strategic Pillars, Strategic Objectives and the Organogram.
3. Chapter three covers performance indicators, key success factors, challenges faced, lessons learnt, stakeholders' analysis, PESTEL and SWOT analysis
4. Chapter four outlines the operations capacity of the Polytechnic; highlighting the variance between proposed and available resources.
5. Chapter five sets out the coordination framework, which comprises the implementation model, institutional arrangements, training programmes and resource mobilization strategies. It provides a summary of projected financial resources, sources of funds and financial analysis.
6. Chapter six describes the implementation framework; main economic pillars and relevant strategic objectives and strategies and activities. It also details implementation plan for each of the activities.
7. Chapter seven covers accountability, risks and mitigation measures. It explains how the Polytechnic is accountable to key stakeholder and identifies possible risks and appropriate mitigation measures.
8. Chapter eight explains monitoring, evaluation and review process. It describes how the three activities will be done and provides a table with detailed result matrix.

CHAPTER TWO: STRATEGIC DIRECTIVES

2.1 INTRODUCTION

Nyandarua National Polytechnic (NyNP) formerly (Nyandarua Institute of Science and Technology (NIST) is a public National Polytechnic established through the Technical and Vocational Education and Training (TVET) Act, 2013 and the legal Notice No. 209 of 2020.

2.2 MANDATE

The Polytechnic is mandated to:

- i. Provide technical and vocational training as well as research and innovation as per the TVET Act and Legal Notice No. 209 of 2020. We offer skills development programmes to youths and adults in technical, commercial and scientific fields relevant to satisfy the needs of the national economy.
- ii. Collaborate with industry and academia to plan and implement programmes that facilitate the acquisition of appropriate knowledge, skills, attitudes and values necessary for the development of self and the nation.

2.3 FUNDAMENTAL STATEMENTS

VISION:

A leading global centre of excellence in technical and vocational training, research, innovation and technology

MISSION:

To cultivate a talented, diverse and inclusive workforce by providing technical and vocational training, technology, opportunities for research and innovation for current and future community and industry

MOTTO:

Skills for Empowerment

CORE VALUES:

The Polytechnic is guided by the following core values in implementation of her vision and mission:

1. Innovation and creativity
2. Excellence and quality customer Service
3. Transparency and accountability
4. Integrity
5. Team work and Team spirit
6. Inclusivity and respect for human rights
7. Efficiency and effectiveness

2.4 STRATEGIC PILLARS

1. Training and skills development
2. Research and innovation
3. Enabling environment
4. Collaborations and partnerships

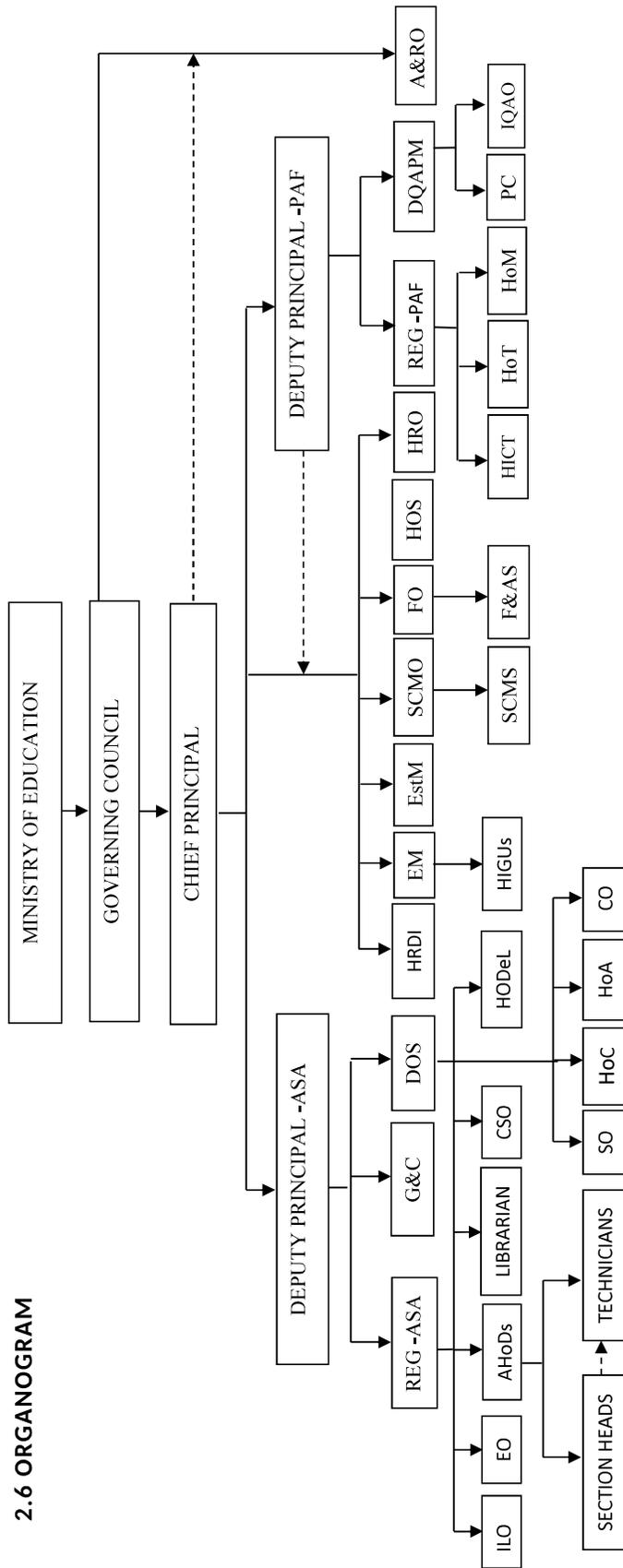
5. Oversight and governance
6. Human resource development
7. Equity and inclusion

2.5 STRATEGIC OBJECTIVES

1. To equip trainees with appropriate knowledge, skills and attitudes requisite in today's dynamic global environment;
2. To enhance research, technology, innovation and incubation;
3. To upgrade the Polytechnic's training facilities and infrastructure towards world class standards;
4. To enhance collaborations, linkages and partnerships with industry and academia;
5. To establish and strengthen the Polytechnic's corporate governance;
6. To develop, empower and retain adequate and high caliber staff;
7. To promote equity and inclusivity in accessing service delivery

2.6 ORGANOGRAM

Figure 1: The Organogram



- | | | |
|--|--|--|
| 1. A&RO -Audit & Risk Officer | 11. EstM -Estate manager | 22. HoT -Head of Transport |
| 2. AHOs -Academic Heads of Departments | 12. F&AS -Finance & Accounting Staff | 23. HRDI -Head of Research, Development & Innovation |
| 3. AHRO -Assistant Human Resource Officer | 13. FM -Farm Manager | 24. HRO -Human Resource Officer |
| 4. ASA -Academic & Student Affairs | 14. FO -Finance Office | 25. ILO -Industrial Liaison Officer |
| 5. CO -Clinical Officer | 15. HICT -Head of ICT | 26. IQAO -Internal Quality Assurance Officer |
| 6. CSO -Career Service Officer | 16. HIGUS -Head of Income Generating Units | 27. PAF -Planning, Administration & Finance |
| 7. DOS -Dean of Students | 17. HoA -Head of Accommodation | 28. PCC -Performance Contracting Coordinator |
| 8. DQAPM -Director of Quality Assurance & Performance Management | 18. HoC -Head of Catering | 29. REG -Registrar |
| 9. EM -Enterprise Manager | 19. HODEL -Head of Open, Distance and e-Learning | 30. SCMO -Supply Chain Management Officer |
| 10. EO -Examination Officer | 20. HoM -Head of Maintenance | 31. SCMS -Supply Chain Management Staff |
| | 21. HoS -Head of Security | 32. SO -Sports Officer |

CHAPTER THREE: SITUATION ANALYSIS

3.1 PREAMBLE

This chapter focuses on actual performance, key success factors, challenges encountered, and lessons learnt. The finding of this assessment informs the process of deriving strategic issues for this Strategic Plan.

3.2 KEY ACHIEVEMENTS

3.2.1 Curriculum Activities

The following were the key achievements during the implementation of the NIST strategic plan for the period 2016-2021:

1. Increase in courses from 37 to 46
2. Increase in enrolment from 700 to 1220
3. Increase in departments from 6 to 9
4. Human resource from 70 to 163
5. Acquisition of modern facilities and equipment
6. Establishment of a resource Centre.
7. Internet and Wi-Fi connectivity.
8. Expansion of the revenue base
9. Participation in curriculum development and review.
10. Enhancement of curriculum monitoring and evaluation system.
11. Review of the existing academic policy.
12. Enhanced staff development through capacity building, trainings and workshops, benchmarking.
13. Upgrading Management Information System.

3.2.2 Co-Curricular Activities

The achievements made in the co-curricular activities include:

Introducing five (5) new sports discipline namely:

1. Rugby (both men and ladies),
2. Hockey (both men and ladies),
3. Basketball (both men and ladies),
4. Badminton
5. Table tennis
6. Reigning National champions – basketball ladies
7. Regional champions in soccer men, handball –ladies, volleyball
8. Athletics competition position 1 in high jump
9. Attained position 1 in various entries of the TVET trade fair and robotics competition
10. Participation in the Presidential gold awards scheme

3.2.3 Infrastructure

Table 1: Increase in infrastructure

S/NO	FACILITY	NEW UNITS
1.	Classrooms	5
2.	Workshop	1
3.	HODs offices	10

S/NO	FACILITY	NEW UNITS
4.	Computer labs	3
5.	Basketball pitch	1
6.	Water storage capacity	120,000 litres
7.	Water Pan	2
8.	Dispensary	1
9.	Sanitation facilities	4
10.	Store	1
11.	Dairy Unit	Capacity of 10 cows
12.	Fiber Optical	1 Lot
13.	Modern Gate	1
14.	Cabros	6,300m ²

3.2.4 Vehicles, Machinery, Plant and Equipment

Table 2: Vehicles, Machinery, Plant and Equipment

S/NO	FACILITY	NEW NITS
1.	Vehicles	2
2.	Agricultural machinery/Equipment	34
3.	Stand -by Generator	1
4.	Cash register machine (pay)	1
5.	Computers	121
6.	Lap tops	11
7.	Projectors	7
8.	Shredders	1
9.	Photocopier	3
10.	Printers/scanners	31
11.	Smart Board	1

3.2.4 Income Generating Units

1. Increased farming acreage from 4 to 20
2. Driving School -acquired a medium truck and two motorcycles
3. Hire of facilities - tractors, fields, hall

3.2.5 Innovations and Products Development

1. Hand sanitizers
2. Fortified potato flour
3. Pavement slabs
4. Concrete fencing posts
5. Hand washing machines
6. Chain-link machine

3.3 KEY SUCCESS FACTORS

1. ISO 9001:2015 Certification.
2. Market-driven and competence-based courses.

3. Collaboration and linkages with the industry - KIPI, CICan (SITVES and Young Africa Works).
4. Partnership and linkage with Academia.
5. Democratically elected student's governing body.

3.4 CHALLENGES FACED

1. Inadequate funding and delay in disbursement.
2. Inadequate teaching and technical staff.
3. Inadequate Boarding facilities.
4. Inadequate training rooms, laboratories, and workshops.
5. Inadequate equipment and facilities.
6. Low enrolment.
7. Negative perception towards TVET programmes by the society.
8. Inadequate infrastructure (water, internal access roads, buildings, etc)

3.5 LESSONS LEARNT

1. Good governance structures are paramount to the success of the Polytechnic.
2. A well-documented Strategic plan is key to the success of the Polytechnic.
3. Performance management ensures successful implementation of the strategic plan.
4. A democratically elected trainees governing body is paramount for trainees' sound governance.
5. Monitoring and evaluation mechanism is essential for proper implementation and review of the strategic plan.
6. Working committees are necessary to consider the various submissions from stakeholders before final input by the management and the Council.
7. Resource mobilization for key development projects is fundamental in overcoming the challenges identified in the strategic plan.
8. Recognition and engagement of members of staff enhances team spirit and boosts their morale hence increases productivity.
9. Appropriate and adequate training facilities are vital for the implementation of the curriculum.
10. Collaborations, Partnership and linkages with the industry promote and enhance skill acquisition and development.

3.6 STAKEHOLDER ANALYSIS

NyNP has several stakeholders with whom she collaborates in pursuing her Vision and Mission. The table below presents a detailed analysis of these stakeholders.

Table 3: Stakeholders analysis

STAKEHOLDER	ROLE OF STAKEHOLDER	ROLE OF NyNP
Ministry of Education (MoE)	<ul style="list-style-type: none"> • Provide funding to the Polytechnic • Provide an enabling legal and policy framework • Provide policy guidelines • Coordinate activities related 	<ul style="list-style-type: none"> • Develop programmes that are aligned to the vision and mission of the Ministry • Implement policy, strategy and programmes from the Ministry

STAKEHOLDER	ROLE OF STAKEHOLDER	ROLE OF NyNP
	<ul style="list-style-type: none"> to science and technology Recruit, deploy, promote and discipline trainers Monitoring and evaluation 	<ul style="list-style-type: none"> Provide quality training in TVET Assign duties to trainers Provide trainers with required training resources Supervise and appraise trainers
TVET Authority	<ul style="list-style-type: none"> Register and accredit training institutions Accredit and monitor programmes and courses Register and license trainers Provide quality assurance and standards 	<ul style="list-style-type: none"> Ensure compliance with established regulatory standards
Development Partners/ sponsors	<ul style="list-style-type: none"> Provide financial and non-financial support to development projects Finance trainees through bursaries and scholarships Monitor and evaluate utilization of resources 	<ul style="list-style-type: none"> Seek funding from the relevant development partners Account for resources from development partners and sponsors Contribute towards realization of national development goals
County Government of Nyandarua	<ul style="list-style-type: none"> Provide financial and non-financial support to development projects Finance trainees through bursaries and scholarships Provide opportunities for attachment and internship Partnership in innovations and incubation 	<ul style="list-style-type: none"> Capacity building for the county staff Develop tailor-made curriculum that address needs of local community Provide opportunities for innovation for staff and trainees
Staff	<ul style="list-style-type: none"> Offering technical expertise in training and evaluating trainees Mentoring trainees Develop tailor-made curriculum that address society needs Providing relevant support services 	<ul style="list-style-type: none"> Provide relevant equipment and facilities Attract, develop and retain high quality staff Active engagement of staff in academic and non-academic programmes Support staff career development plans Provide a conducive working environment
Trainees	<ul style="list-style-type: none"> Adhere to the training schedules 	<ul style="list-style-type: none"> Provide demand-driven training programmes

STAKEHOLDER	ROLE OF STAKEHOLDER	ROLE OF NyNP
	<ul style="list-style-type: none"> • Pay the requisite fees • Prudent use of facilities • Maintain high levels of discipline • Pass exams and complete courses 	<ul style="list-style-type: none"> • Ensure curriculum implementation • Provide an inclusive and participatory management to student affairs • Provide conducive learning environment
Parents/guardians/sponsors/NYS	<ul style="list-style-type: none"> • Place and sponsor trainees 	<ul style="list-style-type: none"> • Facilitate student admission processes • Ensuring safety of trainees within the Polytechnic premises. • Ensure relevance, equity and access to training • Give value for money • Collaborate and comply with regulations
Industry	<ul style="list-style-type: none"> • Provide employment for graduates • Articulate labour market needs • Participate in curriculum development and evaluation • Provide opportunities for industrial attachment and internship 	<ul style="list-style-type: none"> • Provide relevant training to address specified skill gaps in the industry • Comply with industrial regulations and requirements • Provide skilled, diverse and inclusive workforce • Establish collaborations and linkages
Curriculum Developers	<ul style="list-style-type: none"> • Develop curriculum that suit industrial demand • Create awareness to stakeholders • Evaluate curriculum • Review the curriculum 	<ul style="list-style-type: none"> • Develop and implement curriculum • Evaluate curriculum
Examination Bodies	<ul style="list-style-type: none"> • Set examination standards • Administer examinations • Certify trainees 	<ul style="list-style-type: none"> • Prepare and present candidates for exams • Provide the resources required for administration of examination
Local Community	<ul style="list-style-type: none"> • Support NyNP development agenda • Provide trainees • Provide support services 	<ul style="list-style-type: none"> • Offer programmes that address local community needs • Engage in social investment • Provide opportunities for employment • Ensure harmonious co-existence

STAKEHOLDER	ROLE OF STAKEHOLDER	ROLE OF NyNP
KUCCPS	Place government sponsored trainees	<ul style="list-style-type: none"> • Collaborate and comply with regulations • Facilitate student admission processes
HELB	Provide loans and bursaries to trainees	<ul style="list-style-type: none"> • Sensitize trainees on availability of loans and bursaries • Manage and account for the funds • Compliance with statutory requirements
Alumni	<ul style="list-style-type: none"> • Mentorship and sponsorship • Provide opportunities for attachment, internship and employment 	<ul style="list-style-type: none"> • Establish an alumni database through tracer studies • Provide opportunities for internship and employment

3.7 PESTLE ANALYSIS

Table 4: PESTEL Analysis

CATEGORY	ISSUES	EFFECTS
Political Factors	<ul style="list-style-type: none"> • Political goodwill towards TVET • Devolution • Political interference 	<ul style="list-style-type: none"> • Possibility of more funding and other opportunities from the National Government • Possibility of partnering with County Governments in their Development agenda • Negative politics may interfere with programmes and activities
Economic Factors	<ul style="list-style-type: none"> • Growing levels of unemployment • Slow national economic growth • Global economies and trends • Increased taxation • Low disposable income • Inflation • Covid -19 pandemic • Improved infrastructure 	<ul style="list-style-type: none"> • Inadequate funding • Inability to meet budgetary demands • Price fluctuations affect planning • Increased opportunities for international partnership • Inability to pay fees • Easy access to services
Social Factors	<ul style="list-style-type: none"> • Increased requirement for mainstreaming • Social media platforms • Covid -19 pandemic • Increased innovation in the community • Partnership with local 	<ul style="list-style-type: none"> • High information flow and technology transfer • Cybercrime and bullying • High dropout rate • Low enrolment • Psycho-social challenges • New modes of training

CATEGORY	ISSUES	EFFECTS
	<ul style="list-style-type: none"> community & industry Increased human rights awareness and affirmative action 	<ul style="list-style-type: none"> Growing demand for technical skills, research and development Growing demand for investment in mainstreaming activities Increased visibility and awareness of the institute activities to the locals & industry
Technological Factors	<ul style="list-style-type: none"> Rapid advancement in technology Technology legislation 	<ul style="list-style-type: none"> Increased productivity and improved product quality Reduced cost of operation Increased investment in technology Enhanced sound management effective flow of information Diversified curriculum delivery More risk of cyber crime Risk of technology obsolescence Loss of information through cyber attacks
Environment Factors	<ul style="list-style-type: none"> Global warming Deforestation Waste management Greening TVET Pollution 	<ul style="list-style-type: none"> Environmental degradation Change of weather patterns Health hazards Increased investment in emerging technologies in green energy sector
Legal Factors	<ul style="list-style-type: none"> Changes in legal and regulatory framework International legislation 	<ul style="list-style-type: none"> Need to comply with various laws and regulations Collaborations and linkages with local and international partners Meet international standards

3.8 SWOT ANALYSIS

An analysis of the Polytechnic's Strengths Weaknesses Opportunities and Threats (SWOT) provides a fair insight of the internal environmental factors including the management, organization structure, resources and marketing strategies. The Polytechnic will develop strategies to manage identified SWOT factors to suit its capabilities and customer demands for efficient and effective operations. This includes building on strengths, eliminating weaknesses, exploiting opportunities and managing threats.

Below is the summary of the factors:

Table 5: SWOT analysis -Strengths

STRENGTHS	BUILDING ON STRENGTHS
<ul style="list-style-type: none"> • National Polytechnic status • Adequate land for expansion and farming • Large catchment area • High agricultural potential • Qualified training personnel paid by the government • Competent and devoted staff • Good Leadership and Governance • Modern training and IT facilities and equipment • Well-equipped workshops • ISO 9001:2015 certified • Appropriate ERP in place • Secure and conducive learning environment • Strong trainee governance structures • Well-equipped learning resource centre 	<ul style="list-style-type: none"> • Develop and certify tailor-made programmes • Offer suitable degree courses through collaboration • Intensify agribusiness activities • Invest in modern farming technologies • Employ effective marketing strategies • Diversify courses • Diversify modes of learning • Maintain quality and conducive learning environment • Increase and improve physical infrastructure • Expand and diversify production units • Increase water storage capacity •

Table 6: SWOT analysis -Weaknesses

WEAKNESSES	ELIMINATING WEAKNESSES
<ul style="list-style-type: none"> • Weak financial base • Limited number of courses • Inflexibility in training modes • Ineffective marketing and publicity strategies • Inadequate training and learning resources • Weak alumni database • Lack of skill database • Inadequate staff • Inadequate social and recreational facilities. • Lack of incubation hub 	<ul style="list-style-type: none"> • Pursue alternative sources of funds • Introduce part time, evening and distant and E-learning programme • Devise innovative use of available resources • Strengthen alumni network • Construct more lecture rooms and workshops • Provide more social and recreational facilities • Establish proper structures on incubation

Table 7: SWOT analysis -Opportunities

OPPORTUNITIES	EXPLOITING OPPORTUNITIES
<ul style="list-style-type: none"> • National Polytechnic status • Wide skill gap in the industry • Funding from the Government and Development Partners • Goodwill from the National and County Government • Nyandarua County is highly rated in school attendance by children and youth • Provision of loans and bursaries to students by HELB • Collaboration and linkages with local and international institutions of higher learning • Cultural diversity • Capitation from the government • Increased demand for TVET courses • Central placement of students by KUCCPS and NYS • Goodwill and support from the community • High youthful population • National Optic fibre availability 	<ul style="list-style-type: none"> • Strengthen the Polytechnic’s corporate governance • Improve infrastructure to enhance corporate image • Diversify and expand courses offered • Write and present proposals for funding • Encourage needy trainees to apply for HELB loans and bursaries • Offer degree courses in collaboration with both local and international universities • offer flexible modes of learning • Encourage female participation in SET courses • Enhance equity and inclusion • Introduce short market driven courses • Enhance marketing strategies • Connect institute to the National Optic fibre for efficient & cost effective ICT needs

Table 8: SWOT analysis -Threats

THREATS	MANAGING THREATS
<ul style="list-style-type: none"> • Competition from other institutions offering similar courses • Outdated curriculum in some courses • Lack of continuous professional development by staff • Terrorism and other insecurity • Diseases and pandemics • Alcohol, drug and substance abuse in the community • Rapid Technological changes • Decrease in Funding from the Ministry of Education and other government agencies • Poor perception towards TVET programs 	<ul style="list-style-type: none"> • Enhance our visibility both regionally and nationally • Improve performance • Diversify modes of training • Diversify courses offered to include customer focused short courses to attract more students • Establish linkages with industry • Exchange programmes • Enhance our security system and sensitization programme • Implement health guidelines from relevant authorities • Continue collaborating with NACADA and other relevant bodies • Enhance mental health programme • Invest more in modern technology • Establish more income generation units • Sensitize community on TVET programmes

CHAPTER FOUR: CAPACITY ASSESSMENT

4.1 INTRODUCTION

This chapter outlines the operations capacity required by NyNP for the implementation of this strategic plan. It highlights the variance between the required and the available resources.

4.2 TRAINING STAFF

The table below shows the training staff capacity in the Polytechnic

Table 9: Training staff establishment

Training Staff	Proposed Establishment	In post 2021	Variance
Trainers in administrative office:			
1. Chief Principal	1	1	0
2. Deputy Principal -PAF	1	1	0
3. Deputy Principal- ASA	1	1	0
4. Registrar Academic	1	1	0
5. Registrar Administration	1	0	(1)
6. Dean of Students	1	1	0
7. Director of Quality Assurance and Performance Management (DQAPM)	1	1	0
8. Industrial Liaison Officer (ILO)	1	1	0
9. Head of Guidance and Counselling	1	1	0
10. Career Service Officer	1	1	0
11. PC Coordinator	1	1	0
12. Management Representative	1	0	(1)
Trainers per Department:			
Building and Civil Engineering	32	14	(18)
Mechanical Engineering	25	8	(17)
Electrical and Electronics Engineering	25	13	(12)
Agriculture and Environmental Sciences	25	10	(15)
Information Communication Technology	30	6	(24)
Business Studies	25	10	(15)
Liberal and Entrepreneurship	35	6	(29)
Hospitality and Institutional Management	25	9	(16)
Applied Science	27	4	(23)
ODEL	2	0	(2)
Total	251	117	134

4.3 NON-TRAINING STAFF

The Non-Training staff establishment as at April 2021

Table 10: Non-training staff establishment

Unit	Designation	Proposed Establishment	In post	Variance
Human Resource	Human Resource Officer	1	1	0
	Deputy Human Resource Officer	1	0	(1)
Administration	Secretaries	10	2	(8)
	Customer Care officers	3	0	(3)
	Clerical Officer	3	1	(2)
	Registry Clerk	1	0	(1)
	Support staff	2	1	(1)
	Cleaners	20	5	(15)
Finance	Finance Officer	1	1	0
	Deputy Finance Officer	1	0	(1)
	Accountants	2	0	(2)
	Cashier/ Accounts Assistants	2	2	0
	Accounts Clerk	2	0	(2)
Transport	Transport Officer	1	0	(1)
	Driving School Instructor	2	0	(2)
	Drivers	5	3	(2)
	Plant Operator Instructor	1	0	(1)
	Plant Operator	2	0	(2)
	Mechanic	2	0	(2)
Catering	Senior Cateress	1	1	0
	Cateress	1	0	(1)
	Head Cook	1	0	(1)
	Cook	8	0	(8)
	Kitchen Hand	5	2	(3)
Security	Chief Security Officer	1	0	(1)
	Assistant Security Officer	1	0	(1)
	Security Guard	15	9	(6)
Clinic	Head of clinic	1	1	0
	Nurse	1	0	(1)
Accommodation	House Keeper	1	0	(1)
	Assistant house keeper	1	0	(1)
Internal Audit	Audit and Risk officer	1	1	0
	Deputy audit and Risk officer	1	0	(1)
	Audit clerk	1	0	(1)

Public Relations	Public Relations and Communications Officer	1	0	(1)
Supply Chain	Supply Chain and Procurement Officer	1	1	0
	Deputy SC Officer	1	0	(1)
	Storekeeper	2	1	(1)
	SC/procurement Clerk	3	0	(3)
ICT services	Systems administrator	1	0	(1)
	ICT Officer	1	0	(1)
	ICT Technician	4	1	(3)
Library	Librarian	1	1	0
	Assistant Librarian	1	1	0
	Library Assistants	3	0	(3)
Farm	Farm Manager	1	0	(1)
	Assistant Farm Manager	1	0	(1)
	Livestock Attendant	1	1	0
	Farm Attendant	1	1	0
Technicians	Laboratory Technician	4	0	(4)
	Mechanical (Automotive)	1	0	(1)
	Mechanical (Production)	1	0	(1)
	Mechanical (Agricultural engineering)	1	0	(1)
	Agriculture Technician	1	1	0
	Electrical Technician Electronics	2	1	(1)
	Electrical Technician Telecommunication	1	0	(1)
	Secretarial technician	1	0	(1)
	Hospitality	3	0	(3)
	Maintenance	Estate Manager	1	0
Grounds Supervisor		1	0	(1)
Grounds man		7	7	0
Plumber		1	0	(1)
Carpenter		1	0	(1)
Welder		1	0	(1)
Electrician		1	0	(1)
Total		153	46	107

4.4 WORKSHOPS

Table 11: Workshops establishment

SNo.	Department	Name of the workshop	Proposed establishment	Available	Variance
1	Building & Civil Engineering	Building & Civil	2	1	(1)
		Masonry	1	0	(1)
		Plumbing	1	0	(1)
		Carpentry and Joinery	1	0	(1)
		Shed	2	0	(2)
2	Mechanical Engineering	Mechanical Engineering	1	0	(1)
		Automotive Engineering	1	0	(1)
		Agricultural Engineering	1	1	0
3	Electrical and Electronics	Electrical	2	1	(1)
		Electronics	1	0	(1)
		Telecommunications	1	0	(1)
4	Agriculture and Environmental Science	Agriculture and Environmental Science	1	0	(1)
5	Hospitality	Food and Beverage	2	0	(2)
		Fashion and Design	1	0	(1)
		Cosmetology	1	0	(1)
Total			19	3	22

4.5 LABORATORIES

Table 12: Laboratories establishment

S No.	Department	Laboratory	Proposed establishment	Available	Variance
1	ICT	Computer	4	3	(1)
		Studio	1	0	(1)
2	Liberal and Entrepreneurship	Computer	2	1	(1)
3	Applied Science	Applied science	1	0	(1)
4	Agriculture and Environmental Science	Crop and pest pathology	1	0	(1)
5	Mechanical	Materials lab	1	0	(1)
		Computer lab	1	0	(1)
6	Building and civil	Material testing lab for civil	1	1	0

		works			
		Soil lab	1	0	(1)
Totals			13	5	8

4.6 PLANT, PROPERTY AND EQUIPMENT

Table 13: List of infrastructural facilities/equipment

S No.	Infrastructure	Projected Requirements	Available	Variance
1.	Administration block	1	0	(1)
2.	Classrooms	81	21	(60)
3.	Departmental staffrooms	9	0	(9)
4.	Staff lounge	1	0	(1)
5.	Departmental offices	30	20	(10)
6.	Wellness centre	1	0	(1)
7.	Learning resource centre	1	2	(1)
8.	Workshops	15	4	(11)
9.	Computer Laboratory	15	3	(12)
10.	Modern kitchen and Dining Hall	1	0	(1)
11.	Multi-purpose hall	1	0	(1)
12.	Go-down	1	0	(1)
13.	Sports facilities:			
	• Soccer	2	0	(2)
	• Volleyball	2	0	(2)
	• Basketball	2	1	(1)
	• Netball	2	0	(2)
	• Handball	2	0	(2)
	• Hockey	2	0	(2)
	• Badminton	2	0	(2)
	• Rugby	2	0	(2)
	• Table tennis	4	0	(4)
	• Swimming pool	1	0	(1)
	• Lawn tennis	2	0	(2)
14.	Students centre	1	0	(1)
15.	Water storage (m ³)	2,120	120	(2,000)
16.	Borehole	1	0	(1)
17.	Sanitation facility	212	71	(141)
18.	Land	100 acres	100 acres	0
19.	Cyber café	1	0	(1)
20.	Automotive Garage	1	0	(1)
21.	Water Tower- 3 levels	1	0	(1)
22.	Hospitality Block	1	0	(1)
23.	Science Laboratories	4	0	(4)

24.	ICT Center	1	0	(1)
25.	Perimeter Wall (Metres)	2,786	310	2,476
26.	Main gate	1	1	0
27.	Cabro Works (m ²)	9,000	6,300	(2,700)
28.	Powerhouse	1	0	(1)

4.7 MOTOR VEHICLES

Table 14: Motor vehicles

S No.	Type	Proposed	Available	Variance
1.	Bus 51seater	1	1	0
2.	Bus 62 Seater	2	0	(2)
3.	Official car	1	1	0
4.	Double cabin pickup	1	1	0
5.	Van 18 Seater	1	0	(1)
6.	Light Truck-Driving School	1	1	0
7.	Medium Truck -Driving school	1	0	(1)
8.	Saloon car -Driving School	3	1	(2)
9.	Saloon car -For physically challenged(driving school)	1	0	(1)
10.	Omni-bus 30	1	0	(1)
11.	SUV -Driving School	1	0	(1)
12.	Motor Cycles	4	2	(2)

4.8 HOSTELS

Table 15: Hostels

S No.	Gender	Proposed Bed Capacity	Available Bed Capacity	Variance
1	Male ¹	2,000	40	(1960)
2	Female	2,000	160	(1840)

¹ Available structure is temporary

CHAPTER FIVE: COORDINATION FRAMEWORK

5.1 INTRODUCTION

This chapter sets out the implementation framework of the Polytechnic, which comprises the implementation arrangements, institutional framework and structures. It takes cognizance of main stakeholders who will be involved in implementation of the Strategy. Therefore, it provides a coordinated framework for efficient and effective implementation of the plan, by building on existing structures to implement and monitor activities.

5.2 COORDINATION FRAMEWORK

In order to meet the objectives, set out in this strategic plan, annual action plans will be drawn up for activities at all levels. The Logical Framework Approach (LFA) will be used to describe the major programmes, projects and a logical-frame matrix developed for each program/project. Planned activities for implementation will be reviewed and priorities defined, in line with the Budgeted Implementation Plan.

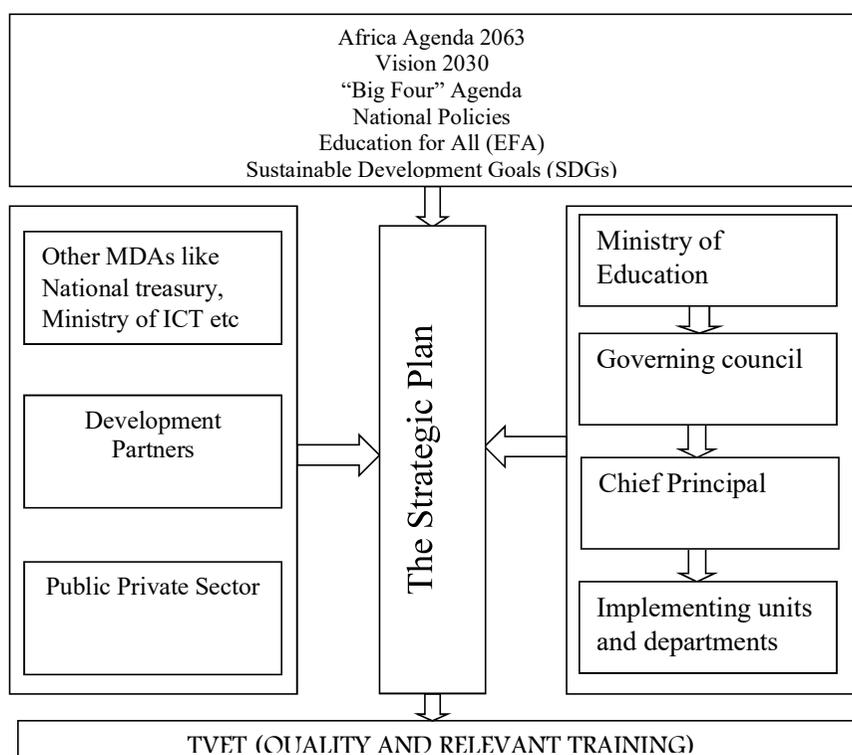


Figure 2: The Strategy Implementation Model

Figure 2 shows the implementation framework which outlines the sources of the literature used to develop the strategic plan and key players in the implementation process. The framework is aligned to the critical areas of Strategy Creation, Alignment, Execution and Accountability. The developed performance indicators will be used to review programmes on a regular basis. This will enable the implementers to evaluate the success of the implementation of this strategic plan. The plan will be updated regularly, in accordance with the results of the monitoring and evaluation and reporting processes.

5.3 INSTITUTIONAL ARRANGEMENTS

The institutional arrangements will seek to coordinate the relevant officers and create enabling environment for them to participate effectively for NyNP to thrive and contribute to national development. The institutional arrangement also provides a means through which challenges facing NyNP system will be addressed.

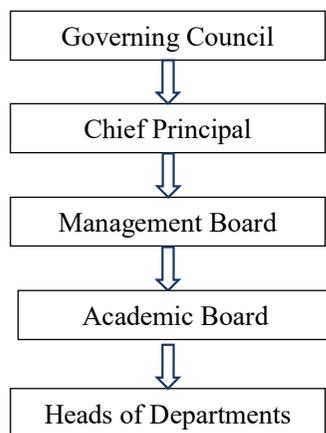


Figure 3: Institutional arrangement

Key responsibility areas:

1. The Governing Council
2. Chief Principal
3. Management Board
4. Academic Board
5. Heads of Departments and Sections

The Governing Council

The Council shall:

1. Ensure that a proper management structure is in place and that the management maintains the corporate identity and integrity, reputation and responsibility of the Polytechnic.
2. Monitor and evaluate the implementation of strategies, policies, and management plans of the Polytechnic.
3. Constantly review the viability and financial sustainability of the Polytechnic at least once in every year.
4. Ensure that the Polytechnic complies with all the relevant laws, regulations, governance practices and accounting and auditing standards.
5. Set up such committees as may be appropriate to perform such of its functions and responsibilities as it may, from time to time, determine, provided that the Council shall not delegate its principal mandate to the committees.

Chief Principal

The Principal shall:

1. Be the Secretary to the Council.

2. Be the Chief Executive Officer of the Polytechnic.
3. Be the academic and administrative head of the Polytechnic;
4. Have overall responsibility of the direction, organization, administration of programmes of the Polytechnic, subject to the direction of the Council.
5. Have such powers and duties as may be provided for by Polytechnic statutes and any other written law.

Management Board

The functions of the Management Board shall include assisting the Principal in the day to day management of the Polytechnic and shall, in this respect, be responsible for:

1. The efficient management of the human, physical and financial resources of the Polytechnic;
2. Making proposals to the Council and the Academic Board on policies that have application across the entire institution;
3. Coordination of the Polytechnic strategic and development plans
4. Any other matters related to the management of the Polytechnic.

Academic Board

The Academic Board shall have the following powers and duties:

1. To satisfy itself regarding the content and academic standard of any course of study in respect of any degree, diploma, certificate or other award of the Polytechnic and to report its findings thereon to the Council;
2. To propose regulations for consideration by the Council regarding the eligibility of person for admission to a course of study;
3. To propose regulations for consideration by the Council regarding the standard of proficiency to be gained in each examination for a degree, diploma, certificate or other award of the Polytechnic;
4. To decide which persons have attained the prescribed standard of proficiency and are otherwise fit to be granted a degree, diploma, certificate or other award of the Polytechnic and to report its decision thereon to the Council;
5. To propose regulations governing such other matters as are within its powers in accordance with this Order;
6. To approve programmes of study, regulate admission of persons to the Polytechnic and determine their continuance or discontinuation in such programmes;
7. Prescribe conditions for qualifying for conferment of a degree, diploma, certificate, award of various titles, distinction and other awards offered by the Polytechnic;
8. To determine the academic policy of the Polytechnic and to advise the Council on the provision of facilities to carry out that policy;
9. To direct and regulate the teaching and instruction within the Polytechnic and the examinations held by the Polytechnic, subject to the powers of Council herein before defined;
10. To make recommendations to the Council for the degree, diplomas and certificates to be conferred by the Polytechnic;
11. To approve diplomas, certificates and other academic qualifications to be awarded by the Polytechnic; and
12. To consider and approve the appointment of internal and external examiners.

Members of the academic board include the Principal, Deputy Principal (Academic and Student Affairs) who shall be the secretary, the dean of students, heads of academic

departments, the librarian and two members elected by the students' organization of the Polytechnic.

Heads of Departments

As a team leader, the Head of Department is in charge of every detail of running of the departments. This means that the holder of this position should be a thinker, decision maker and is the department's chief strategist. The core duties of a HOD are:

1. Allocating duties to staff within the department as well as undertaking research consultancy and teaching duties in the field of specialization.
2. Coordinating teaching and research activities within the department.
3. Coordinating student admissions, tuition, and examinations within the department.
4. Providing leadership in curriculum design, development and review in a particular field
5. Coordinating the development and production of course materials to be used within the department.
6. Ensuring the maintenance of high standards of professionalism in setting, supervision and marking of examinations within the department.
7. Coordinating the identification of appropriate materials and supplies, tools, equipment and other facilities in order to improve and uphold high teaching standards.
8. Maintenance of proper inventories of equipment and supplies entrusted to the department.
9. Stimulating the publication of written materials and other professional endeavours undertaken by staff within the department.
10. Coordinating staff development activities within the department.
11. Coordinating income generating activities within the department.
12. Coordinating student industrial attachment and other field work.
13. Promoting liaison between the institution and the students, employers, sponsors parents and the local community in order to cultivate goodwill.
14. Providing leadership in curriculum design, development and review of fields appertaining to the department
15. Undertaking general duties relating to students' welfare and Academic development
16. Any other duties as may be assigned by the principal from time to time.

5.4 CAPACITY BUILDING

The Polytechnic will be providing training and development for its staff based on Training Needs Assessment (TNA).

5.5 TRAINING PROGRAMMES

The Polytechnic offers the following courses:

Table 16: Training programmes

Department	Courses
Business Studies	Diploma in Human Resource Management
	Diploma in Business Management
	Diploma in Sales and Marketing
	Diploma in Supply Chain Management

Department	Courses
	Certificate in Business Management
	Certificate in Supply Chain Management
	Certificate in Supply Chain Management
	Account Technician Diploma (ATD)
	CPA 1,2 & 3
	Certificate in Accounting & Management Skills (CAMS)
	Diploma in Computerized Secretarial Studies
	Certificate in Secretarial Studies
	Office Administrator – Level 6
	Supply Chain Management – Level 6
	Public Administration and Management – Level 6
Information Communication Technology	Certificate in Information Communication Technology
	Certificate in Computer Applications
	ICT Technician – Level 6
	ICT Technician – Level 4 & 5
Building and Civil Engineering	Diploma in Building Technology
	Diploma in Civil Engineering
	Diploma in Quantity Survey
	Diploma in Architecture
	Certificate in Building Technology
	Certificate in Road Construction
	Plumbing Certificate
	Artisan in Plumbing
	Artisan in Building Technology
	Ceramic Technology – Level 6
Mechanical Engineering	Diploma in Automotive Engineering
	Diploma in Mechanical Engineering (Production)
	Diploma in Mechanical Engineering(Plant)
	Diploma in Agricultural Engineering
	Certificate in Automotive Engineering
	Certificate in Agricultural Engineering
	Certificate in Mechanical Engineering
	Artisan in Automotive Engineering
	Artisan in Agricultural Mechanics
	Driving Certificate (B1 & C1) – Light Vehicle & Light Truck
	Automotive Engineering – Level 5
	Motor Cycle Mechanic – Level 3
	Welding & Fabrication – Level 4
Agriculture and	Diploma in Agriculture

Department	Courses
Environmental Sciences	Diploma in Sustainable Agriculture
	Certificate in General Agriculture
	Horticulture Nursery Management – Level 5
	Diploma in Entrepreneurial Agriculture
Electrical and Electronics Engineering	Higher National Diploma in Electrical & electronic Engineering (Power)
	Diploma in Electrical & Electronics Engineering (Power)
	Diploma in Electrical & Electronics Engineering (Telecomm.)
	Diploma in Electrical & Electronic Engineering (Instrumentation)
	Certificate in Electrical Engineering (Power)
	Certificate in Electrical & Electronics Engineering (Telecomm.)
	Electrical Installation – Level 5
	Electrical Installation – Level 3 & 4
	Higher National Diploma in Information Science
	Diploma in Information Science (Library Studies)
	Certificate in Information Science
	Diploma in Counseling Psychology (DCP)
	Counseling Psychology – Level 6
	Community and Social Work – Level 6
Records and Archive Management – Level 5 & 6	
Hospitality and Institution Management	Diploma in Food & Beverage
	Diploma in Catering and Accommodation
	Certificate in Food & Beverage
	Certificate in Catering and Accommodation
	Artisan in Food and Beverage
	Food and Beverage Production – Level 3
	Beauty Therapy – Level 5
	Hair Dressing – Level 5
	Fashion and Design – Level 5
Applied Sciences	Diploma in Analytical Chemistry
	Diploma in Food Science Technology
	Diploma in Science Laboratory Technician
	Certificate in Food Science Technology
	Certificate in Science Laboratory Technician
ODEL	All open courses
	All distance learning courses
	Short term courses
	Collaboration courses

5.6 RESOURCE MOBILIZATION

The successful implementation of this Strategic Plan will depend on the resources mobilized and applied in terms of monetary, human capital, technology and organizational change in order to actualize the identified strategies. Resource mobilization will entail putting in place financial strategies based on the required resource envelop in order to avail requisite resources for plan implementation. The financing modality of NyNP is a partnership between the government (national and county governments), households, communities, development partners, alumni, private sector, civil society organizations and Polytechnic income generating units.

5.7 PROJECTED FINANCIAL RESOURCE REQUIREMENTS

To successfully implement this plan, the Polytechnic will require the following financial resources.

Table 17: Projected financial resource requirements

Strategic Objectives	Thousands Kenya Shillings (000)					
	Total	Year 1	Year 2	Year 3	Year 4	Year 5
1.To equip trainees with appropriate knowledge, skills and attitudes requisite in today's dynamic global environment	538,084	228,342	134,452	144,090	28,500	2,700
2. To enhance research, technology, innovation and incubation	17,350	5,250	4,900	2,400	2,400	2,400
3. To upgrade the Polytechnic's training facilities and infrastructure towards world class standards	894,269	357,229	109,001	208,516	129,616	89,907
4. To enhance collaborations, linkages and partnerships with industry and academia	3,400	1,714	843	843	0	0
5. To establish and strengthen the Polytechnic's corporate governance.	894,269	357,229	109,001	208,516	129,616	89,907
6. To develop,	309,828	103,032	37,713	83,081	36,258	49,744

empower and retain adequate and high calibre staff.						
7. To promote diversity, equity and inclusivity in accessing service delivery	64,723	17,151	14,572	9,952	11,160	11,888
TOTAL	2,721,923	1,069,947	410,482	657,398	337,550	246,546

The Implementation matrix provides detailed breakdown of required funding for each planned activity.

5.8 SOURCES OF FUNDS

Table 18 Summary of 5 years projected revenue

SOURCE	AMOUNT EXPECTED Ksh
1. Fees*	974,655,000
2. Government Development Grants.	1,021,134,000
3. Polytechnic IGUs	5,000,000
4. Development partners	721,134,000
TOTAL	2,721,923,000

*Projected fees collection @Ksh56,420 per trainee

YEAR	ENROLMENT	AMOUNT Kshs.
2021-2022	2,500	141,050,000
2022-2023	2,750	155,155,000
2023-2024	3,025	170,670,000
2024-2025	4,000	225,680,000
2025-2026	5,000	282,100,000
TOTAL		974,655,000

CHAPTER SIX: IMPLEMENTATION FRAMEWORK

6.1 INTRODUCTION

This chapter deals with main pillars and respective strategic objectives that will direct Polytechnic's programmes during this strategic plan period. The implementation framework provides this information together with respective strategies and activities. The chapter also contains detailed information on the implementation plan for each of the activities. The implementation framework here under shall be consistent with the Vision and Mission of NyNP.

6.2 IMPLEMENTATION FRAMEWORK

Table 19: Implementation framework

Strategic pillar 1: Training and skills development	
Strategic Objective 1: To equip trainees with appropriate knowledge, skills and attitudes requisite in today's dynamic global environment	
Strategies	Activities
1. Provide modern and adequate facilities for training	<ul style="list-style-type: none"> • Construct training rooms • Construct and equip hospitality block • Construct and equip laboratories, garages and workshops
2. Provide Academic programmes that meet the best practices	<ul style="list-style-type: none"> • Review academic programmes to ensure market relevance and applicability • Develop and seek accreditation for tailor made programmes
3. Provide a training environment that promotes acquisition of appropriate skills and attitudes	<ul style="list-style-type: none"> • Diversify modes of learning • Erect reading shades • Enhance internet connectivity • Construct a wellness centre • Acquisition of buses/van
4. Facilitate use of technology in training	<ul style="list-style-type: none"> • Establish a repository for digital content • Establish and equip digital content development studio • Acquire smart boards
Strategic pillar 2: Research and innovation	
Strategic Objective 2: To enhance research, technology, innovation and incubation	
Strategies	Activities
1. Enhance Research and development activities in the Institute	<ul style="list-style-type: none"> • Review and implement a Research Policy • Develop intellectual property policy • Establish and operationalize TISC centre in collaboration with KIPI/WIPO • Facilitate participation in research forums at local, regional and international levels
2. Incubation of innovative ideas	<ul style="list-style-type: none"> • Introduce incubation hub • Patent innovations • Commercialization of incubated ideas

Strategic pillar 3: Enabling environment**Strategic Objective 3: To upgrade the Polytechnic's training facilities and infrastructure towards world class standards;**

Strategies	Activities
1. Generate sufficient income to meet the institutions recurrent and developmental expenditure	<ul style="list-style-type: none"> • Introduce additional income generating units • Expand the existing income generating units • Increasing students enrolment • Develop a revenue collection policy • Develop and implement a funding master plan • Pursue alternative sources of funds
2. Provide adequate physical Infrastructure and equipment	<ul style="list-style-type: none"> • Benchmark for best practices • To develop and adopt a master plan that depicts a world class Polytechnic • Construct and equip administration block • Construct and equip modern kitchen and dining hall • Construct a student centre • Construct and equip dispensary • Construct and equip ICT resource centre • Construct and equip Multipurpose hall • Construct and equip Modern hostels • Upgrade of sports facilities • Construct phase II of the library • Equip and furnish the library • Construct gate B • Lay additional cabros on walk ways • Construct of water tower and upgrade the water supply • Improve drainage system • Upgrade electricity supply and distribution network • Construct Go-down

Strategic pillar 4: Collaborations and partnerships**Strategic Objective 4: To enhance collaborations, linkages and partnerships with industry and academia**

Strategies	Activities
Establish the structures for collaborations and partnerships	<ul style="list-style-type: none"> • Develop a policy on collaborations and linkages • Identify areas of collaborations • Signing of MoUs

Strategic pillar 5: Oversight and governance**Strategic Objective 5: To establish and strengthen the Polytechnic's corporate governance;**

Strategies	Activities
Develop governance structures	<ul style="list-style-type: none"> • Develop guiding policies, operational charters, statutes • Establishment of committees

Strengthen the financial management system	<ul style="list-style-type: none"> • Customize relevant policies and financial management manuals • Upgrade the financial IMS • Strengthen the Internal Control System
Enhance the Quality Management System	<ul style="list-style-type: none"> • Adopt ISMS • Seek ISO 9001:2015 re-certification • Enhance quality assurance
Capacity building	Develop and implement capacity building manual
Strategic pillar 6: Human resource development	
Strategic Objective 6: To develop, empower and retain adequate and high caliber staff;	
Strategies	Activities
1. Acquire, develop and empower staff	<ul style="list-style-type: none"> • Review the HR policies and procedures manual • Allocate funds for staff development activities • Implement mentorship programmes • Industrial attachment for skill upgrading
2. Retain competent staff	<ul style="list-style-type: none"> • Carry out and implement recommendations of work environments survey • Establish and implement a meritorious scheme • Review staff welfare policy • Provide laptops to HODs • Team building
Strategic pillar 7: Equity and Inclusion	
Strategic Objective 7: To promote equity and inclusivity in accessing service delivery	
Strategies	Activities
Improve accessibility to training	<ul style="list-style-type: none"> • Develop and implement Affirmative action policy in admissions
Create a conducive learning environment for all	<ul style="list-style-type: none"> • Develop and implement plans for improving accessibility to training • Provision of walkways, ramps, parking slots, sanitation facilities • Assistive devices • Special needs interventions -Sign language, Braille and large print • Compliant websites
Provide opportunities for all	<ul style="list-style-type: none"> • Implement affirmative action in employment and procurement • Develop and implement gender and Disability mainstreaming policy • Work study programmes
Improve the perception of TVET	<ul style="list-style-type: none"> • Apply gender friendly methods of delivery • Re-branding and advocacy • Train career champions for career guidance • Strengthen Alumni network

6.3 IMPLEMENTATION PLAN

Table 20: *Implementation plan -Objective 1*

Strategic objective 1: To equip trainees with appropriate knowledge, skills and attitudes requisite in today's dynamic global environment									
Strategy	Activity	KPI	Responsible	Budget in thousands Kenya shillings					
				Total	Y1	Y2	Y3	Y4	Y5
Provide modern and adequate facilities for training	Construct training rooms	No. of training rooms	Registrar	125,280	58,464	29,232	37,584	-	-
	Construct and equip hospitality block	Hospitality block	HOD Hospitality	54,288	54,288	-	-	-	-
	Construct and equip laboratories, garage and workshops	Laboratories Garage workshops	HODs	156,756	60,000	60,000	36,756	-	-
			HODs	17,150	17,150	-	-	-	-
			HODs	94,100	25,000	25,000	25,000	19,100	-
Provide Academic programmes that meet the best practices	Review academic programmes to ensure market relevance and applicability	Reviewed programmes	DP-ASA	2,500	500	500	500	500	500
	Develop and seek accreditation for tailor made programme	New curriculum for tailor made programmes	DP-ASA	1,800	900	200	300	300	100
Provide a training environment that promotes acquisition of appropriate skills and	Diversify modes of curriculum delivery	Modes of curriculum delivery	DP-ASA	1,200	400	200	200	200	200
	Erect reading shade	No. of shades	Registrar	2,000	500	250	250	500	500

attitudes	Enhance internet connectivity	Bandwidth	System Admin.	6,000 ²	1,600	800	1,100	1,100	1,400
	Acquisition of buses/mini-bus/van	No. of buses/van	DOS	46,240	4,640	17,400	17,400	6,800	-
	Construct a wellness centre	-Wellness centre in place -Nursing station and changing rooms	G&C coordinator	25,000	-	-	25,000	-	-
Facilitate use of technology in training	Establish a repository for digital content	Digital repository in place	HODeL	1,500	1,500	-	-	-	-
	Establish and equip digital content development studio	Digital studio in place	HODeL	1,950	1,950	-	-	-	-
	Acquire smart boards	Smart boards in place	Registrar	2,320	1,450	870	-	-	-

² This is a recurrent expenditure to be increased with number of users from the current Kshs1.6million to Ksh6million in five years.

Table 21: Implementation plan -Objective 2

Strategic objective 2: To enhance research, technology, innovation and incubation									
Strategy	Activity	KPI	Responsible	Budget in thousands Kenya shillings					
				Total	Y1	Y2	Y3	Y4	Y5
Enhance Research and development activities	Review and implement a Research Policy	Research policy	HRDI	150	-	-	-	-	-
	Develop intellectual property policy	IP Policy	HRDI	200	-	-	-	-	-
	Establish and operationalize TISC centre in collaboration with KIPi/WIPO	TISC centre	HRDI	2,500	-	-	-	-	-
	Facilitate participation in research forums at local, regional and international levels	No. of research fora	HRDI	1,200	1,200	1,200	1,200	1,200	1,200
Incubation of innovative ideas	Introduce incubation hub	Incubation hub in place	HRDI	2,500	-	2,500	-	-	-
	Patent innovations	No. of patents	HRDI	1,000	200	200	200	200	200
	Commercialization of incubated ideas	No. of ideas Commercialized	HRDI	5,000	1,000	1,000	1,000	1,000	1,000

Table 22: Implementation plan -Objective 3

Strategic objective 3: To upgrade the Polytechnic's training facilities and infrastructure towards world class standards									
Strategy	Activity	KPI	Responsible	Budget in thousands Kenya shillings					
				Total	Y1	Y2	Y3	Y4	Y5
Generate sufficient income to meet the institutions recurrent and developmental expenditure	Introduce additional income generating units	No. of additional IGUs	EM	26,730	26,730	-	-	-	-
	Expand the existing income generating units	No. of IGUs expanded	EM	10,750	7,000	3,750	-	-	-
	Increasing trainee enrolment	No. of trainees	Registrar	21,168	2,823	3953	4348	4783	5261
	Develop a revenue collection policy	Revenue collection policy	DP-PAF	300	200	-	-	100	-
Provide adequate physical Infrastructure and equipment	Develop and implement a funding master plan	Funding master plan	DP-PAF	280	180	-	-	100	-
	Pursue alternative sources of funds	Alternative sources of funds	DP-PAF	5,000	1,900	1,000	1,000	600	500
	Benchmark for best practices	Benchmarking reports	DP-PAF	4,325	2,300	525	500	500	500
	To develop and adopt a master plan that depicts a world class Polytechnic	Master plan in place	Chairman infrastructure	2,800	2,800	-	-	-	-
Construct and equip	Administration	Administration	Chairman	50,000	-	30,000	20,000	-	-

administration block	block	infrastructure							
Construct and equip modern kitchen and dining hall	Modern kitchen and dining hall	DOS	60,320	-	30,320	30,000	-	-	-
Construct a student centre	Student centre	DOS	30,160	-	-	-	15,160	15,000	
Construct and equip dispensary	Equipped dispensary	DOS	25,000			12,500	12,500		
Construct and equip ICT resource centre	ICT resource centre	HOD ICT	35,090	-	-	18,000	17,090	-	
Construct and equip Multipurpose hall	Multipurpose hall	Chairman infrastructure	58,464	-	-	-	48,000	10,464	
Construct and equip Modern hostels	No. of Equipped Modern hostels	DOS	109,690	40,000	-	40,000	-	29,690	
Upgrade of playing fields and pitches	Playing fields and pitches	DOS	72,551	23,000	21,000	18,000	15,000	13,551	
Construct phase II of the library	Library phase II	Librarian	35,090	-	-	35,090	-	-	
Equip and furnish the library	Furnishings and equipment in place	Librarian	770	-	-	770	-	-	
Construct gate B	New gate B	Chairman infrastructure	2,900	2,900	-	-	-	-	
Lay additional cabros on walk ways	Area laid in m ²	Chairman infrastructure	49,960	7,500	7,500	19,960	7,500	7,500	

	Sink borehole and improve storage	-Borehole -Storage capacity (m ³)	Chairman infrastructure	6,960	6,960	-	-	-	-
	Improve drainage system	Drainage channels (metres)	Chairman infrastructure	26,680	10,000	7,000	4,000	3,500	2,180
	Upgrade electricity supply and distribution network	Powerhouse in place	HOD Electrical	210,113	210,113	-	-	-	-
	Construct Go-down	Go-down	SCMO	10,000	10,000	-	-	-	-

Table 23: Implementation plan -Objective 4

Strategic Objective 4. To enhance collaborations, linkages and partnerships with industry and academia		KPI	Responsible	Budget in thousands of Kenya Shillings					
				Total	Y1	Y2	Y3	Y4	Y5
Establish the structures for collaborations and partnerships	Activity								
	Develop a policy on collaborations and linkages	Policy in place	ILO & HODEL	200	200	-	-	-	-
	Identify areas of collaborations	Areas identified	ILO & HODEL	2,000	1,000	500	500	-	-
	Signing of MoUs	No. of MoUs signed	ILO & HODEL	1,200	514	343	343	-	-

Table 24: Implementation plan -Objective 5

Strategy		Activity	KPI	Responsible	Budget in thousands of Kenya Shillings					
					Total	Y1	Y2	Y3	Y4	Y5
Develop governance structures	Develop guiding policies, operational charters, statutes	Structures established	Chairman, Governing Council	4,500	4,500	-	-	-	-	-
	Establishment of working committees	Committees Working	Management Board	1,000	1,000	-	-	-	-	-
	Strengthen the financial management system	Customize relevant policies and financial management manuals	FO	600	200	200	200	-	-	-
Enhance the Quality Management System	Upgrade the FIMS	Upgraded FIMS	FO	6,500	6,500	-	-	-	-	-
	Strengthen the internal control systems	ICS	IA	1,000	200	200	200	200	200	200
	Adopt ISMS	ISMS	DQAPM	1,350	-	1,350	-	-	-	-
Seek ISO 9001:2015 re-certification	Seek ISO 9001:2015 re-certification	ISO 9001:2015 Recertification	DQAPM	27,785	5,556	6,112	6,722	7,395	8,135	8,135
	Restructure quality assurance	Restructured quality assurance	DQAPM	1,400	500	400	200	150	150	150

Capacity building	Develop and implement capacity building manual	function	HRO	200	200	-	-	-	-	-
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Table 25: Implementation plan -Objective 6

Objective 6: To develop, empower and retain adequate and high caliber staff.		KPI	Responsible	Budget in Thousands of Kenya shillings					
				Total	Y1	Y2	Y3	Y4	Y5
Acquire, develop and empower staff	Activity								
	Review the HR policies and procedures manual	Reviewed HR policies and procedures manual	HRO	300	150	-	-	150	-
	Allocate funds for staff development activities	% of budget allocated ³	HRO	208,728	74,452	31,313	53,411	29,478	20,074
	Implement mentorship programmes	No. of mentorship programmes	HRO	400	200	-	200	-	-
	Industrial attachment for skill upgrading	No. of staff attached	HRO	4,950	900	900	1,050	1,050	1,050
Retain competent staff	Activity								
	Carry out and implement recommendations of work environments survey	Reports	HRO	600	120	120	120	120	120
	Establish and implement a meritorious scheme	Meritorious scheme in place	HRO	2,500	500	500	500	500	500
	Construct staff units	No. of units	HRO	66,900	22,300	-	22,300	-	22,300
	Review staff welfare policy	Reviewed policy	HRO	150	150	-	-	-	-
Exit management plans	Exit schemes	HRO	4,320	600	720	840	960	1,200	
Provide laptop to HODs	No of laptops	HRO	3,480	1,160	1,160	1,160	-	-	

³ Figure is a given percentage of total budget of the year; targeting a final 10.2% by the 5th year, 2026.

Team building programmes	No. of Team building programmes	HRO	17,500	2500	3,000	3,500	4,000	4,500
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Table 26: Implementation plan -Objective 7

Strategic objective 7: To promote equity and inclusivity in accessing service delivery									
Strategies	Activity	KPI	Responsible	Budget in Thousands of Kenya shillings					
				Total	Y1	Y2	Y3	Y4	Y5
Improve accessibility to training	Develop and implement Affirmative action policy in admissions	Policy in place	Registrar	200	200	-	-	-	-
Create a conducive learning environment for all	Provision of walkways, ramps, parking slots, sanitation facilities for persons with disabilities	No. of facilities in place	Chairman, Infrastructure	14,000	9,000	5,000	-	-	-
	Assistive devices	No. of devices	CGMC	1,000	200	200	200	200	200
Provide opportunities for all	Special needs interventions- Sign language , Braille, large print	No. of interventions	CGMC	2,200	1,000	1,200	-	-	-
	Upgrade website to comply with WCAG guidelines	WCAG Compliant website	System Admin	400	400	-	-	-	-
	Implement affirmative action in employment and procurement	No. of interventions	HRO/ SCMO	200	40	40	40	40	40
	Develop and implement gender and Disability mainstreaming policy	No. of interventions	CGMC	400	200	-	-	200	-
Enroll in trainee in work study	Enroll in trainee in work study	No. of trainees enrolled	DOS	1,350	270	270	270	270	270

	programmes											
Improve the perception of TVET	Apply gender friendly methods of delivery	No. of gender friendly equipment acquired ⁴	DP-ASA	3,800	500	1,000	1,000	800	500			
	Re-branding and advocacy	% of Budget allocated	Registrar	37,623	4,891	6,312	7,692	8,800	9,928			
	Train champions and ambassadors for career guidance	No. trained	CSO	750	150	150	150	150	150			
	Strengthen Alumni network	No. in database	CSO	2,800	300	400	600	700	800			

⁴ Acquire equipment to training easier for female gender including dumper, concrete mixer, hoist, etc.

CHAPTER SEVEN: ACCOUNTABILITY, RISKS AND MITIGATION MEASURES

7.1 INTRODUCTION

This chapter explains accountability issues and risks. Accountability section identifies key stakeholders (trainees, parents/guardians/sponsors, local community, government, industry and development partners) and explains how the Polytechnic is accountable to each. In addition, a number of key assumptions are listed. Section two deals with identified risks and mitigation measures.

7.2 ACCOUNTABILITY

As an agency for TVET the Polytechnic will be accountable to the various stakeholders using the framework provided.

Table 27: Accountability to stakeholders

Stakeholder	Polytechnic Responsibility
Trainees	<ol style="list-style-type: none"> 1. Providing a quality and conducive learning environment 2. Providing high quality and relevant training 3. Ensuring equity and inclusivity in training 4. Enabling participatory and inclusive trainee governance
Parents/guardians/sponsors/NYS	<ol style="list-style-type: none"> 1. Ensuring safety of trainees in the Polytechnic premises. 2. Ensure relevance, equity and access to training 3. Ensure value for money
Local Community	<ol style="list-style-type: none"> 1. Meeting the local demands for training 2. Engaging in social investment activities 3. Tailor made programmes to solve community challenges 4. Market for community goods and services 5. Harmonious co-existence
Government	<ol style="list-style-type: none"> 1. Implementation of the curriculum 2. Transparency and accountability in the management of the Polytechnic resources 3. Compliance with the legal framework
Industry	<ol style="list-style-type: none"> 1. Ensuring relevance of the training 2. Providing and assessing trainees on attachment 3. Meet the industry demands for quality skills. 4. Comply with industry regulations
Development partners	<ol style="list-style-type: none"> 1. Prudent utilization of resources 2. Value for money 3. Reciprocity

7.3 ASSUMPTIONS

Successful implementation of the strategic plan is anchored on the following assumptions

1. Non-interruption of the Public service values and reforms, strategic direction, policy and programmes
2. Trends in the PESTEL and SWOT factors will remain sufficiently favourable such that resources will flow as expected
3. Alternative strategies will be explored for acquisition of more resources
4. Demand for skilled manpower will continually increase
5. There will be continued support from the local community, development partners and industry.
6. The current political goodwill and support towards TVET will be maintained.
7. The covid-19 pandemic will be controlled and managed

7.4 RISKS AND MITIGATION

Table 28: Risks and mitigation

S No	Risk Name	Owner	Consequence	Mitigation measures
1.	Low Examination pass rate	DP- ASA	<ul style="list-style-type: none"> • Loss of reputation • Low enrolment • Career degradation/ high wastage 	<ul style="list-style-type: none"> • Effective Curriculum implementation monitoring & evaluation • Compliance with Academic policy • Appropriate and adequate resources • Robust internal quality assurance function
2.	Low trainee enrolment	Registrar	<ul style="list-style-type: none"> • Low revenues • Underutilization of resources • Termination of some courses • Redundancy 	<ul style="list-style-type: none"> • Strategic marketing and publicity • Tailored-made programmes • Diversification of courses • Short courses • Collaborations and partnerships
3.	Skills - jobs mismatch	DP- ASA	<ul style="list-style-type: none"> • Skills obsolescence and redundancy • Unemployment 	<ul style="list-style-type: none"> • Offering market driven courses • Continuous professional development for trainers
4.	Occupational safety and	Occupational Safety and	<ul style="list-style-type: none"> • Financial loss • Information loss 	<ul style="list-style-type: none"> • Fire marshals training & drills

S No	Risk Name	Owner	Consequence	Mitigation measures
	health issues	Health Officer	<ul style="list-style-type: none"> Injuries & Trauma Litigation 	<ul style="list-style-type: none"> Cloud Data Back ups Fire extinguishers, Fire alarm, Hydrants Occupational and Safety Measures Create Awareness Provision of Safety and Protective Tools and Equipment Insurance cover
5.	Inadequate revenue	Governing Council	<ul style="list-style-type: none"> Stalling of projects Closure of institution Litigation Student unrest Inability to meet obligations 	<ul style="list-style-type: none"> Income generating / Production units Revenue collection policy Disposal of idle assets Alternative funding e.g. collaborations with development partners Increase enrolment
6.	High labour turnover	HRO	<ul style="list-style-type: none"> Lack of skilled staff Lack of continuity Low performance in courses Loss of reputation Brain drain 	<ul style="list-style-type: none"> Improve on terms of employment Improve work environment Remunerate staff as per HR policy Bonding
7.	Theft & vandalism	Chief Security Officer	<ul style="list-style-type: none"> Financial loss Loss of property Negative publicity Disruption of operations 	<ul style="list-style-type: none"> Appointment of Internal Chief Security Officer Perimeter fence Qualified security guards & lighting Burglar proof doors & windows Lockable training rooms Expansion of CCTV surveillance Controlled access to premises and property Enhanced Internal

S No	Risk Name	Owner	Consequence	Mitigation measures
				<ul style="list-style-type: none"> control systems Insurance cover
8.	Fraud and irregularities	A&RO	<ul style="list-style-type: none"> Financial loss Loss of reputation Disruption of operations Litigation 	<ul style="list-style-type: none"> Enhanced Internal control systems Compliance to Anti-fraud policies Sensitization / Awareness to staff and stakeholders
9.	Leakage of sensitive information	DP-PAF	<ul style="list-style-type: none"> Loss of data and information Abuse of information Loss of reputation Financial loss Sabotage of organizational plans Litigation Loss of intellectual property rights 	<ul style="list-style-type: none"> Improve firewalls, Passwords Train staff on securing ISMS and data security Restricted access to information Observation of communication protocols Vetting of officers responsible for sensitive information Patenting, Trademarks and Copyrights
10.	Loss of Polytechnic land	Principal	<ul style="list-style-type: none"> Closure of the Polytechnic Litigation Financial loss Reputation loss 	<ul style="list-style-type: none"> Expedite acquisition of Title deed Erect Perimeter fence
11.	Terrorism and insecurity	Governing council	<ul style="list-style-type: none"> Loss of life Loss of property Disruption of operations Injury and trauma 	<ul style="list-style-type: none"> Collaboration with security agencies Continuous awareness creation Improvement of security systems
12.	Natural Disasters	Governing council	<ul style="list-style-type: none"> Loss of life Loss of property Disruption of operations Injury and trauma 	<ul style="list-style-type: none"> Improve storm drainage Insurance cover Sensitization and awareness creation Compliance with advisories from relevance agencies

S No	Risk Name	Owner	Consequence	Mitigation measures
13.	ICT Risk	Principal	<ul style="list-style-type: none"> • Hacking and loss of data • Piracy • Unlicensed software 	<ul style="list-style-type: none"> • Controlled access • Apply Data Protection Act No.24 of 2019 • Acquire and use genuine software

CHAPTER EIGHT: MONITORING AND EVALUATION

8.1 INTRODUCTION

The success of the strategic plan implementation will significantly depend on the effectiveness of the planned activities and outputs in the monitoring and evaluation process. Through the process of monitoring, the Polytechnic Council will assess the delivery and use of resources following the implemented plan, the achievement of the intended outputs in a timely, cost-effective manner, and the overall efficiency with which the activities are implemented.

8.2 MONITORING, EVALUATION AND REVIEW

Monitoring and Evaluation will be done to assess the achievement of the strategic objectives as outlined in the strategic plan. Its goal will be to improve the current and future management of outputs, outcomes, and impact of the strategic activities.

Monitoring will involve a continuous assessment of programs based on the strategic activities outlined in the implementation framework.

Evaluation will entail the examination concerning the relevance, effectiveness, efficiency, and impact of strategic activities in the light of specified objectives.

The Process of monitoring and evaluation will:

- i. Assist to determine the degree of achievement of the objectives.
- ii. Determine and identify any problems associated with the implementation plan.
- iii. Generate data that will allow for better assessment of their impact which, in turn, will contribute to a better and informed decision-making process by the Polytechnic Council.
- iv. Enable periodic assessment of the predetermined outcomes to provide baseline information of challenges /limitations in implementing the strategic plan and provide initiatives to counter the same.

The strategic plan will be evaluated before, during, and after implementation to ensure that it remains feasible, relevant, and likely to produce the planned results.

The following committees will be formed to monitor, evaluate and report on matters relating to the implementation of the strategic plan:

8.3 MONITORING AND EVALUATION TEAM

The team will comprise the following:

1. Governing Council
2. Director of Quality Assurance and Performance Management
3. Audit and Risk officer
4. Performance Contract Coordinator
5. Internal Quality Assurance Officer

This team will be mandated to:

- i. Keep track of the implementation process.
- ii. Point out any deviation from the plan.
- iii. Advice on the ways to correct any deviations.
- iv. Ensure that transparency and accountability are observed at all stages of implementation.
- v. Evaluate legal matters that may affect the implementation.
- vi. Evaluate implementation policies and procedures.
- vii. Audit all implementation activities.
- viii. Report their findings to the management board quarterly.

Monitoring shall be through the results matrix that will show annual targets that will be measurable at the end of every year through the Performance Contracting.

8.5 REVIEW

There will be a mid-term review of the strategic plan or as may be guided by the Polytechnic Governing Council.

8.6 RESULTS MATRIX

Table 29: Results matrix -Objective 1

Strategy	Activity	KPI	UNITS	BASELINE 2016- 2021	TARGET					
					Total	Y1	Y2	Y3	Y4	Y5
Provide modern and adequate facilities for training	Construct training rooms	Training rooms	No.	21	60	28	14	18	-	-
	Construct and equip hospitality block	Hospitality block	No.	0	1	1	-	-	-	-
	Construct and equip laboratories, garages and workshops	Laboratories	No.	5	13	5	4	4	-	-
		Garages	No.	0	1	1	-	-	-	-
		Workshops	No.	5	15	5	5	5	-	-
	Acquisition of buses/mini-bus/van	No. of buses/van	No.	1	3	1	1	1	-	-
Provide Academic programmes that meet the best practices	Review academic programmes to ensure market relevance and applicability	Reviewed programmes	No.	0	46	46	-	-	-	-
	Develop and seek accreditation for tailor made programmes	New curriculum for tailor made programmes	No.	0	18	9	2	3	1	3
Provide a training environment that promotes acquisition of appropriate skills and attitudes	Diversify modes of learning	Modes of learning	No.	2	3	1	1	1	-	-
	Erect reading shade	No. of shades	No.	0	40	10	5	5	10	10
	Enhance internet connectivity	Bandwidth	Mbps	120	80	80	-	-	-	-

Table 30: Results matrix -Objective 2

Strategic objective 2: To enhance research, technology, innovation and incubation									
Strategy	Activity	KPI	UNITS	BASELINE 2016- 2021	TARGET				
					Total	Y1	Y2	Y3	Y4
Enhance Research and development activities in the Institute	Review and implement a Research Policy	Research policy	No.	1	1	-	-	-	-
	Develop intellectual property policy	IP Policy	No.	0	1	-	-	-	-
	Establish and operationalize TISC centre in collaboration with KIPI/WIPO	TISC centre	No.	0	1	-	-	-	-
	Facilitate participation in research forums at local, regional and international levels	Research fora	No.	15	25	5	5	5	5
Incubation of innovative ideas	Introduce incubation hub	Incubation hub in place	No.	0	1	-	1	-	-
	Patent innovations	Patents	No.	3	5	1	1	1	1
	Commercialization of incubated ideas	Ideas Commercialized	No.	0	5	1	1	1	1

Table 31: Results matrix -Objective 3

Strategic Objective 3: To upgrade the Polytechnic's training facilities and infrastructure towards world class standards										
Strategy	Activity	KPI	Units	BASELINE 2016-2021	TARGET					
					Total	Y1	Y2	Y3	Y4	Y5
Generate sufficient income to meet the institutions recurrent and developmental expenditure	Introduce additional income generating units	Additional IGUs	No.	3	3	-	-	-	-	-
	Expand the existing income generating units	IGUs expanded	No.	N/A	2	1	-	-	-	-
	Increasing trainee enrolment	Trainees	No.	1280* May intake	744	744	744	744	744	744
	Develop a revenue collection policy	Revenue collection policy	No.	0	1	-	-	-	-	-
	Develop and implement a funding master plan	Funding master plan	No.	0	1	-	-	-	-	-
Provide adequate physical Infrastructure and equipment	Pursue alternative sources of funds	Alternative sources of funds	No.	4	5	1	1	1	1	1
	Benchmark for best practices	Benchmarking reports	No.	N/A	5	1	1	1	1	1
	To develop and adopt a master plan that depicts a world class Polytechnic	Master plan in place	No.	0	1	-	-	-	-	-

Construct and equip administration block	Administration block	No.	0	1	-	-	1	-	-
Construct and equip modern kitchen and dining hall	Modern kitchen and dining hall	No.	0	1	-	1	-	-	-
Construct a student centre	Student centre	No.	0	1	-	-	-	1	-
Construct and equip dispensary	Equipped dispensary	No.	0	1	-	-	1	-	-
Construct and equip ICT resource centre	ICT resource centre	No.	0	1	-	-	1	-	-
Construct and equip Multipurpose hall	Multipurpose hall	No.	0	1	-	-	-	1	-
Construct and equip Modern hostels	Equipped Modern hostels	No.	1	3	1	-	1	-	1
Upgrade sports facilities	Sports facilities	No.	1	20	4	4	4	4	4
Construct phase II of the library	Library phase II	Phase	Phase 1	Phase II	-	-	1	-	-
Equip and furnish the library	Library Equipped	No	1	1	-	-	1	-	-
Construct gate B	New gate B	No.	0	1	1	-	-	-	-
Lay additional cabros on walk ways	Area laid in m ²	M ²	6300	2700	500	500	700	500	500
Sink borehole and improve storage	-Borehole	No.	0	1	1	-	-	-	-
	-Storage capacity	M ³	120	2000	2000	-	-	-	-

	Upgrade electricity supply and distribution network	Powerhouse in place	No.	0	1	1	-	-	-	-
	Construct Go-down	Go-down	M ³	0	1	1	-	-	-	-

Table 32: Results matrix -Objective 4

Strategic Objective 4 To enhance collaborations, linkages and partnerships with industry and academia										
Strategy	Activity	KPI	UNITS	BASELINE 2016-2021	TARGET					
					Total	Y1	Y2	Y3	Y4	Y5
Establish the structures for collaborations and partnerships	Develop a policy on collaborations and linkages	Policy in place	No.	0	1	1	-	-	-	-
	Identify areas of collaborations	Areas identified	No.	2	4	2	1	1	-	-
	Signing of MoUs	No. of MoUs signed	No.	3	7	3	2	2	-	-

Table 33: Results matrix -Objective 5

Objective 5. To establish and strengthen the Polytechnic's corporate governance.										
Strategy	Activity	KPI	UNITS	BASELINE 2016-2021	TARGET					
					Total	Y1	Y2	Y3	Y4	Y5
Develop governance structures	Develop guiding policies, operational charters, statutes	Structures established	No.	17	9	-	-	-	-	-

Table 34: Results matrix -Objective 6

Strategy		Activity	KPI	UNITS	BASELINE 2016- 2021	TARGET				
						Total	Y1	Y2	Y3	Y4
Objective 6: To develop, empower and retain adequate and high caliber staff.		Acquire, develop and empower staff	Reviews	No.	1	1	-	-	1	-
		Review the HR policies and procedures manual	Reviews	No.	1	1	-	-	1	-
		Allocate funds for staff development activities	% of budget allocated	%	6	7.7	8.4	9.3	9.5	10.2
		Implement mentorship programmes	Mentorship programme	No.	0	-	-	1	-	-
		Industrial attachment for skill upgrading	Staff attached	No.	0	6	6	7	7	7
		Establish and implement a meritorious scheme	Meritorious scheme in place	No.	0	1	-	-	-	-
		Review staff welfare policy	Reviewed policy	No.	1	1	-	-	-	-
		Construct staff Units	Units constructed	No.	15	5	5	5	5	5
		Exit management plans	Exit schemes	No.	0	1	-	-	-	-
		Provide laptop to HODs	laptops	No.	4	30	10	10	10	-
Team building programmes	Team building programmes	No.	4	8	2	1	2	1	2	

Table 35: Results matrix -Objective 7

Strategic objective 7: To promote, equity and inclusivity in accessing service delivery										
Strategies	Activity	KPI	UNITS	BASE LINE 2016 - 2021	TARGET					
					Total	Y1	Y2	Y3	Y4	Y5
Improve accessibility to training	Develop and implement Affirmative action policy in admissions	Policy in place	No.	0	1	-	-	-	-	-
	Provision of walkways	Walkways in place	Meters	several						
Create a conducive learning environment for all	Parking slots	Parking slots	No.	1	3	-	-	-	-	-
	Sanitation facilities for persons with disabilities	No.	No.	2	5	-	1	2	-	-
	Assistive devices	No. of devices	Various	0	Various					
	Special needs interventions- Sign language, Braille, large print	No. of interventions	Various	1	Various					
	Upgrade websites to comply with WCAG guidelines	WCAG Compliant websites	No.	1	1	-	-	-	-	-
Provide opportunities for all	Implement affirmative action in employment and procurement	Interventions	No.	3	2	-	-	-	-	-
	Review and implement gender and Disability mainstreaming policies	Reviewed Policies in place	No.	2	2	-	-	-	-	-

Improve the perception of TVET	Enroll trainee on Work study programmes	No.	0	45	9	9	9	9	9
	Apply gender friendly methods of delivery	No.	0	5	1	1	1	1	1
	Re-branding and advocacy	% of Budget	3.27	4.73	5.77	6.77	7.5	7.8	8
	Train champions and ambassadors for career guidance	No. trained	10	250	50	50	50	50	50
	Strengthen Alumni network	No. in database	76	2300	200	350	450	500	800

REFERENCES

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- Sessional No. 14 ,2012
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