

*Special Edition*



**Celebration of  
Certification to ISO 9001:2015 and ISO/IEC 27001:2013  
Launch of  
Strategic Plan 2018/2023 and Farm Business Plan 2019/2021**



Laikipia University is  
ISO 9001:2015 and ISO/IEC 27001:2013 Certified



## Wimbo wa Taifa

Ee Mungu nguvu yetu  
Ilete baraka kwetu  
Haki iwe ngao na mlinzi  
Natukae na udugu  
Amani na uhuru  
Raha tupate na ustawi.

Amkeni ndugu zetu  
Tufanye sote bidii  
Nasi tujitoe kwa nguvu  
Nchi yetu ya  
Kenya tunayoipenda  
Tuwe tayari kuilinda.

Natujenge taifa letu  
Ee ndio wajibu wetu  
Kenya istahili heshima  
Tuungane mikono pamoja kazini  
Kila siku tuwe na shukrani.

## Wimbo wa Jumuiya ya Afrika Mashariki

1. Ee Mungu twaomba uilinde  
Jumuiya Afrika Mashariki  
Tuwezeshe kuishi kwa amani  
Tutimize na malengo yetu.

*Jumuiya Yetu sote tuilinde  
Tuwajibike tuimarike  
Umoja wetu ni nguzo yetu  
Idumu Jumuiya yetu.*

2. Uzalendo pia mshikamano  
Viwe msingi wa Umoja wetu  
Na tulinde Uhuru na Amani  
Mila zetu na desturi zetu.

3. Viwandani na hata mashambani  
Tufanye kazi sote kwa makini  
Tujitoe kwa hali na mali  
Tuijenge Jumuiya bora



**Vision** : A University for Valued Transformation of Society

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## Programme for the Occasion

<b>TIME</b>	<b>ACTIVITY</b>	<b>FACILITATOR</b>
9:00 a.m. – 9:15 a.m.	Arrival and Registration Procession-Guests and Senators	Mr. Francis Wanjama Mr. David Otieno Mr. Enrique Muthangya NYS Band
9:15 a.m. – 9:30 a.m.	Tree Planting	Mr. Samuel Chepkuto Ms. Irene Odhiambo
9:30 a.m. – 9:35 a.m.	National Anthem East African Anthem	Prof. Onyango Ogola/ NYS Band
9:35 a.m. – 9:45 a.m.	Prayer	Rev. Fr. Peterson Kabugi
9:45 a.m. – 10:00 a.m.	Opening remarks	Prof. Kibett Rotich
10:00 a.m.- 10:30 a.m.	Entertainment	Prof. Wendo Nabea/Prof. Moses Rotich
10.30 am – 11:30 a.m.	Speeches: <ul style="list-style-type: none"> <li>• Management Rep -Prof. Isaac Ochieng’</li> <li>• Maier Consult. Rep - Betty Chebet</li> <li>• Director, KEBS Certification Body</li> <li>• Vice-Chancellor - Prof. Kibett Rotich</li> <li>• Governor – Laikipia County</li> <li>• Council Chairman Dr. Ken Nyaundi</li> <li>• Principal Secretary - MoE</li> <li>• Chief Guest - Cabinet Secretary (MoE)</li> </ul>	Prof. Onyango Ogola
11.45 a.m. – 12:00 p.m.	Celebration of Certification to ISO/IEC 27001:2013 and ISO 9001:2015 <ul style="list-style-type: none"> <li>✓ Award of the Certificates by KEBS</li> <li>✓ Unveiling of the use KEBS Certification Mark</li> </ul>	Prof. Isaac Ochieng’ KEBS Representative Dr. Robert B. Mwebi
12.00 p.m. – 12:15 p.m.	<ul style="list-style-type: none"> <li>• Launch of 2018/2023 Strategic Plan</li> <li>• Inauguration of the strategic plan implementation committee</li> </ul>	Prof. Isaac Ochieng’ Prof. Moses K. Rotich
12.15 a.m. – 12:30 p.m.	<ul style="list-style-type: none"> <li>• Launch of 2019/2021 Farm Business Plan</li> <li>• Inauguration of the Farm Business Plan committee</li> </ul>	Prof. Isaac Ochieng’ Mr. Samuel Chepkuto
12.30 p.m. – 12:45 p.m.	Cutting of cake	Dr. Sheila Wandera-Simwa Prof. Felicia Yieke Ms. Imelda Wanjau Ms. Lucy Mugo Ms. Lucy Mwangi
12.45 p.m. – 1:00 p.m.	Vote of Thanks	Prof. Wanjiku Chiuri
1.00 p.m. – 1:15 p.m.	Closing Prayer	Rev. Fr. Peterson Kabugi
1.15 p.m. – 1.20 p.m	Photography session	Ms. Lucy W. Mugo Mr. Patrick Macharia Mr. Francis Wanjama Mr. David Otieno
1.20p.m. – 2.00p.m.	LUNCH –Ms. Winnie Ojwang’ and Mr. Samuel Chekuto	
2.00 p.m.	Guests leave at their pleasure	



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## EDITORIAL TEAM

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Prof. Felicia Yieke, PhD – Alternate Chair  
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Dr. Robert Mwebi, PhD  
Dr. Paul Nzioki, PhD  
Dr. Peter Mwaura, PhD  
Mr. Geoffrey Langat  
Mr. Samuel Murage  
Mr. David Otieno  
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## EDITOR'S NOTE

The celebration of the Certification to Information Security Management System (ISMS) based on ISO/IEC 27001:2013 and Quality Management System (QMS) based on ISO 9001:2015 requirements, the launching of the 2018/19-2022/23 Strategic Plan and 2019/2021 Farm Business Plan constitute an important and memorable occasion for Laikipia University.

This double certification of International Management Systems and the launch of both the Strategic Plan and the Farm Business Plan is a clear demonstration of the University's commitment to continual provision of quality education and service delivery to all her stakeholders. The University through this has certainly enhanced her operations to improve customer satisfaction and practise adherence to applicable statutory and regulatory requirements that will enable her carry out her vision of being a University for valued transformation of society.

In a very special way, the Editorial Team joins the entire congregation gathered here today in recognising this landmark occasion. We say, "Congratulations Laikipia University! This is no mean fete!"

**Prof. Felicia A. Yieke, PhD**



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**SPEECH BY THE CABINET SECRETARY, MINISTRY OF EDUCATION,  
PROF. GEORGE A. O. MAGOHA, PhD, IOM, MBS, EBS, MBBS, FKNAS, FWACS, FICS, FCS  
(ECSA), FAAS, FMCS (Urol.)**



It is my privilege and honour to join Laikipia University on this auspicious occasion of celebrating these three important milestones, Certification to Information Security Management System (ISMS) based on ISO/IEC 27001:2013 and Quality Management System (QMS) based on ISO 9001:2015 requirements, launching the 2018/19-2022/23 Strategic Plan and 2019/2021 Farm Business Plan.

My Ministry appreciates the fact that the University has demonstrated commitment to ensuring quality in service delivery and security of her information. This is in line with the Government's reforms geared towards improvement in service delivery, accountability and transparency.

It is my pleasure to note that Laikipia University is at the forefront in implementing these reforms. I therefore salute the University for this exemplary achievement on certification to ISO/IEC 27001:2013 and successful transition from ISO 9001:2008 to ISO 9001:2015. This double certification is a demonstration of the University's commitment to continual provision of quality education and service delivery to all her stakeholders.

I am glad to note that the University has aligned her Strategic Plan to the Government's "Big Four Agenda". The Strategic Plan should be a key enabler for the University to achieve her Vision and Mission but also demonstrate her contribution to the "Big Four Agenda". The Ministry is in the process of implementing Competence Based Curriculum. I am happy to note that the Strategic Plan has identified curricula review as one of its Strategic Issues. In this regard, I urge the University to review her programmes in line with the Competence Based Curriculum with a strategic focus on the key pathway areas. Aligning your programmes to the Competence Based Curriculum will provide the needed human capital required for the realization of Vision 2030 goals.

Laikipia University is located at the transition point between high and medium Agro-ecological zones of Kenya and has a background in agriculture which dates back to 1965 when it was an Agricultural Training College. I applaud the University on launching the Farm Business Plan, which I believe will enable the University exploit her agricultural potential and make a contribution towards the realisation of food security in the "Big Four Agenda". Finally, allow me to convey our best wishes as a Ministry as you embark on this critical journey of implementing what we have launched.

***God bless you all.***



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**SPEECH BY CHIEF ADMINISTRATIVE SECRETARY AND PRINCIPAL SECRETARY, STATE  
DEPARTMENT FOR UNIVERSITY EDUCATION AND RESEARCH,  
PROF. COLLETTE SUDA, PhD, F KNAS, EBS**



I am pleased to join the Ministry of Education in congratulating Laikipia University on achieving these four critical milestones:

Certification to Information Security Management System (ISMS) based on ISO/IEC 27001:2013 and Quality Management System (QMS) based on ISO 9001:2015 requirements, the launch of the 2018/19 - 2022/23 Strategic Plan and 2019 - 2021 Farm Business Plan. I acknowledge the hard work and determination by the University Council, University Management Board, the Senate and staff towards these achievements.

The simultaneous award of the two ISO certificates is a demonstration of the commitment shown by the University towards ensuring that the quality of education and services offered conforms to international standards.

I am delighted to observe that the University is launching her Strategic Plan. It is important to note that the Plan has been aligned to the Government's "Big Four Agenda". I therefore encourage the University to continue discharging her mandate

effectively through strengthening her niche areas.

The Strategic Plan being launched today provides a basis on which future curricula reviews and development process aligns itself with the on-going Government reforms. This can be achieved through the involvement of students, staff, alumni and other stakeholders. The University should continue to sustain her students' outstanding completion rates. I am glad to note that the University has set up a Directorate of TVET, Careers Placement and Alumni geared towards enhancing access to post-secondary education.

The launch of the Farm Business Plan which is anchored in the Strategic Plan will create a Centre of Excellence in Agriculture in the region and hence play a critical role towards empowering the youth and the community on modern farming technologies. It will also make a contribution towards offering solutions to food security issues in the ASAL areas.

Finally, I encourage the University to continue discharging her mandate efficiently and effectively by leveraging on her niche areas in offering world class education which matches the best international standards in education.

**Thank you.**

***God bless you all!***



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## **SPEECH BY THE UNIVERSITY COUNCIL CHAIRMAN**

**DR. KEN NYAUNDI, PhD**



On behalf of Laikipia University Council, and on my own behalf, I wish to welcome you all to this auspicious celebration on the Certification to Information Security

Management System (ISMS) based on ISO/IEC 27001:2013 and Quality Management System (QMS) based on ISO 9001:2015 requirements, as well as to the launch of the 2018/19 - 2022/23 Strategic Plan and 2019 - 2021 Farm Business Plan.

As a Council, we are happy to have delivered the double ISO Certification as well as the launch of important operational plans for the University. It is indeed a rare and unparalleled occurrence. In this regard, the University Council acknowledges the effort by the University Management Board, the Senate and Staff in these achievements. The Council is proud to have walked with you on this journey.

In fact, I would like to give a special mention of the fact that the Vice-Chancellor has been with us for only one year and yet the number of milestones we have been able to achieve as a University with him at the helm is really enormous! Thank you Mr. Vice-Chancellor for this selfless and unmatched commitment!

The University Council is fully committed to ensuring availability of resources required for the

implementation and maintenance of Information Security Management System (ISMS) based on ISO/IEC 27001:2013 and Quality Management System (QMS) based on ISO 9001:2015 requirements. It is therefore commendable that the Vice-Chancellor has consistently made prudent use of the limited resources available.

The double ISO Certification will benefit the University in many ways. To mention a few, there will be better resource management, reduced wastage, increased operational efficiency, increased customer satisfaction and improved security of University information. Moreover, this double certification guarantees our graduates a competitive edge in the job market.

Today's launch of the Strategic Plan marks an important milestone for the University Council and University fraternity in general. The implementation of the Plan will strategically position the University for the next five years as a key player in the Kenya Government's realization of Vision 2030 and the Global SDGs. As a matter of fact, the Strategic Plan has been aligned to the Government's "Big Four Agenda". Consequently, the Plan sets up a sense of strategic direction for the University to make her more proactive in addressing emerging issues. In light of the on-going reforms in the education sector, the Strategic Plan sets a platform for the identification of niche areas to uniquely differentiate Laikipia University. In addition, the Plan lays a pathway



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for modern infrastructural development to support the University in realizing her core mandate.

Today, we are also launching a three-year University Farm Business Plan. The Plan will play a crucial role of resource mobilization for the University. At the national level, it is important to note that the Plan will contribute towards the realization of the “Big Four Agenda”.

The Council therefore commits to continuously provide and offer policy guidance for the implementation and maintenance of the ISO Standards, Strategic Plan and the Farm Business Plan.

With those few remarks, I wish to sincerely thank and acknowledge the Government of Kenya, notably the Ministry of Education and the National Treasury and Planning, for their invaluable support and provision of the requisite

resources that have enabled the University achieve her mandate.

Allow me to thank Maier Consultants for the tireless efforts that they made in guiding the University in the entire ISO certification journey. To our Certifying Body, Kenya Bureau of Standards, we acknowledge our partnership with you. Thank you for the prompt acceptance to be our Certifying Body.

Finally, I urge the University Management Board and entire staff to ensure that there is maintenance of the ISO Certification, implementation of the Strategic Plan and the realization of the Farm Business Plan.

**Thank you.**

***God bless you all!***

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**SPEECH BY VICE-CHANCELLOR LAIKIPIA UNIVERSITY**

**PROF. KIBETT ROTICH, PhD**

**Professor of Biostatistics and Informatics**



I take this opportunity to welcome you all to Laikipia University on this momentous occasion as we celebrate the Certification to Information Security

Management System-ISO/IEC 27001:2013 and Quality Management System-ISO 9001:2015, as well as to the launch of the Laikipia University

Strategic Plan 2018/19 - 2022/23, and Laikipia University Farm Business Plan 2019 – 2021.

I wish to take the earliest opportunity to congratulate the University Council, the University Management Board, the Senate, Members of Staff, Students and other stakeholders for taking a bold step towards Certification to the two International Management Systems and commitment to the actualization of the Vision and



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Mission of the University through the Strategic Plan and the Farm Business Plan.

I am delighted to note that Laikipia University is the second university in Kenya to attain ISO/IEC 27001:2013 and the fourth institution countrywide to attain such a feat.

We are also celebrating the successful transition from ISO 9001:2008 to ISO 9001:2015 system of quality standards. In essence, this means that we are celebrating certification to two standards at the same time.

It is important to note that attaining such double standardization has never been easy and that is why I take this opportunity to sincerely appreciate all those involved in making us realize these milestones.

Our journey on the transition to ISO 9001:2015 and certification to ISO/IEC 27001:2013 started way back in 2017, as a need to comply with the requirements of the 14<sup>th</sup> Cycle Performance Contracting Guidelines. At first, it seemed a tall order, considering that the earlier Quality Management System (ISO 9001:2008) took us four (4) years before certification.

We greatly attribute this achievement to the leadership of the University Council, support by the University Management Board and the commitment exhibited by all members of staff.

The University launched the implementation of ISO 9001:2015 and ISO/IEC 27001:2013 management systems on 22<sup>nd</sup> March, 2019. As a result of this, for the last five months, we have

achieved great milestones in terms of efficiency and effectiveness of our operations.

Notably, by implementing the two Management Systems and the rollout of the ERP Platform, the process of tracking curriculum implementation will be enhanced, cases of missing marks will now be traceable with ease and it is now expected that “missing marks” at Laikipia University will be part of our history by April, 2020.

Further, the management systems implementation has helped us streamline our procedures with regard to adherence to teaching schedules, timely admission and registration of students, integrity in processing of examinations, staff recruitment, and payment of our part-time lecturers.

We have also been able to manage our limited financial resources with a lot of efficiency which has necessitated timely payment of salaries for our staff, settlement of suppliers’ claims as well as the provision of a conducive working environment for all members of staff among others.

The implementation and Certification to ISO 9001:2015 and ISO/IEC 27001:2013 will not only enhance customer satisfaction and assure our customers of Confidentiality, Integrity and Availability of Information, but also demonstrate the University’s commitment to consistently provide products and services that meet applicable statutory and regulatory requirements. Moreover, the management systems certification is a sign of our continual commitment and reassurance that the University operations are in line with international best practices.



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Indeed, these marks of certification are also geared towards helping the University in reengineering her operations in the direction of a culture of customer focus through the identification of opportunities that should address and surpass the needs of our clients and potential prospects. Besides, the system will help the University to be more proactive in addressing emerging issues in the field of education that are occasioned by frequent societal changes nationally, regionally and internationally.

It is worth noting that the two ISO standards upon which we have been certified have laid great emphasis on the requirement for continual improvement. Therefore, achieving ISO certification is just the beginning of our journey for continual improvement. It is time to work hard and remain focused on our goal by institutionalizing the ISO culture amongst ourselves in order for the two systems to create a remarkable impact on our University operations.

Today, we are also launching the 2018/19 - 2022/23 Strategic Plan and the 2018/19 – 2020/21 Farm Business Plan. The launch of the Strategic Plan is a road map of proactively refocusing the University towards responding to emerging societal issues and is therefore geared to positioning the University globally in order to achieve a competitive edge.

The Strategic Plan outlines the University's intended contribution towards the attainment of the Government's Vision 2030 Medium Term Plan III (Education sector) and the "Big Four

Agenda" as well as meeting our Institutional Development goals. Indeed, the Plan is a pathway that outlines areas of strategic focus by leveraging and maximizing on our strengths while exploiting opportunities around us for the benefit of all in line with our vision for valued transformation of society.

As of now, we have embarked on the journey in addressing areas of strategic focus according to our Strategic Plan. Notable among these include the commissioning of a Science Complex as a flagship project at a cost of 1.2 billion. So far, phase one of the projects has been commissioned at a cost of 271 million and is expected to be complete by May, 2020. The completion of the project will be integral as we move forward towards the implementation of the Competency Based Curriculum (CBC), especially, along the STEM pathway.

Further, the University is leveraging on her strategic location in order to create synergies for resource mobilisation. To this end, we have now established a water bottling plant which is not only an income generating source, but will also go a long way in addressing the problem of water scarcity facing the communities around us.

In contributing to the Universal Health Care priority area of the "Big Four Agenda", the University has procured a state-of-the-art Ambulance, acquired a Serum Biochemistry analyser and Haematology analyser machines. Additionally, the University has consistently held



Annual Health Week event during which the community accesses free medical services.

In line with the Government's "Big Four Agenda", one of the University's strategic focus is to contribute towards food security and manufacturing through value addition. It is on this basis that we are also launching our Farm business plan today. In this respect, the University has made a commitment to utilising its available 439-acre arable land as a strategic resource for meeting the Government's agenda of having a food secure nation. The Farm Business Plan is a vehicle for re-engineering the University Farm as a key enabler in internal resource mobilization.

Once again, I reiterate by thanking the University Council which has espoused valuable leadership and demonstrated enormous commitment towards actualization of our Vision and Mission as a University. I also want to appreciate the Organizing Committee of this event for its tireless effort towards making today's occasion a success. Special tribute to the ISO Certification Team, the Strategic Plan and Farm Business Plan Committee's for their selfless efforts in making us realize these deliverables.

With those remarks, I thank you all for finding time to witness this momentous and historic occasion.

*God bless you. God bless Laikipia University!*

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**MESSAGE FROM THE Ag. DEPUTY VICE-CHANCELLOR (ADMINISTRATION, FINANCE AND PLANNING)/ MANAGEMENT REPRESENTATIVE**  
**PROF. ISAAC E. OCHIENG', PhD**



The Certification to ISO/IEC 27001:2013 and transition to ISO 9001:2015 is a clear demonstration by Laikipia University to her stakeholders that we have enhanced our operations to continually improve on the Confidentiality, Integrity and Availability of our information management systems, improve our customer satisfaction and practise adherence to applicable statutory and regulatory requirements.

In December, 2017, the University embarked on the journey towards ISO/IEC 27001:2013 and ISO

9001:2015 certifications. I feel honoured to have been part of the Team that included Process Owners, who were at the fore front in the development, implementation, and Internal Auditors who consequently internally audited the two management systems, which ultimately led to the certification that we are celebrating today.

As we celebrate this momentous occasion, we must always remind ourselves that getting to the top may not be as difficult as remaining there. This is a challenge that we ought to surmount by making our work processes get attuned to the principle of on-going and continual improvement. I call upon all members of staff and other



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stakeholders to ensure that we undertake our responsibilities according to the requirements stated in the standards in order to always remain at the top.

We shall keep on monitoring the effectiveness of the two systems regularly through two semi-annual internal audits and one annual external surveillance audit by KEBS for the next three years. We shall continue building capacity for our internal audit team for the effective monitoring of the two systems. We also undertake to regularly retool the process owners and continue creating awareness among members of staff as a way of creating an ISO culture in the University.

As we receive this mark of certification by KEBS today, we must bear in mind that our basic mantra is

to conscientiously discharge our obligations, uphold the highest standards of integrity, moral probity, respect for diversity, ethics, and strive to be a role model in the world of academia as we serve students and society through Research,

Education, Scholarship, Training, Innovation, Outreach and Consultancy in line with the University Vision and Mission. We must therefore aim to live by these basic principles as they enable us serve our customers diligently and help us to surpass their expectations. We must be able to serve and fulfil

our promises beyond the expectations of our potential clients through having a customer focus orientation.

My sincere gratitude goes to Maier Consulting Limited for guiding the University through the certification process and Kenya Bureau of Standards for accepting to be our Certification Body and the insightful input you gave during stage one and stage two audits.

At this point, I would like to make a special mention of two documents: The Strategic Plan and the Farm Business Plan that will enable the division achieve its key mandate. I sincerely thank the teams that have worked tirelessly on the documents that we present today.

***Thank you.***

***God Bless You All!***



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## MESSAGE FROM THE DIRECTOR QUALITY ASSURANCE AND STANDARDS

### DR. ROBERT B. MWEBI, PhD



Today marks an important historic moment in Laikipia University's calendar as we celebrate the certification of the University to the Information Security

Management System (ISMS) based on ISO/IEC 27001:2013 and the Quality Management System (QMS) based on ISO 9001:2015 requirements.

As the Director in charge of Quality Assurance and Standards at the University, I welcome you all to this auspicious occasion as we witness the presentation of the two ISO certificates by the Kenya Bureau of Standards (KEBS) to the University Authorities.

According to the Laikipia University Statutes (2019) Annexure A, the functions of the Directorate of Quality Assurance and Standards include:

- (a) Ensuring that set performance standards and indicators in all aspects of University functions are appropriate and relevant;
- (b) Monitoring and implementing quality assurance activities in all units in accordance with the set standards;
- (c) Providing advice and guidance to implementation units on the execution of quality assurance activities;
- (d) Coordinating internal evaluation of quality assurance systems;

- (e) Analysing quality assurance reports and identifying issues arising from them for the attention of the University Management Board at all academic and administrative levels;
- (f) Coordinating all professional accreditation activities and external evaluation activities of the University and its academic programmes;
- (g) Monitoring the implementation of recommendations of internal and external evaluations;
- (h) Analysing topical quality assurance matters in higher education (arising from debates and practices in the regional and global contexts) and update the University community and Management Board accordingly;
- (i) Updating the Vice-Chancellor on the operations of the Laikipia University quality assurance system on the overall quality status of the University;
- (j) Linking Laikipia University with the Commission for University Education and other relevant agencies in quality assurance matters;
- (k) Coordinating the award of certificates of international standard as set by the International Organization for Standardization;
- (l) Monitoring the maintenance of the awarded certificates of international



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standard in the University as set by the International Organization for Standardization; and

- (m) Undertaking such other responsibility that may be assigned by the Vice-Chancellor.

It is therefore in line with the aforementioned mandate that the Directorate is charged with ensuring quality matters and coordinating the award of certificates of international standards as well as monitoring the maintenance of the awards in the University. This mandate is in consonance with Strategic Issue No. 8 of the 2018/2019 – 2022/2023 Strategic Plan.

Indeed, as a Directorate we are much delighted to have midwived the twin ISO certification to ISO/IEC 27001:2013 and ISO 9001:2015 requirements; a process which started way back in December 2017. I appreciate the efforts of my predecessor, Dr Paul Muoki Nzioki in coordinating and guiding the process from its inception till its launch and implementation on 22<sup>nd</sup> March, 2019. I applaud his continual advice and support throughout the exercise which has culminated into the award and presentation of the certificates we are witnessing here today. Indeed, you have been a strong pillar upon which the entire certification process was premised. The award of these certificates today is a tribute to your commitment, team spirit, enthusiasm and selflessness. May God bless your seeds!

Currently, there is increased clamour for organizations to receive ISO certification more

than ever witnessed before. This has been occasioned by globalization and technological innovations which have created unprecedented pressure on the 21<sup>st</sup> Century organization that is operating in a cut throat competitive business environment. As this pressure increases globally, the need for organizations to assure quality and maintain consistency of their products and services remains critical in the free market economy.

To enhance free cross border movement of goods and services across the globe, the International Organization for Standardization (ISO) has developed standards that ensure the quality of products and services is maintained by all institutions which conform to her standards and other applicable regulatory requirements.

Besides ISO, we are also required as a university institution to comply with other relevant statutory requirements developed by National and Regional regulatory bodies. Notable among these bodies include the Inter University Council for East Africa (IUCEA) and the Commission for University Education (CUE)-Kenya.

IUCEA has developed standards and guidelines which are supposed to be complied with by all Higher Education Institutions (HEIs) in the East African region in line with the East Africa Common Educational Area Framework. These guidelines have harmonized curricular for most programmes within the HEIs in the region towards enhancement of Credit Accumulation Transfer Systems (CATS) and recognition of qualifications



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of graduates across the region; thus making free movement of labour across the region a reality.

On the other hand, the Commission for University Education has developed Standards and Guidelines on programmes offered in all universities operating in Kenya. The Directorate of Quality Assurance and Standards in line with its mandate therefore ensures that all the provisions laid out in the standards from all relevant international, regional and national bodies are complied with for continual quality improvement of university education.

To this end, our certification to the two ISO standards therefore is a clear testimony that the services and quality of education offered at Laikipia University matches international best practices and is in conformity with the relevant regulatory requirements set by both national and regional bodies. This consequently is an assurance that our products are of the right quality and have a competitive advantage in the larger global market space.

The certification to ISO/IEC 27001:2013 relates to protecting the Confidentiality, Integrity and Availability of our information assets. This implies that by being certified to this system as a University, we have made a commitment to assuring our key stakeholders that the knowledge assets as well as information in our custody is authentic, well protected and can be availed to relevant personnel as and when needed in line with the prevailing regulatory and statutory requirements.

On the other hand, our certification to ISO 9001:2015 means that the University has made a deliberate strategic decision in assuring service delivery that meets customer requirements. Through this system, we are able to achieve increased efficiency, customer satisfaction, and enhanced competitiveness as well as achieve improved consistency in the quality of our services.

The Directorate of Quality Assurance and Standards will continue to offer tactical as well as operational guidance towards the maintenance of the two systems. We shall always keep monitoring the implementation of the two systems through regular internal audits and continuously train our eyes on the changing environment in order to update our documentation and align our operations to the ever changing business environment. We shall also coordinate the external surveillance audits once every year for the next three years of our contractual engagement with the Kenya Bureau of Standards.

It is my belief therefore that being ISO Certified means our customers can continue having confidence in the University's commitment to delivering excellent services which will surpass the expectations of our customers for enhancement of our competitiveness in the global scene.

Finally, I would like to take this opportunity to thank all those who were involved in this certification process. I pay special tribute to the University Management Board for their



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unwavering support throughout the entire process. I am also appreciative of Maier Consultants (Ltd) for their guidance in the entire documentation and training period. To our team of dedicated Internal Auditors, Process owners, the Directorate of Quality Assurance and Standards Team and all those who were either directly or indirectly

involved in the entire certification process, may I say that with these outstanding deliverables, I am sure that our experience on the certification process towards QMS and ISMS systems development will benefit everyone in the University for continual quality improvement.

**Thank You and May God Bless Laikipia University**

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**REMARKS FROM THE DIRECTOR PLANNING AND PERFORMANCE MANAGEMENT,  
PROF. MOSES K. ROTICH, PhD**



The Directorate of Planning and Performance Management discharges its Mandate under the Division of Administration, Finance and Planning. The Directorate coordinates Performance Contracting and

Management system, Strategic Plan function, National Cohesion and National Values, Disability Mainstreaming and Environmental Management issues in the University.

In the Financial Year 2018/2019 and in the University Council Performance Contract, the University made a commitment to formulate the Strategic Plan in line with the “Big Four Agenda”, MTP III and in particular, the Educational Sector Version among other considerations. I am pleased to state that the Plan is ready for launching, having

gone through a consultative process of formulation. I applaud the Strategic Plan Development Committee under the Chairmanship of Prof. Isaac Ochieng’ Ag. DVC, AFP, and Co-Chair Prof. Felicia Yieke for their tireless effort towards the finalization of the Plan. I also acknowledge the University Council, University Management Board and Senate for their guidance and insights that saw the successful formulation and launch of the Plan. As the Strategic Plan is launched, so is the inauguration of the University Strategic Plan Implementation Committee that is expected to coordinate the implementation and realization of the Plan objectives. I wish members of the committee the best in the task.

The Directorate presents the Strategic Plan at a glance.





## LAIKIPIA UNIVERSITY STRATEGIC PLAN IN FOCUS

### About us

Laikipia University is a Public Chartered University in Kenya offering a variety of academic programmes ranging from certificates to degrees in line with the objectives of Kenyan Vision 2030 Development Blueprint. These programmes are offered in four schools; namely, School of Education, School of Humanities and Development Studies, School of Business and School of Science and Applied Technology.

### Why Laikipia University Strategic Plan 2018/19-2022/23?

To respond to the prevailing national development agenda, Laikipia University has formulated a five-year Strategic Plan in order to align herself to the development of human capital for county, national, regional and global development. The University has therefore aligned the Strategic Plan to the “Big Four Agenda”, and the Medium-Term Plan III of Kenya Vision 2030 Development Blueprint. The Strategic Plan is an important guide which provides a vibrant tool for the University in realizing her mandate. It outlines the future needs and aspirations of all stakeholders, and provides a framework through which the University would achieve her desired future. The Strategic Plan emphasizes on transformational leadership at all levels of the University management and a change of mind-set among key stakeholders to make Laikipia University a true University for valued transformation of society. The Plan hence defines the strategic direction for the University and

provides a road map to mobilizing and budgeting of resources for the next five years.

### Objectives of the Strategic Plan

For the University to strategically position itself in the education sector, this Strategic Plan is to be steered by the following four objectives:

1. Produce quality graduates in line with industry demands by developing and reviewing Academic, Research, Innovation and Consultancy programmes of the University;
2. Increase service delivery and customer satisfaction by enhancing governance, quality assurance, human capital and improving physical infrastructure;
3. Improve financial status of the University through resource mobilization and prudent use of financial resources; and
4. Widen and increase access to vocational and technical education by establishing a Technical, Vocational Education Training (TVET) Institute.

### Situational Analysis

The University analyzed both the internal and external environmental factors that are likely to have an influence on its success. The following, which are highlights on the current University status, are explained further: governance; academic programmes; student enrolment and completion rate; student welfare; linkages and partnerships; research, innovation and consultancy services; marketing and corporate image; human capital;



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physical infrastructure; information communication technology; and financial resources.

**Governance:** The University has functional governance organs and structures overseen by an able University Council assisted by the Vice-Chancellor and the University Management Board and Senate. The University has deliberately embraced transformational leadership aimed at steering the University to the next level of development.

**Academic Programmes:** The University offers 26 (Twenty-Six) academic programmes in the Schools of Business and Economics, Education, Humanities and Development Studies, Science and Applied Technology, and the Institute of Arid Lands Management. The programmes are accredited by Commission for University Education.

**Student Enrolment and Completion Rate:** The University has an average enrolment rate of 76.8 percent, and prides in having a students' completion rate of 99.3 percent which is a positive mark.

**Student Welfare:** The University has a keen eye on student welfare through a range of services to address student welfare issues. They include among others; health, chaplaincy, counselling, sports and recreation, clubs and societies, accommodation, catering, and career placement services. The University has a Bursary and Work Study Programme that supports needy students. It has also established a link for assisting its students on HELB matters. All this is done in liaison with the Student Council and Student Association (LUSA).

**Linkages and Partnerships:** The University has established partnerships and collaborations with institutions and industry. The University has had a long-standing collaboration with Karlstaad University in Sweden, a strong collaboration on advocacy for human rights with Kenya National Commission on Human Rights (KNCHR) and the International Commission of Jurists (ICJ)-Kenya. As a result of the collaboration with KNCHR, the University offers human rights as a common core course to all its students. The other notable partnerships are with the County Governments of Laikipia and Nyandarua, Huawei Technology, CISCO, CETRAD in Nanyuki, Agribusiness Alliance in Switzerland, and KALRO among others.

**Research, Innovation and Consultancy Services:** The University has committed resources and provided structures to support research, innovation and consultancy services to the community. The University holds bi-annual conferences, innovation and mentorship programmes for dissemination of knowledge, publishes two journals; one in natural sciences, and the other in social sciences, education and humanities.

**Marketing and Corporate Image:** The University has rolled out marketing and public relations activities to improve on its corporate image and create awareness of its services and products that include revamping its website and having an e-newsletter. The University also participates in Corporate Social Responsibility activities such as cultural, health, gender and environment events among others.



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**Human Capital:** Currently, the University has a staff capacity of staff that totals 547, which comprises 100 academic staff and 447 non-academic staff members. The University has a gap in the academic staff numbers which is filled with the employment of part-time lecturers on a contractual basis. The University will continuously strive to meet the 2:1 ratio for full-time to part-time academic staff recommended for any academic programme and reduce on the ratio of academic staff to non-teaching staff.

**Physical Infrastructure:** The University completed the construction of Mandela Lecture Theatre, Vision 2030 Multipurpose Hall, Phase I and II of the Sewerage Line, refurbishment of the Science Laboratories, and the expansion of the School of Education building by constructing two floors. The University has on-going projects; namely, the Library and Administration Block, the Tuition Block, Science Complex, refurbishment of the Media and Communication Studio, an alternative access road with a Signature Gate, and modernization of fields.

**Information Communication Technology:** The University has embraced Information Communication Technology (ICT) as a driver for quality service delivery. It is expanding the Local Area Network (LAN), has rolled out the Enterprise Resource Planning (ERP), and has Wi-Fi access with several hotspots within the University.

**Financial Resources:** The University mainly relies on government funding and Appropriation in Aid to run its operations. The funds have not been commensurate with the increased financial needs of

the University. The University has formulated a Resource Mobilisation and Investment Strategy Board to explore on alternative funding.

**External Environmental Analysis:** The University conducted an external environmental analysis (PESTEL) to determine the external factors that may have implications on the performance of the University as a centre of academic excellence. The factors analysed were; political, economic, social, technological, ecological and legal in nature.

**Strengths, Weaknesses, Opportunities and Threats Analysis:** The analysis of strengths, weaknesses, opportunities and threats (SWOT) was undertaken to evaluate the University's operating environment. The analysis provided guidance and suggested formulation of appropriate strategic initiatives that informed the strategic direction of the University.

The SWOT analysis identified **strengths** that included: conducive learning environment; existence of demand driven academic programmes; availability of land for expansion, infrastructural development, research and income generating activities; effective governance structures for managing the university; strong alumni for networking and resource mobilization; existence of indigenous forest ecosystem; existence of natural streams; and existence of collaborations with local and international partners.

The **weaknesses** that the University ought to address included: inadequate financial resources; limited physical and non-physical infrastructure;



inadequate academic staff in key areas of specialization; insufficient competent staff to develop fundable proposals, projects and programmes; insufficient marketing activities; limited internal control systems; inadequate communication channels; and low attraction of Self Sponsored students.

The **Opportunities** identified included: unique location of the University within the northern frontier of Kenya that covers Arid and Semi-Arid Land (ASAL); high altitude that supports training in athletics and sports programmes; proximity to Central Kenya and South Rift tourist circuit areas; demand for TVET and higher education locally, regionally and globally; accessibility to Fibre Optic network; demand for research, training, innovation and consultancy services by the National Government, County Governments, private sector and Non-Governmental Organizations (NGOs); and alternative investment options like treasury bills and bonds.

The **Threats** identified were: Reliance on declining funding from Government; increased competition in tertiary and higher education, nationally, regionally and globally; high inflation rates leading to increased operational costs; changes in legislation and government policies, increased insecurity locally and globally; and student unrest and staff labour relation issues.

## **Strategic Issues and Implementation**

### **Framework**

Upon carrying out a situational analysis, the University identified nine strategic issues that

guided the development of this Plan. The strategic issues include:

Strategic Issue 1: Student Enrolment;

Strategic Issue 2: Academic Services;

Strategic Issue 3: Research, Innovation and Consultancy;

Strategic Issue 4: Governance;

Strategic Issue 5: Human Capital;

Strategic Issue 6: Physical Infrastructure;

Strategic Issue 7: Financial Management, Investment and Resource Mobilization;

Strategic Issue 8: Quality Assurance and Standards; and

Strategic Issue 9: Technical Vocational Education and Training.

To address the nine strategic issues, appropriate **strategic objectives** were developed and relevant strategies and activities were formulated as tabulated in table 1.



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**Table 1: Strategic Issues, Strategic Objectives, Strategies and Activities**

Strategic Issue	Strategic Objective	Strategy	Activity			
1. Student Enrolment	To increase student enrolment from 7,928 in 2018/2019 to 12,000 by 2022/2023	1. Launch two (2) niche programmes for the University	Identify one niche programme each in social sciences, and natural sciences Market the niche programmes			
		2. Increase the visibility of the University	Develop a marketing plan Implement the marketing plan Monitor and evaluate the effectiveness of the marketing plan			
			3. Introduce alternative modes of study	Establish trimester system in Main Campus Establish ODeL in B.Com and PhD course work Strengthen part-time mode of study in Main Campus		
		2. Academic Services		To review and develop market driven academic programmes	Review existing programmes and develop market driven programmes	Revise existing programmes Develop new programmes Mount new programmes
					To integrate ICT in teaching and learning	Adapt ICT in teaching and learning
			To improve the student admission and registration process			
3. Research, Innovation and Consultancy	To increase research, innovation and consultancy activities	1. Enhance funding for research activities		Allocate at least 2% of the total development budget to research Capacity build on grant proposal writing Establish incubation centres		
				2. Strengthen consultancy services	Operationalize consultancy groups	
		3. Develop intellectual property rights and patents	Patent at least 2 innovations			
4. Governance	To review, formulate and implement relevant University policies	Review and formulate relevant University policies	Develop a schedule for formulation and review of policies Formulate and review the policies according to the schedule Implement reviewed and formulated policies			
			To enhance transformational leadership and Corporate governance	1.Cultivate a culture of integrity	Establish and operationalize Ethics and Ombudsman Office	
					2. Rationalize operational structures	Review and implement operational structures
	3.Enhance management and staff capacity on corporate management	Train management and staff on corporate management				
		4. Enhance corporate image			Establish and operationalize the Directorate of Corporate Affairs	Develop a corporate social responsibility schedule Implement corporate social responsibility schedule
	5. Enhance Customer		Review the citizens service delivery charter			



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		Satisfaction	Mainstream the citizens service delivery charter
5. Human Capital	To attract and retain competent staff	1. Enhance attraction and retention of competent staff	Review career progression guidelines
			Review staff establishment
			Develop reward and sanction guidelines
			Review staff appraisal system
	Develop a HR succession plan		
To strengthen the HR department	Restructure HR department	Train and deploy staff based on skills and competencies needs assessment	
		Establish a central services registry	
		Establish HR sections	
6. Physical Infrastructure	To improve University buildings and equipment	1. Modernize sports and games facilities	Level and mark football, rugby, volleyball, netball fields, and running tracks
			Construct a mini stadium
			Construct a lawn tennis court
	2. Enhance occupational safety	Replace asbestos roofs	
		3. Revitalize the farm department	Reconstruct farm infrastructure
		To complete on-going construction projects	1. Expand library and administration services
	2. Expand teaching and learning facilities		Complete the tuition block
	3. Expand Science and Applied Technology facilities		Complete the science complex
	4. Secure University entry points		Complete the Signature gate
	5. Expand sewerage treatment works		Complete phase three sewerage works
	To initiate construction projects	1. Expand business facilities	Construct a business centre
		2. Upgrade facilities of the University Medical Centre	Construct a dental unit
			Expand patient wards
			Construct a surgical theatre
			Construct a maternity unit
		Purchase a new ambulance	
		3. Expand theatre facilities	Construct State-of-the Art lecture theatre
		4. Improve internal roads network	Construct tarmac roads
			Construct pavements
			Construct bridges
	5. Secure University compound	Construct masonry perimeter fence	
	6. Beautify the University	Landscape areas at the main gate, pavements and general service areas	
	7. Improve students' welfare services	Construct a 2,000-bed capacity students' hostel	
		Construct a Students' Prayer Centre	
	To enhance University equipment	1. Improve laboratory equipment	Acquire and install laboratory equipment
			2. Improve fire safety preparedness
		Acquire a fire engine	
			Install hydrants
			Install fire extinguishers
		3. Improve University security	Install CCTV
Install Intrusion Detection Systems			
Mount Flood light mast			
4. Expand Electronic Media Studio services		Operationalize radio station	
		Operationalize TV station	
		Install additional Electronic Media equipment	
5. Expand farm equipment		Acquire automated milking machine	
		Purchase refrigerated vehicle	
		Acquire value addition facility	
		Construct a Silo	



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			Construct a sheep pen	
			Construct storage facility	
			Purchase a tractor	
		6. Expand University transport fleet	Purchase a bus	
			Purchase a minibus	
			Purchase a saloon car	
		7. Expand ablution blocks	Construct two (2) ablution blocks with provisions for persons living with disability	
		8. Expand parking bays	Construct two (2) parking bays with provisions for persons living with disability	
7. Financial Management, Investment and Resource Mobilization	To seek alternative sources of revenue	Diversify sources of revenue	Engage alumni and other corporate organizations in fundraising activities	
			Organize sports tournaments	
			Commercialize Laikipia Travelling Theatre	
			Offer health services at a fee	
			Establish water bottling plant	
			Expand soap production	
			Generate revenue from the Business Centre	
			Generate revenue from the Radio Station	
			Generate revenue from grants and donations	
			Lobby for funds from National and County Governments	
			Initiate partnerships and collaborations for revenue generation	
			Grow revenue from SSP and Regular students by 10% annually	
			Grow revenue from farm activities by 10% annually	
	To strengthen Financial Management, Investment and Resource Mobilization and internal financial control system	1. Enhance prudent Financial Management, Investment and Resource Mobilization	Compliance to the budget	
			Adherence to procurement plan	
			2. Strengthen internal financial control system	Automate financial system
				Intensify internal audits
		Establish and operationalize a monitoring and evaluation unit		
8. Quality Assurance and Standards	To strengthen Quality Assurance and Standards	1. Ensure quality in University operations	Conduct quality audits on teaching and learning	
			Conduct tracer studies	
			Conduct audits on student completion rates	
			Conduct audits on admission criteria	
			Conduct audits on support services	
		2. Conform to applicable standards	Maintain QMS based on ISO 9001:2015 standard	
			Maintain ISMS based on ISO 27001:2013 standard	
9. Technical Vocational Education and Training	To widen and increase access to technical and vocational education	1. Establish and operationalize a TVET Institute	Appoint a Director for the Institute	
			Implement TVET programmes	
		2. Develop new TVET programmes in niche areas	Mount new niche programmes	
	3. Develop short professional courses	Mount professional short courses		



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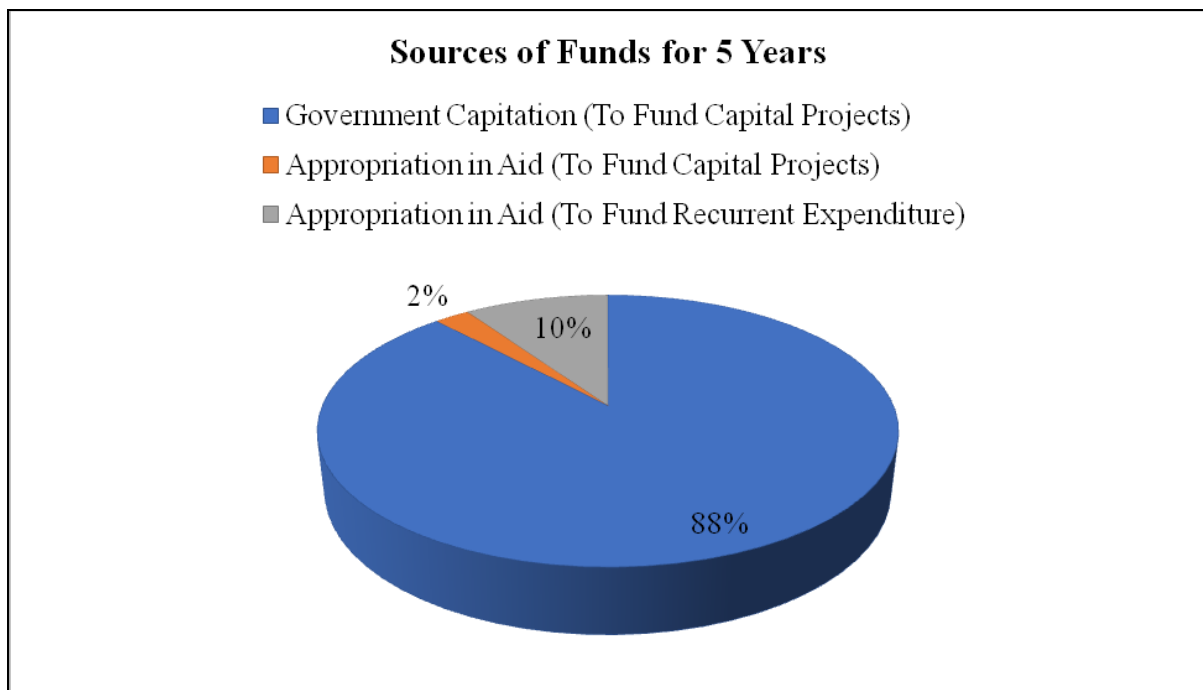
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### Cost and Financing

To effectively implement this Strategic Plan, the University requires Kes 3.86392 Billion. This cost does not include staff salaries and other overheads that are dealt with in the University recurrent budget. To finance the Strategic Plan, the University intends to raise a total of Kes 3.86392 Billion from

internal and external sources. The sources are Government of Kenya Capitation totalling Kes. 3.46402 Billion (88%) and Appropriation in Aid (Strategic plan Initiatives) amounting to Kes. 399.9 Million (12%) as shown in the pie chart below.



### The “Big Four Agenda” in the Strategic Plan

Over the Third Medium Term Plan (MTP III) period, the government has identified four major priority areas: namely, **Universal Health Care; Food and Nutrition Security; Affordable Housing; and Industrialization, Manufacturing and Agro-Processing.** In achieving these

priority goals, the government expects that the education and training sector will play a very important role as an enabler through provision of skilled human resource. Noticeably, the MTP III is being rolled-out at a time when the Education and Training Sector is undertaking major reforms in the



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structure of the education system and curriculum.

Laikipia University will ensure that the Strategic Plan contributes to the realization of the “Big Four Agenda”. In this regard, the University identified nine (9) Strategic Issues that respond to national development.

As a way of executing the plan, the University has put in place structures to expand access to University Education; access to affordable housing through the Laikipia University staff housing scheme; access to Universal Health Care through activities such as registration of the medical services to NHIF, procurement of state-of-the-art ambulance and purchase of Haematology Analyser and Serum Biochemistry Analyser machines. Other activities lined up for implementation

include revamping the university farm in order to contribute to food security and introduce value addition to our agricultural farm produce.

In addition, the University has purchased a multipurpose tractor and other agricultural equipment to enhance production. Furthermore, the University is making a contribution towards job creation through the operationalization of a water bottling plant and on-going capital projects like the Science Complex which will promote the Science Technology, Engineering and Mathematics (STEM) pathway under the Competence Based Curriculum (CBC). Finally, the Directorate of TVET, Career Placement and Alumni has been established so as to manage Alumni affairs, and assist graduates on career guidance and placement as well as coordinating the accreditation of diploma programmes with TVET.



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## REMARKS FROM THE FARM MANAGER

MR. SAMUEL K. CHEPKUTO

### LAIKIPIA UNIVERSITY FARM BUSINESS PLAN



Agriculture plays a key role in the development of Kenya's economy. Increasing entrepreneurship in agriculture is therefore one way of improving economic development.

Laikipia University (LU) lies in high potential agricultural region and has a background in agriculture which dates back to 1965 when it was an Agricultural Training College. The University has an acreage of 927 which is distributed as follows; arable land (439), rocky steep areas (129), forest and rivers (179), and buildings, roads and playground (180). Currently, the farm is not generating enough revenue for the University because of a number of challenges.

In the Laikipia University Strategic Plan, the LU farm has been identified as a resource mobilization agent for the University. The University has rolled out a five-year Strategic Plan which guides the development of the Farm Business Plan. The Farm Business Plan has, therefore, been developed to set a clear institutional framework for turning around its

productivity for resource mobilization. Laikipia University envisions to be the leading Agricultural Centre in the region by offering sustainable Agro-economic solutions for valued transformation of the society. In order to achieve this, the University plans to increase annual income from agricultural products through enhanced efficiency in agricultural production. This can easily be achieved since there is adequate fertile land, farm equipment including a new tractor as well as the existence of technical expertise in the agriculture as a discipline at the University.

The University can favourably undertake Agribusiness ventures as a response towards the Government "Big Four Agenda" for the realization of food security and manufacturing as well as creation of demand for quality and nutritional agricultural produce through value addition.

A number of enterprises have been proposed to realize this agenda. These include; dairy, poultry, cereals, horticulture, fodder, tree and fruit seedling, and bee keeping. From the aforementioned enterprises, the University will roll out the



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following products in the first year of operations; dairy, sheep, poultry, wheat and Irish potatoes.

The Farm Business Plan purposes to increase milk production and undertake value addition from the second year of operations. It intends to engage in sheep farming, poultry keeping, and production of wheat as well as Irish potatoes. The proposed enterprises under this Plan are nine (9). They are discussed hereafter.

### **Dairy Farming Enterprise**

Dairy farming as a going concern is deemed to be ecologically/economically feasible. The dairy enterprise sector in the country has been improving over the years. Dairy farming requires relatively little extra capital thus being seen as a manageable investment, despite the current financial constraints witnessed in the University.

There is great potential for maximizing returns from the Dairy Farming Enterprise if animal feeds are compounded locally (equipment is installed), when milk is value added and concentration is on breeding stock. There is, therefore, need to modernize dairy production to allow for intensification of feeding hence increasing individual cow production.

The dairy farm requires adequate land for production of fodder and/or open-grazing. The farm has the potential to enhance dairy farming; this is because of enhanced market opportunities for dairy products. There is growing demand for dairy products such as processed milk, fermented milk, yoghurt, flavoured milk, cheese and milk powder. At the same time, both the consumption and buying patterns are changing and customers are keen on knowing the source of the products that they buy. This is a plus for the University as being a source that consumers will have confidence in. The farm will increase its dairy livestock and undertake proper management activities to enhance milk production.

### **Poultry Farming Enterprise**

The University farm has infrastructure which can hold over 1,000 birds. Poultry is one of the key enterprises that is able to generate revenue within a short period of time. There is increased demand for white meat both locally and regionally. The farm will keep poultry for both meat and eggs. In order to keep up with the demand and the emerging markets for poultry products, the farm will rear fast growing hybrid chicken. The University's stakeholders create a ready market for poultry products. Any surplus products will be sold to the



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nearby markets and towns. There is an existing mill that can be used for the production of chicken feed and which is expected to lower the cost of production.

### **Cereal Farming Enterprises**

Cereals are a staple food in most households in the country which creates a high demand for the product. The University is able to produce mainly wheat, barley and oats for both local and external markets. There is adequate land to support production of cereals. Value addition will be undertaken to enhance the shelf-life of the products. The by-products will be used in making animal and poultry feed.

### **Horticulture Crops Enterprise**

The farm appreciates the importance of horticulture in cash generation for short periods. Towards ensuring steady cash flows, the farm will consider producing high value crops such as indigenous vegetables, capsicum, French beans, strawberry, tomatoes (green house farming), cabbages, Irish potatoes, kales and spinach. These vegetables have a high demand because of their nutritional value. The vegetables will be marketed within the University and its environs.

The University will also create a selling point along the road to create awareness of her farm products and attract customers who use the Nakuru-Nyahururu Road and

tap into the Mt. Kenya-South Rift tourism circuit.

### **Fodder Production Enterprise**

The farm will engage in fodder production to support the dairy enterprise as well as market its surplus to other customers. This will ensure that the farm has a consistent supply of high quality fodder for the animals, even during the dry season. The fodder crops identified include; maize for silage, Rhodes grass for hay, legume species such as Lucerne, and Kikuyu grass for grazing pasture.

### **Sheep Farming Enterprise**

The University has potential for sheep farming because of the existence of farm structures suitable for it and low costs of its production. Sheep can be introduced to both graze and maintain grass in the University land. The sheep would also generate more revenue for the University when sold for mutton or for breeding. Sheep generally have high prolificacy.

### **Pig Farming Enterprise**

The University has an existing Piggery which is under renovation. There is already an existing market for pork. The demand for white meat has been increasing in the country hence pig products such as pork, bacon, sausages are highly marketable.



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Pigs grow faster than other livestock. Their reproduction cycle is faster leading to high proliferation per year. Pigs also require little investment. Pigs yield much more meat than cattle, goats and sheep and yet cost little to feed compared with other livestock. A Sow's gestation period is just under four months and average litter is ten piglets which allow a single mother to produce 20 to 25 piglets per year. In addition, they have a rapid growth rate and require little space for habitation as well as low set up costs.

### **Tree and Fruit Seedlings Enterprise**

The concern for the environment is a national agenda in the Country and is also a global concern. There is an existing demand for tree seedlings. The University has an existing tree nursery which produces seedlings for the University and the community. This can further be commercialized to yield revenue for the farm.

### **Bee Keeping Enterprise**

Apiculture is a livestock sub sector with a huge potential yet to be tapped.

The University has already set up 40 bee hives and a designated apiary for honey production and value addition. This can be a good starting point for commercial honey production.

### **Conclusion**

The Farm Business Plan should be able to roll out the operations of the enterprises described so far. It is envisioned that within the three years of its execution, the University Farm will make a turn-around to maximize on its productivity and profitability. The Farm, through its enterprises, will not only serve as one of the resource mobilization agents for the University but is also expected to be self-sufficient and economically viable. The Farm Business Plan has therefor been designed to fully utilize the potential of the Farm.





### **VISION**

A UNIVERSITY FOR VALUED  
TRANSFORMATION OF SOCIETY

### **MISSION**

TO SERVE THE STUDENTS AND SOCIETY  
THROUGH RESEARCH, EDUCATION,  
SCHOLARSHIP, TRAINING, INNOVATION,  
OUTREACH AND CONSULTANCY

### **CORE VALUES**

QUALITY  
INTEGRITY  
RESPECT

### **Motto**

**"Seed of Wisdom"**