



# MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

## Resource Mobilization Policy

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## **ABBREVIATIONS**

CBO	-	Community Based Organization
IGU	-	Income Generating Unit
MMUST	-	Masinde Muliro University of Science and Technology
MOU	-	Memorandum of Understanding
NGO	-	Non Government Organization
UMB	-	University Management Board
VC	-	Vice Chancellor
WUCST	-	Western University College of Science and Technology

MMUST Resource Mobilization Policy

## 1.0 PREAMBLE

Over the past one decade, Masinde Muliro University of Science and Technology has continued to receive less financial allocation from the Kenyan government than the estimated expenditure. For example, over the past five financial years, the University had an initial budget of Ksh. 4.288B of which recurrent was Ksh. 3.058B and capital expenditure fund Ksh. 1.23B. What the University expected from the government in terms of recurrent expenditure was Ksh. 1.676B but what was awarded is Ksh. 1.315B creating a shortfall of Ksh.0.361B.

In reference to the capital development fund, MMUST expected Ksh. 1.23B but only Ksh.104M was awarded creating a deficit of Ksh. 1.126B. The total deficit for both recurrent and capital expenditure was Ksh. 1.487B. This trend has resulted in the accumulation of debts and poor physical infrastructure. There are strong indications that the government has a challenge to fully finance Public Universities. Recently the treasury advised Public Universities to reduce their development expenditure by 75% and recurrent expenditure by 25%. Such budgetary constraints demand that the University explores alternative and innovative strategies of generating income. The Sessional Paper No. 1 of 2014 on policy framework on education, training and research has clearly brought out this fact by stating that 'University education is particularly expensive to government within the current resources'. In order for MMUST to diversify sources of income it requires a resource mobilization policy that spells out clear strategies of alternative income generation. This will include; identification of possible public and private partners, engaging in fund raising initiatives and building valuable contacts and networks with other donor agencies to raise the requisite Physical, Human and Technological resources.

On the contrary, over the past four years the student population has continuously increased from a total of 12,338 students in the year 2014 to over 17,000 students by September, 2017. On the other hand, the physical infrastructure facilities, technology and faculty development

at MMUST have not kept pace with the demands created by the past expansion and the future requirements for expansion and renovation. To bridge this gap a strategy for mobilizing resources must be put in place.

## **2.0 BACKGROUND OF MASINDE MULIRO UNIVERSITY**

Masinde Muliro University of Science and Technology (MMUST) was initially established as a constituent College of Moi University in 2002 and was then known as the Western University College of Science and Technology (WUCST). The University College was later elevated to University status through an Act of Parliament on 30th December, 2006 (now repealed) and renamed Masinde Muliro University of Science and Technology (MMUST). The transition into a University included recruitment of required human resources, renovation of existing facilities, construction of additional basic facilities, repackaging of diploma programmes and introduction of degree programmes. Currently MMUST has ten (10) schools with two hundred and thirty seven (237) academic programmes all from certificate to PhD levels.

## **2.1 PHILOSOPHICAL FRAMEWORK**

### **2.2 Philosophy**

MMUST upholds the view that Education, Science and Technology are indispensable tools in harnessing resources of nature for sustainable development by creating an environment in which all individuals can realize their full potential.

### **2.3 Vision**

To be the Premier University in Science, Technology and Innovation.

### **2.4 Mission Statement**

To provide excellent University Education, Training and Research through integrating science, technology and innovation into quality programmes to suit the needs of a dynamic world.

## **2.5 Quality Policy Statement**

MMUST is committed to providing high quality education that offers intellectual, social, cultural and economic benefits through quality teaching, research, consultancy, extension and community service. The University is dedicated to improved service delivery by encouraging professionalism, innovativeness, teamwork and integrity in order to prepare scholars of high intellectual capacity relevant to society. The University Management undertakes to realize this.

## **3.0 POLICY JUSTIFICATION**

Since the government will no longer be able to fully finance Public Universities and the internal challenges that hinder the Universities ability to accomplish its mandate, it is appropriate for the University to embark on resource mobilization in order to fill the gap in funding. These resources are intended to raise funds for; physical facilities and infrastructure for teaching, research and extension; address low levels of automation; increase funds for research and related activities; increase space for office accommodation and address attraction, retention programs for staff and to promote the spirit of innovation and creativity among staff and students. Further, it is noted that the University student accommodation and recreational facilities are inadequate to cater for the increasing student population.

## **4.0 OBJECTIVES OF THE POLICY**

- 4.1 To increase income from resource mobilizations activities.
- 4.2 To Promote grant proposal writing activities.
- 4.3 To involve MMUST Alumni in resource mobilization.
- 4.4 To provide a framework for motivating staff who spend their time in resource mobilization for the institution.

## **5.0 GUIDING PRINCIPLES FOR RESOURCE MOBILIZATION**

All MMUST staff, academic and non academic and students shall ensure:

- 5.1 Effective and efficient use of the available resources in a manner that would lead to sustainable growth of MMUST.
- 5.2 Accountability and transparent systems that will safeguard the resources raised, including adequate financial controls.
- 5.3 Solid reputation, credibility and positive image of MMUST.
- 5.4 Attraction and creation of new resources as well as sustainable utilization of resources.
- 5.5 Strengthening capacity of academic and non- academic staff in order to fortify the skills needed to generate, mobilize and monitor the resources.
- 5.6 Mobilization of funds and resources for the University in a structured and formal manner in accordance with the University objectives, State Department for Higher Education Science and Technology, Ministry of Education and Vision 2030.

## **6.0 SCOPE OF RESOURCE MOBILIZATION**

In mobilizing resources, Masinde Muliro University of Science and Technology shall be guided by the Partnership MOUs/Agreements. Partners shall be sought through; proposal development, partnership with public and private organizations, Alumni and other internal income generating activities and methods as shall from time to time be determined by the UMB or Council.

Other possible sources of income may include, but not limited to:-

### **6.1 Government**

- Land and buildings
- Support in kind
- Monetary grants
- Privileges (tax exemptions)

## **6.2 Donations / sponsorships**

- Commercial enterprises/ Business Community
- Individuals
- Private Foundations
- Philanthropic Organizations
- County governments

## **6.3 Partnerships/project**

- Other academic institutions/organizations.
- NGOs/ CBOs
- UN/Bilateral and Multilateral donors

## **6.4 Own (MMUST) Resources**

- Hire of facilities
- Income generation activities
- Investments (MMUST Enterprises)
- Consultancies

## **7.0 MANAGEMENT OF ASSETS/ REVENUE ACQUIRED**

7.1 All assets and revenue acquired by MMUST through resource mobilization shall be managed in accordance with the MMUST asset management procedures and the partnership MOUs/Agreements.

7.2 Where there is a conflict between the MMUST asset management procedures and the partnership MoU/agreement, the MMUST MoU/agreement shall prevail.

7.3 If the resource is in monetary terms, an individual, group/ team/ department shall be entitled to 5 % (percent) of revenue generated.

7.4 If an individual/ group/ team/ department acquires an asset of more than US\$1,000 for the University, they shall be recognized and awarded in line with the MMUST awards policy.



## **8.0 LEADERSHIP RESPONSIBILITIES**

- 8.1 There shall be a resource mobilization office under the office of the Vice Chancellor.
- 8.2 The Vice Chancellor shall on a competitive basis appoint a resource mobilization officer on a 3-year contracts basis with clear set targets. The contract shall be renewed annually based on performance
- 8.3 The contract shall be renewable subject to at least 90 percent targets achieved in the previous contract. In addition, if the officer achieves over 100 percent of the target, a bonus payment may be awarded.
- 8.4 The Vice Chancellor shall constitute and appoint a resource mobilization committee consisting of between 7-9 members.
- 8.5 The members appointed shall be persons with specific skills, knowledge and experience in preferably but not limited to research, project management, communication, education, marketing, engineering, accounting, economics, legal affairs and strategic planning.
- 8.6 The Resource Mobilization officer shall be the secretary to this Committee.
- 8.7 The Chairperson of this committee shall be nominated by the Vice Chancellor from among the Committee members.

## **9.0 TERMS OF REFERENCE FOR THE COMMITTEE**

The key responsibility of the committee shall be to coordinate resource mobilization activities in MMUST. Other responsibilities shall include but not limited to:

- 9.1 Mapping-out and analyzing University projects, plans and the resource needs/gaps as spelt in the strategic plan.
- 9.2 Identifying and sourcing potential partners for specific MMUST projects.
- 9.3 Developing key messages, prospects and communicating with potential donors.
- 9.4 Initiating plans and proposals for resource mobilization.

9.5 Preparing and coordinating development of proposals for mobilizing resources for University projects.

9.6 Ensuring that the MMUST resource mobilization work plan, strategy and budget are developed, approved, reviewed, implemented and appraised annually.

9.7 Forming and facilitating proposal development teams and supervising the teams to ensure high quality proposals are developed and submitted on time.

9.8 Keeping track on changing trends in resource mobilization strategies and utilizing the information to enhance the resource mobilization activities.

9.9 Ensuring that all communications and engagements pertaining to resource mobilization are conducted through official channels and formally documented.

9.10 Presenting quarterly progress reports on resource mobilization activities to the University Management Board and Council.

#### **10.0 TERM OF OFFICE FOR COMMITTEE MEMBERS**

10.1 The members shall be appointed by the Vice Chancellor in consultation with the resource mobilization officer for a period of three (3) years renewable once.

#### **11.0 MEETINGS**

11.1 The committee shall meet at least once every quarter.

11.2 The quorum for meetings shall be two thirds (2/3) of members other than those co-opted.

11.3 A member failing to attend two consecutive meetings without proper reasons or apologies will be replaced by the Vice Chancellor in consultation with the Committee chairperson and the resource mobilization officer.

## **12.0 POLICY IMPLEMENTATION AND AMMENDMENT**

For effective implementation of this policy:

12.1 MMUST staff and Council in consultation with the Resource Mobilization

Committee shall have the responsibility of mobilizing Resources.

12.2 MMUST Finance Department in conjunction with the Resource Mobilization

Committee shall be charged with responsibility of the administration and management of finances and other resources mobilized and allocated to the departments in accordance with Public Finance Management act, 2012.

12.3 In order to remain faithful to the guiding principles, the MMUST Resource

Mobilization Policy Framework shall be reviewed after three years of implementation by the resource mobilization committee with the approval of the University Management Board, Senate and Council.

12.4 This Policy Framework is subject to the following legal and binding documents:

Universities Act 2012, Public Finance Management act, 2012, Procurement and disposal act, University statutes, MMUST charter, MMUST Staff Code of Conduct and MMUST relevant Strategic Plan among other University Documents.

12.5 The existence of the Resource Mobilization Policy Framework of MMUST

as a legal document shall be terminated in the event that it is repealed by the University Management Board, Senate and Council;

## **BIBLIOGRAPHY**

GoK (2003), The Code of Conduct and Ethic for Public Universities: Legal notice no. 170

GoK (2014), The Universities act (no. 42 of 2012). The Universities Regulations 2014. Legal notice no. 76

MMUST Human Resource Policies and Procedures Manual (HRP&PM), January 2017

Public Finance Management Act (PFMA)

Procurement and Disposal Act

MMUST Statutes 2014

MMUST (2015), University Strategic Plan 2015/16 – 2019/20

MMUST 2015/16 Financial year report

This policy has been approved by the MMUST University management board, senate and Council in September and October, 2017 respectively.

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