



MMU/MAN: 201001

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

QUALITY MANUAL

Fourth Edition

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FOREWORD


Masinde Muliro University of Science and Technology is committed to providing quality education through quality teaching and learning, research, consultancy and community outreach services, good governance and management. To achieve these, the University management has endeavored to streamline its Quality Management System in order to deliver services that can be benchmarked against international standards. Mechanisms for effective systems have been put in place, including documented procedures for various activities in the University. Risks have been identified at various levels of management and mitigation controls put in place. The staff have been trained on ISO 9001:2015 QMS and are expected to learn to become responsive and plan for continual improvement.

ISO 9001:2015 is our guiding QMS standard. The University will put more emphasis on implementation of plans, review changes and focus on quality service provision to our customers and stakeholders.

Quality starts with every one of us and it is our collective responsibility to achieve it. Let us together strive for excellence by creating an environment where processes are effective and efficient in achieving our goals.

Vice Chancellor

Masinde Muliro University of Science and Technology

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1.0 Introduction

1.1 General Information


Masinde Muliro University of Science and Technology is the 7th public university in Kenya, established through an Act of Parliament on 30th December 2006. The University is the successor of Western University College of Science and Technology (WUCST) that succeeded Western College of Arts and Applied Sciences (WECO). Masinde Muliro University of Science and Technology (MMUST) was initially established as a university 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 The University College was later elevated to university status through an Act of Parliament on 30th December, 2006 (repealed in 2013) and renamed Masinde Muliro University of Science and Technology (MMUST). The University is the successor of the defunct Western College of Arts and Applied Sciences (WECO) whose assets and liabilities it inherited.

The University is located along the Kakamega-Webuye Road, one Kilometer from the Central Business District (CBD) of Kakamega Town. The main campus stands on about 133-acre piece of land with an Annex situated in the town centre. The university has a number of campuses spread in different parts of the country.

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.

The University is run by Council as the supreme organ, with day to day activities being managed by the University Management Board while the Senate runs the Academic matters. Both two later organs of governance are under the chairmanship of the Vice Chancellor. The academic programmes are developed and approved by the Senate. The University has three Divisions each headed by a Deputy Vice-chancellor (DVC). Under the Deputy Vice chancellor are general the Deans and Directors who manage Schools and Directorates. The Chair persons of academic departments coordinate and manage the implementation of the curricula. They are under the Deans of schools though can also report directly to the DVC Academic & Students Affairs.

Currently, the University has Eleven Schools, namely; School of Engineering and Built Environment (SEBE), School of Natural Science (SONAS), School of Education (SEDU), School of Arts and Social Sciences (SASS). School of Business and Economics, (SOBE) School of Computing and Informatics (SCI). School of Nursing, Midwifery and Paramedical Sciences (SONMAPS) In addition, the University established the School of Disaster Management and Humanitarian Assistance (SDMHA), School of Agriculture and Veterinary Technology (SAVET), School of Public Health Biomedical Science and Technology (SPHBS&T) and School of Medicine (SOM) School of Open Learning and Continuing Education (SOLACE), The University has also established the following directorates:- Directorate of Research, and Post Graduate Support (DRPS), Directorate of Privately Sponsored Students Programme (PSSP), Information and Communication Technology (ICT). Quality Assurance Directorate (QAD), Directorate of Post Graduate Studies (DPS), Science Park, Innovation and Incubation Centre (SPIIC). Directorate of International Relations and Academic Linkages (DIAL), Directorate of Strategic and Institutional Planning (DSIP) and Directorate of Corporate Communications and Marketing (DCCM) MMUST. Enterprises,


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Directorate of Technical & Vocational Education & Training (TVET), Open distance and E-Learning(Odel) as well as Carrier Support Services.

Over the years, the University established campuses in Bungoma and Webuye, and study centres in Nairobi, Butula, Kapsabet, Mumias, Kakuma and Kisumu. However, at the moment, the plans to close most of these campuses is at an advanced stage following the trends elsewhere in other University and directives from the Ministry of Education. Currently MMUST has two University Colleges namely; Kaimosi University College and Turkana University College. The table below gives a brief summary of Schools and Departments established to administer and manage the academic programmes.

Table 1: Schools and Departments

1. School of Disaster Management and Humanitarian Assistance (SDMHA)	Disaster Management and Sustainable Development (DMSD) Emergency Management Studies (EMS) Peace and Conflict Studies (PCS) Disaster Preparedness and Engineering Management (DPEM)
2. School of Engineering and Built Environment (SEBE)	Civil and Structural Engineering (CSE) Electrical and Communication Engineering (ECE) Mechanical and Industrial Engineering (MIE)
3. School of Natural Sciences (SONAS)	Biological Sciences Mathematics Physics Pure and Applied Chemistry
4. School of Education (SEDU)	Curriculum Instructional Technology Educational Foundations Education Planning and Management Education Psychology Science and Mathematics Education Social Sciences Education
5. School of Agriculture and Veterinary Technology (SAVET)	Agro Industrial Technology (AIT) Agriculture and Land Use Management (ALUM) Agribusiness Management and Extension (ABME)
6. School of Nursing, Midwifery and Paramedical Science (SONMAPs)	Department of Reproductive Health , Midwifery and Child Health (RHMCM) Department of Community Health and Extension(CHE) Clinical Nursing and Health Informatics


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7. School of Business and Economics (SOBE)	Department of Accounting and Finance Department of Economics Department of Business Administration and Management Science
8. School of Arts and Social Sciences (SASS)	Criminology and Social Work (CSW) Journalism and Mass Communication (JMC) Geography Department Language and Literature Education (LLE)
9. School of Computing and Informatics (SCI)	Information Communication Technology (ICT) Computer Science (CSC)
10. School of Public Health, Biotechnology Science and Technology (SPHBST)	Medical Laboratory Science (MLS) Optometry and Vision Sciences (OPV) Dietetics and Nutritional Sciences Health Professions Education (HPE) Health Promotion and Sports Sciences (HPSS) Public Health
11. School of Medicine	Department of Medicine Department of Human Anatomy Department of Medical Physiology Department of Medical Biochemistry Department of Community Health and Behavioral Sciences

1.2 University Mandate

Some of the mandate of the University, as contained in the University Charter 2013, is to:

- (a) Provide directly, or in collaboration, with other institutions of higher learning, facilities for technological, professional, and scientific education.
- (b) Disseminate the outcomes of research by various means, and commercially exploit the results of such research;
- (c) Participate in technological innovation as well as in the discovery, transmission and enhancement of knowledge and stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;
- (d) Contribute to industrial and technological development of society in collaboration with industry and other organizations;
- (e) Make proposals for new programmes of study including those that culminate with degrees, diplomas and certificates
- (f) Make proposals for establishment of constituent colleges, campus colleges, campuses, faculties, schools, directorates, institutes, departments, centres and other resource and administrative units as may be appropriate;

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1.3 Philosophical Foundations

It gives details of the motto, philosophy, vision, mission statement, core values and university functions.

1.3.1 Motto

The University of Choice

1.3.2 Philosophy

Masinde Muliro University of Science and Technology (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.

1.3.3 Vision

To be the Premier University in Science, Technology and Innovation

1.3.4 Strategic Destination

A university of excellence in Teaching, Research and Extension

1.3.5 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.

1.3.6 University Core Values and Core Functions

1.3.6.1 Core Values

(i) Customer focus

MMUST shall endeavor to ensure customer satisfaction through quality services & products.

ii) Accountability

MMUST staff shall execute duties transparently take responsibility in all decisions & actions.

(iii) Collegiality

MMUST staff shall co-operate with each other a means of building trust & unity.

(iv) Equity


MMUST shall ensure that there is equal opportunity for all irrespective of gender, status, race, creed, disability, age, religion, ethnicity or political affiliation at all times.

(v) Excellence

MMUST shall encourage excellence in teaching, research, innovation and service to public.

(vi) Innovativeness

MMUST shall strive to create, utilize & disseminate new knowledge & ideas in teaching & research.

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(vii) Professionalism

The staff shall treat all customers with dignity and respect while discharging their duties.

(viii) Integrity

MMUST shall endeavor to be consistent with right actions, values, methods, measures, principles, expectations and outcomes.

1.3.6.2 Core functions

The core functions of the University are:

a) Teaching and learning

The University offers relevant and market driven academic programmes at undergraduate and graduate levels, with inbuilt quality control systems. The academic programmes are run under the leadership of DVC (ASA), deans of Schools and chairpersons of departments who are appointed in accordance with the University Act and Statutes. These academic managers adopt mechanisms for carrying out internal academic audit as a way of ensuring quality of academic functions. The University continues to provide an enabling environment for integrated growth for students and staff.

b) Research and Extension services


The University has established a directorate for research and post graduate studies to coordinate research activities. The University sets aside research funds every year to enable academic staff undertake research. The University participates in community programmes and activities as part of its corporate social responsibility.

1.3.7 University General Objective

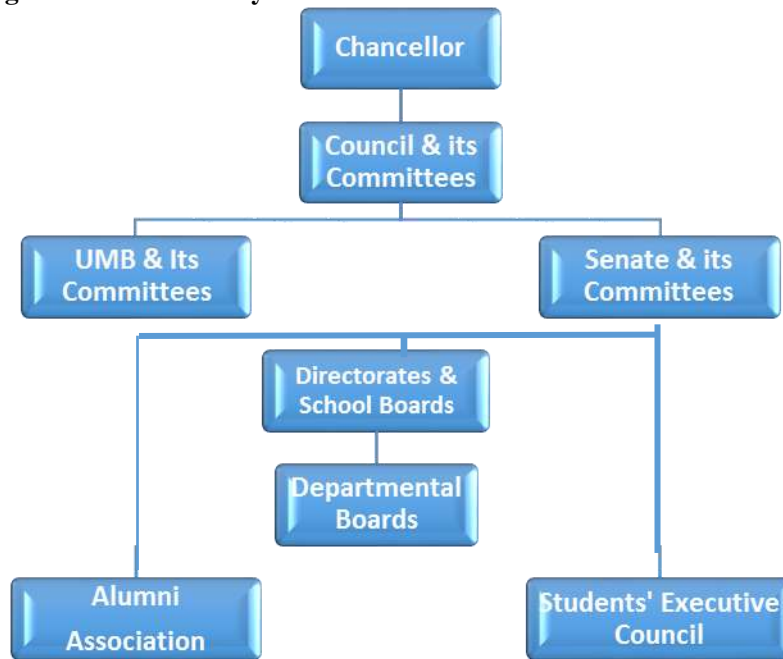
To contribute both qualitatively and quantitatively towards sustainable and equitable scientific, Socio-economic and technological development in Kenya and beyond in line with Millennium Development Goals and Vision 2030.

1.4 Governance Structure

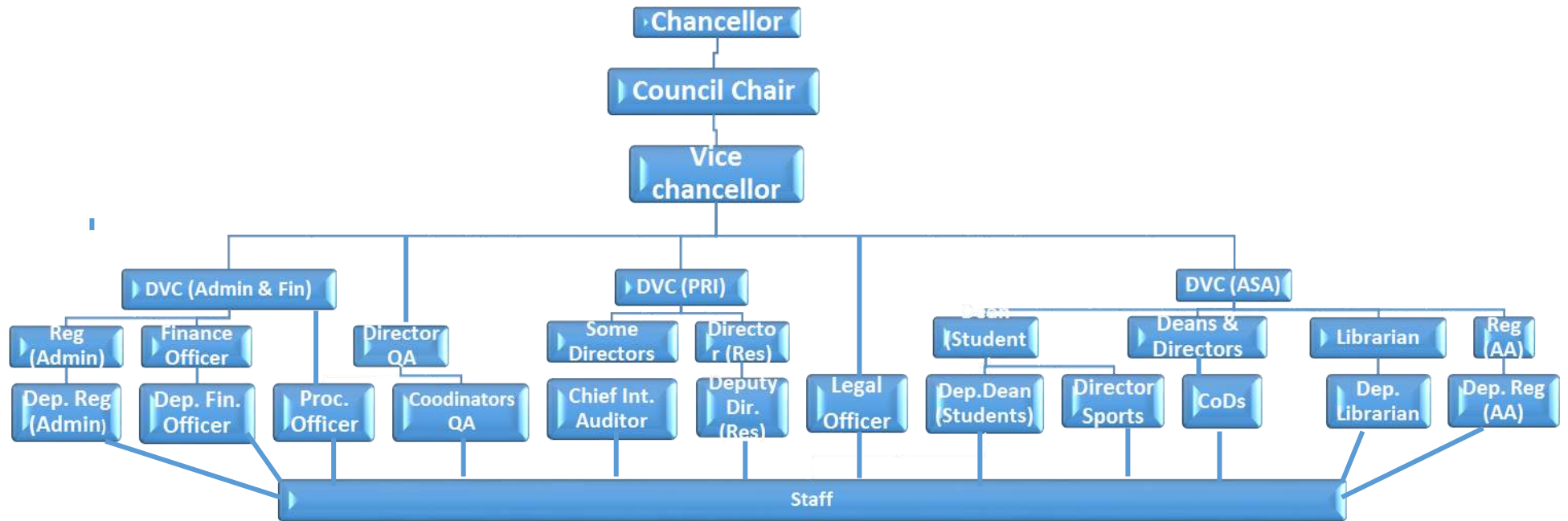
The governance structure is based on the Masinde Muliro University of Science and Technology Charter of 2013 and the Universities Act No. 42 of 2012, amended 2016. The Charter and Act establishes functions of the University, membership and governance of the University, financial provisions and miscellaneous provisions.


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|Governance Organs of the University



1.5 Administrative Structure of the University



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1.6 Scope

1.6.1 General

This Quality Manual describes Quality Management System of Masinde Muliro University of Science and Technology in respect to Educational Training, Research and Community Engagement.

1.6.2 Application

All requirements of ISO 9001:2015 standard are applicable to this QMS and hence no clauses of the standard have been excluded.

2.0 Normative Reference

- (a) University Strategic Plan
- (b) University Statutes
- (c) ISO 9001:2015 – Quality Management System – Requirements
- (d) ISO 9000:2005 – Quality Management System - Fundamentals and vocabulary
- (e) International Workshop Agreement (IWA 2) – Quality Management Systems- Guidelines for application of ISO 9001:2000 in education
- (f) University Rules and Regulations

3.0 Terms and Abbreviations

3.1 Terms

For purposes of this Quality Manual (QM), the terms and definitions given in ISO 9000:2005 and The Masinde Muliro University of Science and Technology Charter of 2013 and the Universities Act No. 42 of 2012, amended 2016, the CUE Standards and guidelines 2014, the University statutes 2020 and the reviewed third Strategic Plan, 2015/16 – 2021/2022 shall apply.


3.2 Abbreviations

ABBREVIATIONS AND ACRONYMS


AGDMU	-	AIDS Control, Gender Disability Mainstreaming Unit
CoDs	-	Chair of Departments
CUE	-	Commission for University Education
CUC	-	Chair of Council
CBD	-	Central Business District



- CUE – Commission for University Education
- FO - Finance Officer
- DGSC - Departmental Graduate Studies Committee
- DoS – Dean of Students
- DIAL – Directorate of International Collaborations and Academic Linkages
- DPS – Directorate of Post Graduate Studies
- DRPS – Directorate of Research and Post Graduate Support
- DVC, (A&F) - Deputy Vice Chancellor, Administration and Finance
- DVC, (A&SA) - Deputy Vice Chancellor, Academic and Students Affairs
- DVC, (PR&I) - Deputy Vice Chancellor, Planning, Research and Innovation
- GoK - Government of Kenya
- ICT – Information and Communications Technology
- ISO - International Organization for Standardization
- IWA - International Workshop Agreement
- TVET – Technical Vocational Education and Training
- MAN - Manual
- MoE - Ministry of Education
- MMUST – Masinde Muliro University of Science and Technology
- MMU - Masinde Muliro University
- Mmuste – MMUST Enterprise
- M&E - Monitoring and Evaluations
- NEMA - National Environmental Management Authority
- ODEL – Directorate of Open, Distance and E-Learning
- PO - Procurement Officer
- POL - Policy

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- PSSP – Privately Sponsored Students Programme
- QA - Quality Assurance
- QAD - Quality Assurance Directorate
- QM - Quality Manual
- QMS - Quality Management System
- REG - Register
- SAVET – School of Agriculture and Veterinary
- SASS - School of Arts and Social Sciences
- SEBE – School of Engineering and Built Environment
- SOBE – School of Business and Economics
- SOLACE – School of Open Learning and Continuing Education
- SONMAP – School of Nursing, Midwifery and Paramedic
- SoM - School of Medicine
- SCI - School of Computing and Informatics
- SDMHA – School for Disaster Management and Humanitarian Assistance
- SPHBST – School of Public Health, Biomedical Sciences and Technology
- SLA - Service Level Agreement
- SPIIC – Science Park, Innovation and Incubation Centre (SPIIC)
- SWOT – Strengths, Weaknesses, Opportunities, Threats
- UMB – University Management Board
- UCSC - University Complaints Standing Committee
- UPCO - University Public Complaints Office
- VC – Vice Chancellor
- WPR - Work Procedure
- WECO – Western College of Arts and Applied Sciences

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WUCST – Western University College of Science and Technology

4.0 Quality Management System in the University

4.1 The Context of the Organization

Stakeholder Analysis


Table 1: Stakeholder Analysis

<i>Stakeholder</i>	<i>Internal</i>	<i>External</i>	<i>What they expect from MMUST</i>	<i>Expectations of MMUST from them</i>	<i>Responsibility</i>
Students	√		<ul style="list-style-type: none"> • Quality education • Professionalism • Timely provision of service • Affordable services • Respect 	<ul style="list-style-type: none"> • Payment of services • Comply with university regulations • Respect staff 	<ul style="list-style-type: none"> •DVCs •Registrars •Deans •CoDs
Ministry of Education (MOE)		√	<ul style="list-style-type: none"> • Compliance with regulations & reporting requirements • Implement policies • Execute mandate • Prudent resource utilization • Provide reports 	<ul style="list-style-type: none"> • Give Policy direction • Provide resources • Coordinate with other government agencies 	<ul style="list-style-type: none"> •DVC ASA •DVC A&F •Registrar AA •QAD
Ministry of Finance (Treasury)		√	<ul style="list-style-type: none"> • Compliance with regulations & reporting requirements • Implement policies • Execute mandate • Prudent resource utilization • Provide reports 	<ul style="list-style-type: none"> • Give Policy direction • Provide resources • Coordinate with other government agencies 	<ul style="list-style-type: none"> •DVC A&F •FO •PO
Suppliers		√	<ul style="list-style-type: none"> • Timely payment for services • Clear specifications • Fairness • Provide feedback 	<ul style="list-style-type: none"> • Timely delivery • Quality goods and services • Cost effective products 	<ul style="list-style-type: none"> •DVC A&F •PO •FO
Staff	√		<ul style="list-style-type: none"> • Conducive work environment • Competitive remuneration • Training 	<ul style="list-style-type: none"> • Perform all duties • Comply with terms of engagement 	<ul style="list-style-type: none"> •DVC A&F •Registrar Admin
National treasury		√	<ul style="list-style-type: none"> • Prudent use of resources • Compliance with rules and regulation • Timely reports • Programme based budgeting 	<ul style="list-style-type: none"> • Adequate funding • Facilitate raising of funds from development partners e.g. PPP and guarantee 	<ul style="list-style-type: none"> •DVC A&F •FO •PO
Kenya Revenue Authority		√	<ul style="list-style-type: none"> • Compliance with regulations & tax remittance requirements 	<ul style="list-style-type: none"> • Timely issuing of tax compliance certificates 	<ul style="list-style-type: none"> •DVC A&F •FO •PO



Commission for University Education		√	<ul style="list-style-type: none"> Compliance with regulations & reporting requirements Implement policies Execute mandate Prudent resource utilization Provide reports 	<ul style="list-style-type: none"> Give Policy direction Coordinate with other government agencies 	<ul style="list-style-type: none"> DVCs Registrar AA QAD Deans CoDs
Engineering Board of Kenya		√	<ul style="list-style-type: none"> Compliance with regulations & reporting requirements Provide reports 	<ul style="list-style-type: none"> Give Policy direction Coordinate with other government agencies 	<ul style="list-style-type: none"> DVCs Registrar AA Deans CoDs
Kenya Medical & Dental Practitioners' Board		√	<ul style="list-style-type: none"> Compliance with regulations & reporting requirements Provide reports 	<ul style="list-style-type: none"> Give Policy direction Coordinate with other government agencies 	<ul style="list-style-type: none"> DVCs Registrar AA Deans CoDs
County Government of Kakamega		√	<ul style="list-style-type: none"> Consultations Training in specialized courses Comply with rules and Regulations 	<ul style="list-style-type: none"> Efficient primary and secondary services Comply with national Education policy 	<ul style="list-style-type: none"> VC DVCs
Local Community		√	<ul style="list-style-type: none"> Employment Involvement Social welfare Affordable Housing 	<ul style="list-style-type: none"> Community support Students Funding Security 	<ul style="list-style-type: none"> VC DVCs
Development partners		√	<ul style="list-style-type: none"> Funding 	<ul style="list-style-type: none"> Prudent use of resources Compliance with terms of engagement 	<ul style="list-style-type: none"> VC DVCs
Other Learning Institutions		√	<ul style="list-style-type: none"> Collaboration and Benchmarking 	<ul style="list-style-type: none"> Collaboration Compliance with the policy 	<ul style="list-style-type: none"> VC DVCs
Visitors		√	<ul style="list-style-type: none"> Information 	<ul style="list-style-type: none"> Comply with the University rules 	<ul style="list-style-type: none"> All staff
Security Agencies	√	√	<ul style="list-style-type: none"> Comply with the law Share information-Collaboration 	<ul style="list-style-type: none"> Adequate Security Professionalism Accurate and timely information Cooperation 	<ul style="list-style-type: none"> VC DVC A&F Chief Security Officer
Tenants-Business premises		√	<ul style="list-style-type: none"> Comply with lease agreements 	<ul style="list-style-type: none"> Comply with lease agreements Timely payment rent and bills 	<ul style="list-style-type: none"> DVC A&F Director MMUSTE
NEMA		√	<ul style="list-style-type: none"> Comply with Environmental regulations 	<ul style="list-style-type: none"> Develop rules and regulations Provide feedback Regular inspections 	<ul style="list-style-type: none"> DVC A&F Estates Officer

4.2 General Requirements

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The University has identified processes needed for the QMS. These include processes for planning, product realization, measurement, analysis and improvement.

a) Planning processes

The planning process involves:

- i) Communicating the QMS plan throughout the University
- ii) Establishing a quality policy that allows staff to know the vision and mission of MMUST
- iii) Establishing quality objectives to realize aims and intentions, expressed in the quality policy
- iv) Management review of the QMS
- v) Strategic planning
- vi) Designing and developing curricula

b) Resource management processes

Resource management process involves:

- i) Establishing information inputs for detecting the needs for resources through appraisals and procurement plans
- ii) Allocating resources through annual budgets
- iii) Ensuring availability of human resource through recruitment and training and material resource through procurement.
- iv) Constructing and maintaining facilities
- v) Integrating ICT in various processes


c) Product Realization Processes

Product realization process includes:

- i) Admitting students
- ii) Developing course outlines and materials
- iii) Allocating teaching loads
- iv) Teaching
- v) Monitoring of lecturers & students attendance
- vi) Giving assignments
- vii) Giving CATs
- viii) Preparation of examinations
- ix) Preparation of examination timetables
- x) Administering of examinations
- xi) Marking, grading and submission of final grades
- xii) Verification of graduating students
- xiii) Appeal for remarking of scripts if any

d) Measurement, analysis and improvement

Measurement, analysis and improvement comprises of:

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- i) Course evaluation by students
- ii) External examining/moderation
- iii) Customer satisfaction surveys
- iv) Internal quality audits
- v) Corrective action plans for non-conforming products

e) Student support processes

Student support processes include:

- i) Provision of catering services
- ii) Provision of student accommodation
- iii) Guiding and counseling students
- iv) Provision of health services
- v) Provision of games and sports facilities

The processes are core for the University to provide effective services to the customers (students). The processes shall be effectively monitored and continually improved to enhance customer satisfaction.

In order to ensure that the QMS is effective, the University has determined the interaction between the processes involved in the implementation of the system. The processes map of the QMS is shown in Appendix I.


The University shall identify and develop any new processes needed annually to provide services and include them in the QMS should there be any need.

All outsourced processes shall be identified within the QMS. The outsourced services at MMUST are security, cleaning, construction, part time teaching and technical, health, legal and maintenance services. The cleaning, construction, legal, health and security services are sourced through competitive bidding as per the Public Procurement and Disposal of Assets Act 2015. The part time academic and technical staff shall be recruited as per CUE Standard & guidelines 2014, HR manual/Policy and Procedure. The Outsourced services shall be supervised as shown in Table 2.

Table 2: Outsourced Services

Service	The In charge
Cleaning	Central services department
Security	Security section
Construction	Senior Estates Officer
Legal	Legal office
Health	Health department
Maintenance of physical facilities	Estates department
Teaching and Technical	Academic departments

The Leased physical facilities shall be procured through contractual agreement and are inspected by estates department.

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5.0 Planning

5.1 Actions to address risks and opportunities

The University has identified and mitigated risks that can affect its performance. It has also addressed its opportunities from various issues responsible for planning the QMS. Generally, every Cost center is expected to address its risks and opportunities within the organization. Planning shall include activities and resources needed to ensure the effectiveness of the QMS for the achievement of the University's objective.

6.0 Documented Information

6.1 General

The University QMS documentation shall be in six categories:

- (a) Category 1: Quality Manual, Quality policy and quality objectives
- (b) Category 2: Work procedures within QMS including 6 mandatory Procedures
- (c) Category 3: Work instructions
- (d) Category 4: University rules and regulations
- (e) Category 5: Documents of external origin – statutory and regulatory
- (f) Category 6: Records related to QMS implementation

6.2 Creating and updating documented information

The University quality manual includes quality policy statement and quality objectives. It contains the scope of the QMS and references to the procedures of the QMS. The University processes are interdependent and relate with each other for effective performance and timely service delivery.


The objectives of the quality manual are to;

- (a) Explain MMUST policy in handling the services to its customers.
- (b) Outline procedures and fulfill the objectives of the QMS in line with the implementation of ISO 9001:2015 standard.

6.3 Control of documented Information

The University shall put mechanisms in place to ensure documents for QMS are controlled. The mechanisms shall include controls for approval, review, identification, legibility, availability. A procedure no. (1) on control of documented information (MMU/MAN: 201001) shall be used to ensure controls are exercised.

The University records shall be established and maintained to provide evidence of conformity to requirements. The documented information shall ensure that they are legible, readily identifiable and retrievable. A documented procedure no. (1) (MMU/MAN: 201001) established shall guide on records control.

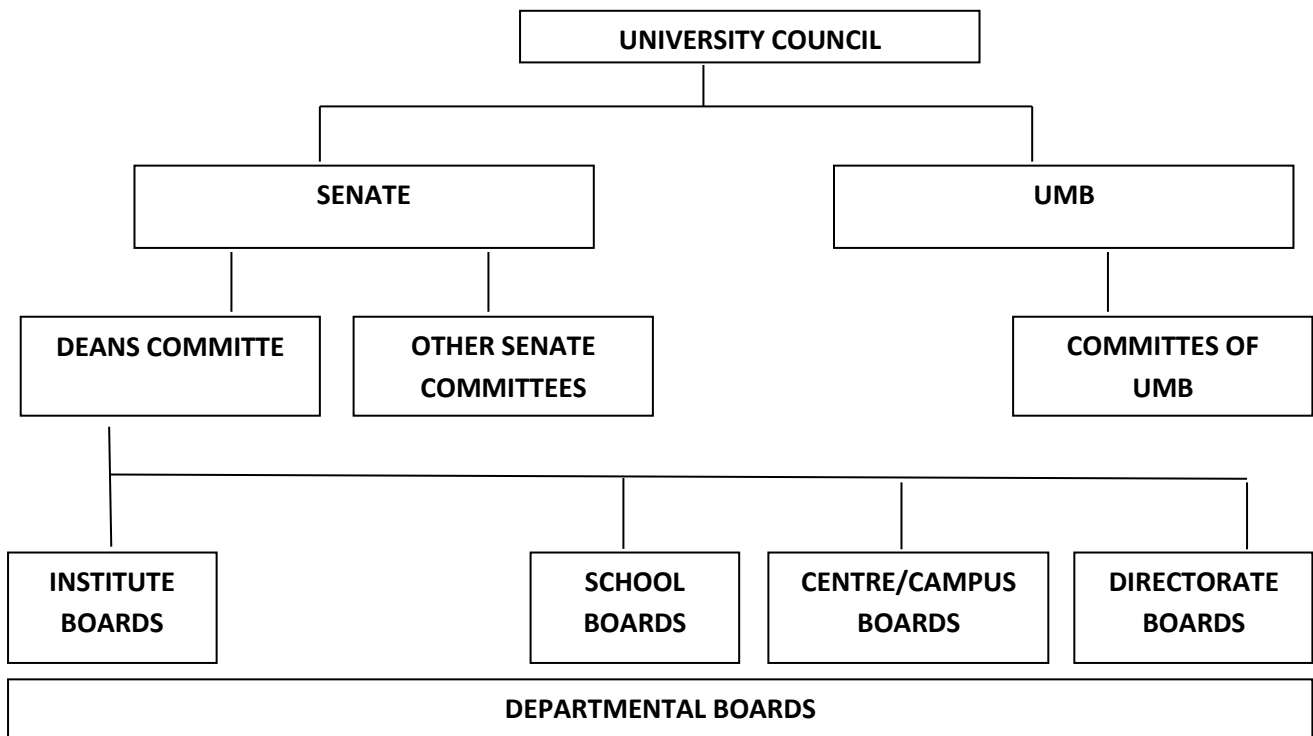
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6.4 Responsibility, Authority and Communication

6.4.1 Responsibility and Authority

6.4.1.1 University Management Structure


The Chancellor is the head of the University. The University is run by Council as the supreme organ with the day- to- day activities run by the Senate and the University Management Board (UMB). The Vice Chancellor is the administrative and academic head of the University. He is supported by the Deputy Vice Chancellors, Principals of Colleges, Deans of Schools, Directors of Directorates, Institutes and Centers, Chairpersons, Heads of Departments and Coordinators of Centers and Campuses. The University Management structure is actualized through various boards and committees as shown in the organogram below.



6.4.1.2 Membership of the University

The membership of the University shall be –

- the Chancellor;
- the Chairman of Council and Pro – Chancellor;
- the Vice-Chancellor;
- the Deputy Vice-Chancellors;
- the members of the Council;
- the members of the Senate;
- the Principals of constituent Colleges;

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- (h) the Principals of Campus Colleges and Colleges within the University;
- (i) the Lecturer;
- (j) the Registrars;
- (k) the Finance Officer;
- (l) the Dean of Students;
- (m) the Librarian;
- (n) the Staff;
- (o) the Students;
- (p) the Alumni; and
- (q) Such other members of staff of the university or any other body formally admitted into association with the University, as the Council may from time to time determine.

6.4.1.3 The Council

The Council is the governing body of the University

The Council –

- (a) shall generate and raise funds for the purpose of University from within or outside Kenya;
- (b) shall administer the property and funds of the University in a manner and for the purpose which shall promote the interest of the University; but the Council shall not charge or dispose of immovable property of the University except in accordance with the procedures laid down by the Government of Kenya;
- (c) shall determine the provisions to be made for capital and recurrent expenditure and for reserves of the university;
- (d) shall employ staff;
- (e) shall approve statutes of the University and other university policy documents;
- (f) shall appoint the Vice Chancellor and Deputy Vice Chancellor, through a competitive process;
- (g) shall protect the intellectual properties of the University;
- (h) shall receive, on behalf of the University, donations, endowments, gifts, grants or other moneys and make disbursements therefrom to the University or other bodies or persons;
- (i) shall open banking accounts or accounts for the funds of the University;
- (j) shall enter into association, collaboration or linkages with other universities, institutions of higher learning or organizations within or outside Kenya as the University may consider desirable or appropriate and in furtherance of the purpose for which the university is established;
- (k) shall provide for the welfare of the staff and students of the University;
- (l) may, after consultation with the Senate, make regulations governing the conduct and discipline of the students of the University;
- (m) may, after consultation with the Management Board and other stakeholders make regulations governing the conduct and discipline of the staff of the University; and

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(n) Shall undertake any other functions.

6.4.1.4 The Senate


There is a senate of the University which consists of –

- (a) the Vice-Chancellor, who shall be the Chairperson;
- (b) the Deputy Vice-Chancellor;
- (c) the Principal of each constituent college;
- (d) the Principal of each college within the University;
- (e) the Finance Officer;
- (f) the Registrars of the University;
- (g) the Deans of schools, institutes, centers and academic units that admit students;
- (h) the Chairperson of Departments;
- (i) professors of the University;
- (j) two members elected by the academic boards appointed by the respective boards from amongst its members;
- (k) the Dean of Students;
- (l) the Director Post Graduate Studies;
- (m) the Directors for the time being responsible for various units in the University;
- (n) two representatives of academic staff union;
- (o) two members elected by the Students' association; and
- (p) Such other member as Senate may determine in accordance with the statutes.

The Registrar responsible for matters relating to academic affairs shall be the secretary to the Senate.

The functions of the Senate shall be to –

- (a) 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 University'
- (b) to propose Statutes to be made by the Council regarding the eligibility of persons for admission to degree, diploma and certificate programmes;
- (c) to propose Statutes to be made by the Council regarding the standard of proficiency to be gained In each examination for a degree, diploma, certificate or other awards of the University;
- (d) to decide which persons have attained prescribed standards of proficiency and are otherwise fit to be granted a degree, diploma, certificate or other awards of the University;
- (e) initiate proposals relating to the conduct of the University's academic programmes or affairs generally and to make representations thereon on the Council; and
- (f) to make Statutes governing such other matters as are within it powers in accordance with this Charter or the statutes.

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6.4.1.5 The Management Board

There University Management Board (UMB) consists of –

- (a) the Vice-Chancellor as the Chairman;
- (b) the Deputy Vice-Chancellor;
- (c) the Principles of Campus Colleges and Colleges within the University;
- (d) the Registrars;
- (e) the Finance Officer;
- (f) the Chief Medical Officer;
- (g) the Dean of Students;
- (h) the University Librarian; and
- (i) any other member as may be determined from time to time by the Board.

The University Management Board assists the Vice-Chancellor in the day-to-day management of the University and therefore responsible for –

- (a) the efficient management of human, physical and financial resources of the University;
- (b) the implementation of the University's policies;
- (c) making proposals to the Council and the Senate on policies that have University-wide application;
- (d) coordination and implementation of the University Strategic Plan; and
- (e) Any other matter related to the management of the University.

6.4.1.6 The students' Governing Council


There is a Students' Association established in accordance with the Universities Act 2012, the University Charter, 2013, CUE Standard & Guidelines 2014 and statutes. The functions of the Students' Association are to –

- (a) oversee and plan, in consultation with the Senate, students' activities for promotion of academic, spiritual, moral, harmonious communal life and social well-being;
- (b) draw the attention of the appropriate authorities, where necessary, to the special needs of the students; and
- (c) Undertake other functions as provided in its governance instruments approved by the Council.

6.5 University Management Organs

6.5.1 The Council

The Council solicits for funds and provides facilities required for carrying out the work of the University in accordance with the Universities' Act 2012. It also determines the method of recruitment, appointment and promotion of all staff of the University. Further, council provides for the welfare of

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every person in the employment of the University, including former employees on pension or similar arrangements, spouses, widows/widowers and dependents of such persons. Such provision includes payment of money, pension or other funds for the benefit of such persons in accordance with terms of service. It also provides controls and regulates the accounts, investments, property, and all the commercial or business affairs of the University. As a result, council appoint Bankers, Auditors, Lawyers or any agents as may deem necessary from time to time.

6.5.2 The Senate

The Senate exercises full responsibility over the academic and administrative work of the University. It is in charge of academic programmes and ensures quality of the programmes' content on behalf of Council. It recommends to Council the establishment, abolition or harmonization of Colleges, Schools, Schools, Institutes, Departments, Centers and Parks from time to time as may deem necessary.

6.5.3 The University Management Board

The University Management Board (UMB) is responsible for the implementation of University policies, the day to day running of the University and co-ordination of the University strategic and development plans. In addition, the UMB is tasked with the efficient management of the University's human, natural, physical and financial resources. It also makes proposals to Council on policies that apply across the entire University. The management board also considers and recommends for approval of budgets to Council along with any other matters related to the management of the University.

6.6 Management of Academic Functions


The academic programmes are run under the leadership of the Vice Chancellor assisted by the Deputy Vice Chancellor (A&SA), Librarian, Principals, Deans, Chairpersons and Coordinators through their respective Colleges, Schools, Schools, Centers, Institutes and Departments. These academic managers are appointed in accordance with the University Charter and Statutes. They adopt mechanisms for carrying out internal academic audits in order to ensure sound management of academic functions at the University.

6.7 Management of Administrative and Financial Functions

The administrative and financial functions are carried out by the Vice Chancellor assisted by the Deputy Vice Chancellor (A&F). The Deputy Vice Chancellor (A & F) is supported by heads of divisions, colleges, schools, schools, centers, institutes, departments and sections. The most outstanding sections that come in handy are Human Recourses, Finance, Procurement and Estates sections.

6.8 Management of Planning, Research and Innovation Functions

The planning, research and innovation functions are carried out by the Vice Chancellor assisted by the Deputy Vice Chancellor (PR&I). The Deputy Vice Chancellor (PR&I) is supported by heads of divisions, colleges, schools, schools, centers, institutes, departments and sections of the University.

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6.9 The Office of the Vice Chancellor

The Vice Chancellor's Office is required to offer strategic leadership to the institution in furtherance of its mandates and objectives. The Vice Chancellor is the academic and administrative head of the university. He is responsible for the overall direction and organization of the University and in this regard is responsible to Council and Government for proper governance and management of the institution

The cost centers under the Office of the Vice Chancellor include:

i. Legal Office

The legal office is an integral unit in the daily running of issues requiring legal input in the university. Since January 2016 the office has had one acting legal officer tasked to ensure that there is smooth running of the day to day activities of the office. The current officer has been in office since April 2019. She is assisted by an intern and an office assistant.

See docs:

- *Legal Procedure Manual MMU/MAN:101001*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:101001*

ii. Internal Audit

Internal audit Department is one of the governance tools within the University Management structures. It is tasked with the assessment, review, advice and report on the adequacy of the organization's systems to respond to risks that threaten attainment of set objectives. The Internal Audit team is a trusted advisor to the Management Audit Committee on various advisory lines.

See docs:


- *Internal Audit Procedure Manual MMU/MAN:102001*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:102001*

iii. Security office

Security was established at the inception of the University, and its role is prevention against theft/ loss/injury to university property and lives of staff/ students. Mandate of security department include; prevention and detection of crime, investigation of crime, intelligence collection, emergency response and fire preparedness, liaison and advisory roles.

See docs

- *Service Level Agreements (SLA)*

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- *Risk Register and Opportunity Assessment MMU/REG:103001*
- *Security manuals*
- *Work plan/ schedules*
- *Security Procedure Manual MMU/MAN:103001*
- *Supervision checklists*
- *Vehicle movement registers*
- *security policy MMU/POL:103001*
- *Occupational, Health and Safety Act*

iv. Quality Assurance Directorate (QAD)

Quality Assurance was established in 2008, then as quality assurance unit before its current status that was elevated to a Directorate with the view to improve efficiency, relevance and effectiveness in the quality of the university products and services to the satisfaction of clients and stakeholders.

See Docs


- *QMS Quality Manual. MMU/MAN:201001*
- *Quality Assurance Policy MMU/POL:201001*
- *Quality Objectives*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:201001*
- *CUE guidelines 2014*
- *Procedure for Documented Information*
- *ISO 9001:2015 standard.*
- *M&E tools*
- *Audit plans/schedules.*
- *Audit checklists.*

v. Directorate of Corporate Communication and Marketing (DCCM)

DCCM is an important point of reference for all internal and external University communications. It coordinates with other departments to discharge its duties especially in regard to publications, documentaries, special events, marketing, alumni and crisis communications. It also provides a coherent and coordinated communication from the University to its stakeholders and market its products and services effectively.

See docs

- *DCCM Procedure Manual MMU/MAN:408001*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:408001*

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6.10 Division of the Deputy Vice Chancellor Academics and Student Affairs (DVC ASA)

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i) Office of the Registrar Academics

The Registrar Academic Affairs department is divided into three sections; The Admissions & Student Registry, Teaching & Programmes Facilities and Examinations Section. The staff within the sections are endowed with relevant skills and adequate resources to handle all academic matters.

The cost center has mapped out its processes and risks as envisaged in the Risk Mapping and Analysis

See Document

- **MMU/MAN: 501001**
- *Risk Register and Opportunity Assessment*
- *Procedure for Course Teaching, learning & Examination*
- *Procedure for the development & review of curriculum*
- *Procedure for students admissions*
- *Procedure for students disciplinary*

ii) Office of the Dean of Students

Dean of Students office deals with all students' welfare matters to ensure that the students have an enabling social and physical environment for academic excellence, as well as develop into a holistic, responsible citizens.

The cost center has mapped out its processes and risks as envisaged in the Procedure manual for Student Welfare Document See **MMU/MAN: 549001**. The following procedures are under the office of the Dean of students:


- *Risk Register and Opportunity Assessment MMU/REG: 549008*

Other offices under the Dean of Students include:

- a) Games and Sports
- b) Chaplaincy
- c) Counseling
- d) Hostels and accommodation
- e) Clubs and Societies

iii) The University Library

Library department supports the quality of teaching, research and service objects and functions of MMUST by providing access to recorded knowledge and information through acquisition, organization, presentation and interpretation of information of the members of the University. The Library consists of three functional sections, namely:

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- a) Library acquisition
- b) Systems virtual library
- c) Public and readers service

Important documents used in implementing library mandate include:

- *Library Procedure Manual MMU/514001*
- *Cataloguing policy*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:514001*
- *MMUST Strategic plan*
- *CUE Standards & guidelines 2014*
- *UNESCO Library Standards*
- *Library Rules and Regulations*
- *Library Staff Working Manual*
- *Library Collection Development Policy*
- *Shelf List*
- *Procedure for Systems and Virtual Library Services*

iv) Deans of Schools


The schools have the management responsibility in ensuring that departments run their day to day activities smoothly. They coordinate the implementation of academic programmes in addition to research, extension and community service in the University. Some docs are:

- *Risk Register and Opportunity Assessment*
- *Laboratory work instructions*
- *Teaching and Learning Procedure Manual MMU/MAN:500001*
- *Service Level Agreements (SLA)*

v) Directorate of Postgraduate Studies (DPS)

The Masinde Muliro University of Science and Technology (MMUST) Graduate School was established in June 2004 for purposes of creating a center that would coordinate all graduate programmes, research and extension services. It remained so up to until mid-2017 when it changed to the Directorate of Postgraduate Studies (DPS). This change was necessary to enhance research efficiency and academic excellence in all the postgraduate programmes. Currently the Directorate of Postgraduate Studies falls under the division of Planning, Research and Innovation. It handles matters regarding graduate students from admission, research work, thesis examinations up to graduation. At MMUST there are ten (10) schools that are running postgraduate programmes. These are linked to the DPS via their Departmental Graduate Study Committees (DGSCs) and School Graduate Study Committees (SGSCs).

See docs:

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- *DPS Procedure Manual MMU/MAN:509001*
- *DPS Rules and Regulations (MMU/RRE: 509001)*
- *Risk Register and Opportunity Assessment*
- *Service Level Agreements (SLA)*

vi) Chairpersons of Departments

They assist the deans of schools in managing academic issues, research, extension and community service activities in departments. They are the custodians of various programmes in the departments and implement procedures and processes at the departmental level. Such procedures and documents in use at departments include:

- *Teaching and learning Procedure Manual MMU/MAN:500001*
- *Laboratory Work Instructions*
- *Service Level Agreements (SLA)*
- *Risk Register and opportunity Assessment MMU/REG:500001*

6.11 Division of the Deputy Vice Chancellor Planning Research & Innovation (DVC PRI)

The Division of Planning, Research and Innovation (DVC- PRI) is headed by a Deputy Vice Chancellor. The Division has an overall mandate of providing leadership and coordinating the activities of planning, research and innovation to ensure that MMUST meets its mission and vision regarding research & innovation matters.

Cost centers under the division include:

i) Directorate of Research and Post Graduate Support (DRPS)


Research is an essential part of the mission, vision and philosophy of MMUST. The Directorate's main purpose is to provide a framework for the incorporation of research and extension activities into the university's mainstream activities. It provides an operational platform for application of Research findings through extension services as well as for protection and commercialization of Research findings.

See docs

- *DRPS Procedure Manual MMU/MAN:403001*
- *Research policy*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:403001*

ii) AIDS Control, Gender, Disability and Mainstreaming Unit (AGDM)

AIDS Control Unit (ACU), a sub unit of the Commission for University Education (CUE) and it has been in existence since 27th May 2004. The Unit has been operating as an AIDS intervention programme for both staff and students.

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HIV and AIDS are a worldwide problem and constitute a pandemic which has been with Kenyans from the early 1980s. The Government declared the epidemic a national disaster in 1999 and is spending substantial resources to fight the epidemic.

The pandemic has permeated all area of society without regard to race, religion, gender, age or academic qualification. This therefore calls for concerted efforts by everyone, not only to manage the pandemic, but also try to significantly reduce the menace from among us.

From the time the epidemic started, the emphasis by the Government and other organizations and institutions of higher learning, has been for its prevention and/ or elimination. This led to conception of the ACU by the then Commission for Higher Education (CHE) now CUE. In recognition of the emphasis made so as to prevent and or eliminate the effect of HIV and AIDS in institutions.

On the other hand, the issue of gender and disability is of great concern to our university. The Gender and disability mainstreaming unit has been operational in MMUST. In addition, gender is dynamic and changes over time. Gender inequities exist in all societies and also related to health problems. There is strong evidence that gender inequalities increase vulnerability of women and girls to HIV, compromise the effectiveness of HIV prevention and create barriers to effective HIV treatment and care. Gender mainstreaming in academic programs is accepted as a strategy of realizing gender equality. Mainstreaming gender involves considering and integrating the implications for females and males of planned development interventions, including policies, programs and developments in all areas and levels of the University.

See docs:


- *Risk Register and Opportunity Assessment MMU/REG:403001*
- *ACGDMU Procedure Manual MMU/MAN:405001*
- *Service Level Agreements (SLA)*

iii) Science Park Innovation and Incubation Centre (SPIIC)

The Directorate of Science Park, Innovation and Incubation Centre (SPIIC), formerly, the Directorate of Science & Technology Park and Industrial Linkages (STPIL) was established in 2005 with a **mandate** to start, develop and manage the University SP and incubation of innovations emanating from the research carried out within and outside the university. Part of its role also included linking relevant industries to the science park through collaboration with both private and public sectors keen to incubate their business in the SP. The following is a list of documentations in use at the Science Park.

See docs:

- *SPIIC Procedure Manual MMU/MAN:406001*
- *Risk Register and Opportunity Assessment MMU/REG:406001*
- *Intellectual Property Rights Policy*
- *SPIIC Policy*
- *Service Level Agreements (SLA)*

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iv) Directorate of Strategic and Institutional Planning (DSIP)

The Directorate of Strategic and Institutional Planning was established in the year 2016 and is tasked with University wide planning. The directorate also co-ordinates activities in the division of planning, research and innovation. Further, it oversees the Implementation, Monitoring and Evaluation of the University Strategic plan. The documents in use in this directorate includes:

See docs:

- *MMUST 3rd Strategic Plan (SP)*
- *DSIP Procedure Manual MMU/MAN:412001*
- *Risk Register and Opportunity Assessment MMU/REG:412001*
- *Service Level Agreements (SLA)*
- *GOK guidelines for preparing SP*
- *MTP III*
- *Big Four Agenda*

v) Directorate of Technical & Vocational Education & Training

The Technical and Vocational Education and Training (TVET) Directorate was established in the year 2015 with mandate of increasing access to learning opportunities for technical, vocational, professionals and academic learners. In this regard the TVET Directorate is committed to the creation of New Programs and Short Courses while enhancing the existing ones to ensure the preservation of academic freedoms and extension of higher education through flexible tuition hours (regular, evening and weekend classes) to meet the diverse needs of our students

See docs:


- *TVET Procedure Manual MMU/MAN:572001*
- *TVET Risk Register and Opportunity Assessment*
- *Service Level Agreements (SLA)*
- *TIVETA Guidelines*
- *University guidelines*
- *CUE Guidelines*

Directorate of PSSP, Learning Centers & Campuses (PSSP)

The Privately Sponsored Students Programme (PSSP) was introduced in the 2002/2003 academic year for the purpose of increasing opportunities for university education in Kenya. The Directorate is aimed at ensuring that Campuses and ODeL study centers are coordinated in terms of student admission and academic growth and sustainability.

See docs:

- *PSSP Procedure Manual MMU/MAN:548001*
- *PSSP Risk Register and Opportunity Assessment MMU/REG:548001*

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- *PSSP Policy 2015*
- *Service Level Agreements (SLA)*

vi) Directorate of Open Distance & e-learning (ODEL)

The Open, Distance and e-Learning is a flagship project by the University to consolidate the dissemination of education across a large geographical coverage and in an equitable fashion without worry of the available resources on the University grounds. Since the inauguration of the project in August 2014, it has managed to graduate a couple of students under ODeL.

See docs:

- *ODEL Procedure Manual MMU/MAN:570001*
- *ODEL Policy*
- *Reimbursement Policy*
- *Online Instruction on MOODLE Platform*
- *ERP Records*
- *Service Level Agreements (SLA)*

6.12 Division of the Deputy Vice Chancellor Administration and Finance (DVC A&F)


The office of DVC (A&F) is one of the Key offices at the University and well-articulated in the University Charter 2013 and statutes. Appointed by the Council on contract term of five (5) years, DVC (A&F) is the head of administration and finance division of the university whose function include; management of personnel matters, finance and assets. Since inception, the University has had three (3) DVCs (A&F)

The DVC (A&F) will endeavor to regularly consult and work together with all the stakeholders in order to make Masinde Muliro University of Science and Technology a world-class University. In dealing with the stakeholders, the DVC (A&F) strives to offer equal opportunities to all.

Cost center under this division include: Registrar Administration, Finance Office, Procurement, Estates, Health Services, Information Communication Technology, MMUST Enterprises and the Ombudsman All these cost centers have mapped out their processes and identified risks as per their Process Mapping, Risk Analysis and Management documents customized in their various departments.

i) Registrar Administration

The office of the Registrar Administration is a department under the Division of Administration and Finance. The department is mainly responsible for management of the university's human resources by ensuring the provision of integrated and efficient administrative services to the University. The department is responsible for supporting the Deputy Vice Chancellor Administration and Finance on all matters of administration, management and leadership. It has four sections namely; *Recruitment Training and Development, Industrial Relations and Staff Welfare, Central Services, General Human*

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Resource and Registry Services. All the four sections are headed by competent officers who are responsible for various activities and service provision within the department.

See docs

- *Administration Procedure Manual MMU/MAN:300001*
- *Risk Register and Opportunity Assessment MMU/REG: 320006*
- *HR Policy and Manual*
- *Service Level Agreements (SLA)*

ii) Finance Office

Finance Department is a core function in the Division of Administration and Finance. The Department handles all matters related to university sourcing and utilization of funds, budgeting and expenditure management, financial management and reporting. The main objective of the Finance Department is to ensure effective and efficient management of financial resources in the pursuit of the University’s objectives, functions and mandate. The department has sections that contribute to realization of its core objectives, they include: *Finance Office, Revenue Section, payroll processing, management accountant Bank Reconciliation, University Expenditure/Payable Section, Student Finance Section and University Asset Management Section*


See docs:

- *Financial Regulations*
- *Finance act 2012*
- *Finance Procedure Manual MMU/301001*
- *Risk Register and Opportunity Assessment MMU/REG:301001*
- *University Financial Regulations*
- *Public Finance Management Act 2012*
- *Public Audit Management Act 2015*
- *National Treasury Circulars*
- *Service Level Agreements (SLA)*

iii) Procurement Department

The department comprise of two major sections i.e procurement section and the stores. The department endeavors to promote value for money practices and maximization of economy and efficiency. Substantial savings of public funds can be achieved if as a University we diligently apply value for money and economic efficiency principles. It ensures that all purchased goods, works and services are put into proper use as intended and that permanent assets must be properly maintained when in use and accounted for.

See Docs:

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- *Procurement Procedure Manual MMU/MAN:316001*
- *Risk Register and Opportunity Assessment MMU/REG:3106001*
- *Service Level Agreements (SLA)*
- *The Public Procurement and Disposal Regulations, 2006 and their 2013 amendments.*
- *The Public Procurement & Asset Disposal Act 2015*

iv) Estates Department

The Estate Department is responsible to providing high quality functional physical facilities and maintaining them appropriately for use by the staff and students in realizing the university's core mandate. It is therefore necessary that the department's strengths, weaknesses, opportunities and threats (SWOT) be critically analyzed with a vision of exploiting them as much as possible in realizing maximum output in terms of the department's efficiency in performing its mandate.

See docs:


- *Administration Procedure Manual MMU/MAN:300002*
- *Risk Register and Opportunity Assessment MMU/REG:304001*
- *Service Level Agreements (SLA)*
- *Manufacturers Maintenance Manuals*
- *NEMA Standards*
- *Estates maintenance manual*
- *Kenya Building code*

v) Health Services Department

The Health Services Unit, a forerunner to University Health Services (UHS) was established in the year 2003 to provide basic health services to students, staff and their dependents. It initially operated from a room in Hall 2 before relocating to its current site next to the LBB Lecture Halls. A prefabricated building at the new site served clients until it was upgraded in the year 2010 with additional consultation rooms for the Medical Officer created within the old WECO library building. Plans are however ready for construction of a modern medical center at a site near the Main Gate B which will enable the department to support the government's Big 4 Agenda on universal Health Coverage as well as serving as one of the income generating units of MMUST Enterprises.

See documents:

- *Health Service Procedure Manual MMU/MAN:407001*
- *Risk Register and Opportunity Assessment MMU/REG:307001*
- *Service Level Agreements (SLA)*
- *Nursing Council procedure manual*
- *Hand book of critical care by JB. Hall and P. Murphy*

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vi) Directorate of Information Communication Technology (DICT)

The Directorate of Information and Communications Technology Unit was created as an off shoot from the department of computer science in 2009. It is one of the core directorates at MMUST responsible for facilitating the development of ICT systems and infrastructure for the University and its campuses. The Directorate also handles the following key functions: Network installation and maintenance; Software and Operating system configuration, testing, installation and support; Website maintenance; hardware installation and maintenance; Implementation of the ICT Policy; Capacity building through basic Computer Literacy training among other functions within the university.

See Docs:

- *DICT Procedure Manual MMU/MAN:546001*
- Risk Register and Opportunity Assessment MMU/REG:546001
- *Service Level Agreements (SLA)*
- *The University ICT Policy*

vii) MMUST Enterprises

Masinde Muliro University of Science and Technology (MMUST) since its inception has made great strides in generating income to assist it in meeting its objectives. MMUST Enterprises (MMUSTE) is a business unit of the University charged with the responsibility of generating income while employing commercial enterprise practices. The MMUSTE uses the University resources (both human and material) allocated to it in accordance with the University Charter 2013 to generate income which is used by the University to bridge budgetary gaps and to meet its objectives.


See documents:

- *Mmuste Procedure Manual MMU/MAN:308001*
- *Service Level Agreements (SLA)*
- *Risk Register and Opportunity Assessment MMU/REG:308001*

viii) Ombudsman (University Public Complaints Office UPCO)

The Office of University Ombudsman was established in 2012 as a successor to the former University Complaints Standing Committee (UCSC) through the Commission on Administrative Justice Act, 2011 (Cap 102A of the Laws of Kenya). The office is available to all students, teaching and non-teaching staff and other stake holders affiliated with all units of the University. The Ombudsman office is also known as the University Public Complaints and Compliments Office.

The University recognizes the important role of feedback from students, staff and members of the public to promote a healthy, safe and productive environment which engages with the local community. Legitimate complaints are an important part of that feedback, and help the University to identify and implement preventative strategies to minimize recurrent or systemic problems.

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The office of Ombudsman is mandated to ensure that the substance of any complaint is dealt with in a timely and appropriate manner in accordance with not only the complaints policy for students, staff and other stake holders, but also in accordance with Articles 46 and 47 of the constitution of Kenya.

See docs:

- *Procedure for handling Public Complaints MMU/MAN:300002 (No. 7)*
- *Risk Register and Opportunity Assessment MMU/REG:329001*
- *Service Level Agreements (SLA)*
- *Ombudsman Complaints Policy 2019*
- *Guidelines for implementing Public Complaints indicator in the performance contract*

7.0. Support

7.1. Resources

7.1.1. General

The University shall determine and provide the resources needed to implement and maintain QMS through strategic planning and continually improve its effectiveness and enhance customer satisfaction by meeting customer requirements.

7.1.2. People


The University shall identify all types of human resources needed for service delivery and ensure their availability for effective performance of the QMS. In order to achieve this, documented procedure for staff recruitment (*MMU/MAN: 302001*) shall be used.

7.1.3. Infrastructure

The University shall determine, provide and maintain infrastructure, facilities, environment and equipment needed to support the teaching and learning, research and extension processes. These include lecture halls, work spaces, hardware and software, vehicles, laboratories, libraries and services including, health, communication facilities, counseling etc.

7.1.4. Environment and Operation Services

The University shall determine and establish a conducive environment through strategic planning, and provision of the necessary resources for teaching and learning, research and extension. The physical facilities shall be maintained by the Estates department as per documented procedures. The departments shall periodically assess the quality and safety of work environment and take action where applicable. Actions taken and other requirements shall be presented at management reviews.

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8.0. Operational

8.1. Planning and Control

The University shall plan the different stages of educational service, including design and development of teaching methods, reviewing and updating study plans and curricula, learning assessment and follow-up, support services, resource allocation, evaluation criteria, and implementation procedures to achieve desired results.

8.2. Requirements for Products and services

8.2.1. Customer Communication

The University shall determine and implement various channels of communicating to the students regarding courses, learning plans including curriculum, student feedback, including student complains. The channels include; adverts, brochures, course descriptions and outlines, formal meetings.

8.2.2 Determination requirements for products and services

For all courses and other services offered by the University, customer, statutory and regulatory requirements and any other university requirements shall be determined and complied with.

8.2.3. Review of requirements related to Teaching and Learning

Before commencement of service delivery, the various functions of the University shall ensure that all requirements determined for the service are reviewed. The functional areas shall also ensure that the University has the capacity to provide the service.

8.3. Design and Development

8.3.1. Design and Development Planning

Design and development of university academic programmes shall be as per the documented procedure (*MMU/MAN: 500001*). Procedure no. **10**

8.3.2. Design and Development inputs

The University shall identify target groups and resources required for all the academic programmes as spelt out in the documented curricula.

8.3.3. Design and Development Controls


Stakeholders shall be involved in the review of curricula developed at departmental level.

8.3.4. Design and Development Outputs

The curricula shall spell out skills and knowledge to be acquired, instruction strategies and assessment of performance.

8.3.5. Design and Development Changes

Curricula shall be reviewed after every programme cycle to incorporate development changes. Course evaluations and Tracer studies shall be carried out to determine the effect of any changes made. Any changes have to be verified and approved at Departmental, Faculty, Deans Committee, Curriculum Development & review committee and Senate levels.

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9.0. Performance Evaluation

9.1. Monitoring, measurement, analysis and evaluation

9.1.1 General

The University shall plan and implement the monitoring, measurement, analysis and improvement processes needed to demonstrate the conformity of the product and QMS and continually improve the effectiveness of the QMS.

9.1.2. Customer Satisfaction

The University shall determine customer satisfaction through surveys, course/lecturer evaluation questionnaires and meetings. The University shall review the findings in review meetings in order to determine appropriate action for enhancement of customer satisfaction.

9.1.3 Analysis of Data

The University shall analyze collected data and information statistically, making use of accepted methods.

9.2. Internal Quality Audit

The University shall conduct internal quality audit at planned intervals (at least twice a year) to determine the effectiveness of the QMS in order to identify opportunities for improvement. A documented procedure (*MMU/MAN: 201002*) **Procedure no. (2)** established shall guide the process or as per the ISO 9001:2015 clause 9.2, 9.2.1, and 9.2.2.

9.3. Management Review


9.3.1. General

The University management board (UMB) shall review the QMS at least once every 12 months to determine suitability and effectiveness of the system. The Management Review committee shall be chaired by the Vice Chancellor and shall comprise of the DVC ASA, DVC A&F, DVC PRI, University Librarian, Finance Officer, Procurement Officer, Registrar Admin, Registrar AA, Deans Representative to UMB, CoD's representative to UMB, a representative of Professors etc among other UMB members. During the review, pertinent issues regarding the QMS shall be considered and decisions made on how to improve the system. Records of UMB reviews shall be kept.

9.3.2. Management Review input

The Management review shall be planned and carried out taking into consideration:

- (a) The status of actions from previous management reviews
- (b) Changes in external and internal issues that are relevant to the quality management system;
- (c) Information on the performance and effectiveness of the QMS including trends in:
 - i. Customer satisfaction and feedback from relevant interested parties
 - ii. The extent to which quality objectives have been met

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- iii. Process performance and conformity of products and services
- iv. Nonconformities and corrective actions
- v. Monitoring and measurement results
- vi. Audit results
- vii. The performance of external providers;

(d) The adequacy of resources

(e) The effectiveness of the actions taken to address risks and opportunities

(f) Opportunities for improvement.

9.3.3. Management Review output

Outputs of the review of the QMS shall be recorded and communicated to all personnel of the University through the channels mentioned in clause 9.3.1 of this manual. Those required to take action will be informed accordingly by Management. The output from the management review shall include any decisions and actions related to;

- a) Opportunities for improvement
- b) Any need for changes to the quality management system;
- c) Resource needs.

The organization shall retain documented information as evidence of the results of management reviews.

10.0 Improvement

The University shall continuously improve the effectiveness of the QMS and all processes by encouraging staff to identify and establish improvement projects within their scope. Qualitative analysis and statistical methods shall be used to identify potential improvement.

10.1. Nonconformity and corrective action

Corrective actions that are identified from analysis of causes of non-conformities and of improvement opportunities shall be implemented as per documented procedure for Corrective Action (*MMU/MAN: 201002) Procedures no (3) and (4)*). Corrective actions shall be recorded.

