



EU/31/RMP/2015

# EGERTON UNIVERSITY

## RESOURCE MOBILIZATION POLICY

2015

*Transforming Lives Through Quality Education*  
Egerton University is ISO 9001:2008 Certified

# **EGERTON UNIVERSITY**

## **RESOURCE MOBILIZATION POLICY 2015**

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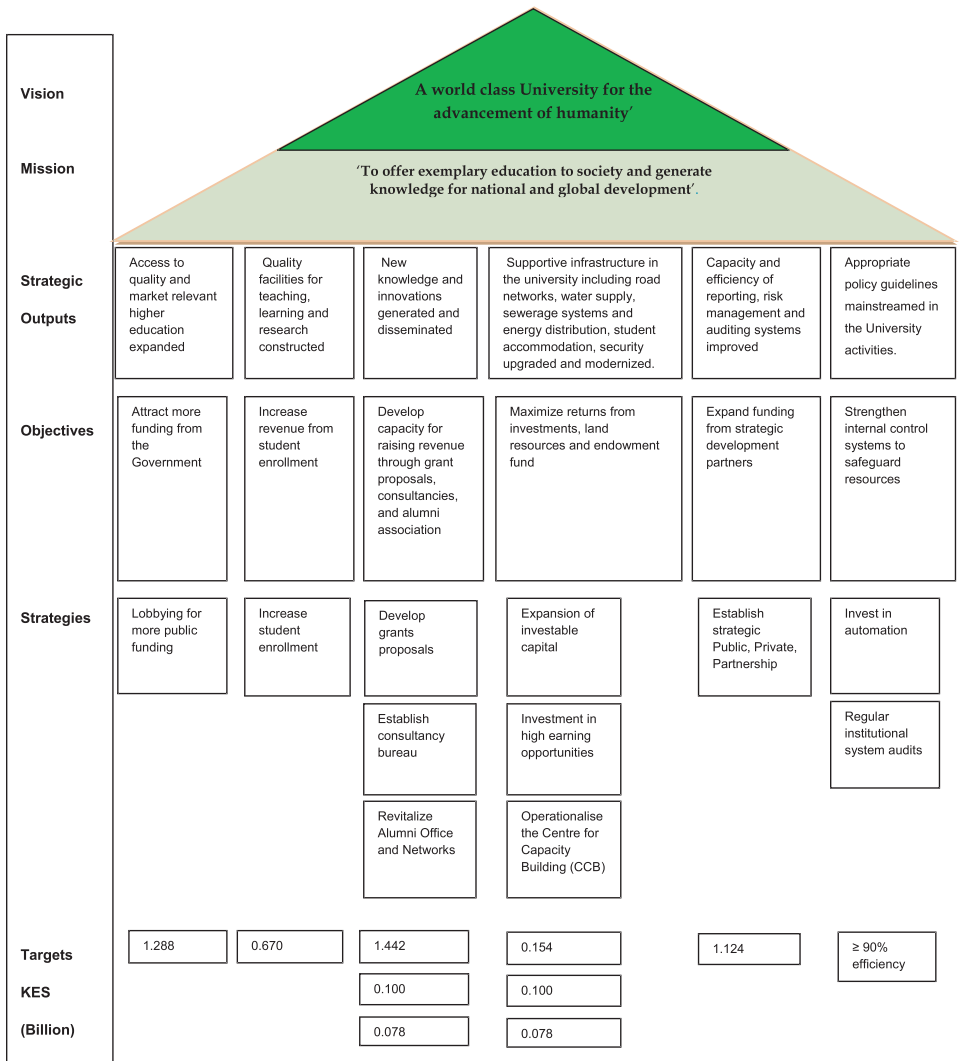
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# SUMMARY OF EGERTON UNIVERSITY RESOURCE MOBILIZATION STRATEGY

2015-2018



# CHAPTER ONE

## BACKGROUND INFORMATION

### 1.1 University Profile

Egerton University transformed from Farm School founded in 1939 by Lord Maurice Egerton of Tatton, a British settler in Kenya in the 1920s. In 1950, the School was upgraded to an Agricultural College. The Government of Kenya and the United States Agency for International Development (USAID) funded major expansion of the institution from 1979. In 1986, Egerton Agricultural College was gazetted as a constituent college of the University of Nairobi. Egerton University became a full-fledged University through an Act of Parliament in 1987. The University was chartered in 2013 under the Universities Act of 2012. The University has made significant contributions to increasing access to higher education in Kenya with nurturing its former constituent Colleges of Chuka, Kisii and Laikipia into chartered full-fledged Universities on 8th January, 6th and 19th February 2013, respectively.

Egerton University has four (4) Campuses; Njoro Main Campus, Nakuru Town Campus College, Nairobi City Campus and Baringo Campus. The University currently has ten (10) faculties, namely Agriculture, Arts and Social Sciences, Commerce, Education and Human Studies, Engineering and Technology, Environment and Resource Development, Health Sciences, Law, Science and Faculty of Veterinary Medicine. The ten faculties host more than fifty one (51) academic departments which are

offering a wide range of programmes at diploma, undergraduate, and postgraduate levels.

Over the years the University has undertaken major research projects that have contributed to national and global development. The University hosts the UNESCO Regional Bioethics Centre established following a resolution of the 33rd UNESCO General Conference. Currently the University holds the UNESCO Chair in Bioethics.

## **1.2 Vision, Mission and Philosophy**

**Vision:** The vision of the University is to be ‘A world class University for the advancement of humanity’

**Mission:** The mission of the University is ‘To offer exemplary education to society and generate significant knowledge for national and global development’

**Philosophy:** The Philosophy of Egerton University is to innovatively influence human development through generation, acquisition, preservation and dissemination of knowledge and skills in Agriculture and related disciplines, guided by its core values.

## **1.3 Institutional Mandate and Strategic Plan**

The mandate of the University, as provided by The Universities’ Act No. 42 of 2012, includes:

- a) Advancement of knowledge through teaching, scholarly research and scientific investigation;
- b) Promotion of learning in the student body and society generally;

- c) Promotion of cultural and social life of society;
- d) Support and contribution to the realization of national economic and social development;
- e) Promotion of the highest standards in, and quality of, teaching and research;
- f) Education, training and retraining higher level professional, technical and management personnel;
- g) Dissemination of the outcomes of the research conducted by the University to the general community;
- h) Facilitation of life-long learning through provision of adult and continuing education;
- i) Fostering of a capacity for independent critical thinking among its students; and
- j) Promotion of gender balance and equality of opportunity among students and employees.
- k) Promotion of equalization for persons with disabilities, minorities and other marginalized groups.

The University's strategic plan (2013-2018), under strategic goal 5, identifies resource mobilization as a strategic action to finance enhancement of current programmes, and future development initiatives. The University has committed to actualizing this by mandating the Directorate of Resource Mobilization (DMRM) to coordinate and manage resource mobilization actions.



## 1.4. Strategic Outputs

Kenya recognizes that the education of competitively skilled manpower is fundamental to the success of the Vision 2030. Education equips citizens with understanding and knowledge that enables them to make informed choices about their lives and those facing society. Knowledge consumption to drive industrial growth and prosperity is fundamental to transforming Kenya into a middle income country. Egerton University is therefore positioning itself to be a centre of excellence in human resource development with which it can transform lives through quality education and research.

The University therefore attaches high importance to enhancing its infrastructure and human capacities with which the University will be in a position to produce globally competitive, competent graduates and generate knowledge and innovations with impact in the society. The University has made strategic commitment to invest in areas that will have it excel in Agriculture and Environmental sciences. The strategic outputs from the investments will be:

- a) Access to quality and market relevant higher education expanded
- b) Quality facilities for teaching, learning and research constructed
- c) New knowledge and innovations generated and disseminated
- d) Supportive infrastructures in the University including road networks, water supply, sewerage systems and energy distribution, student accommodation and security upgraded and modernized
- e) Capacity and efficiency of reporting, risk management and auditing

systems improved

- f) Appropriate policy guidelines mainstreamed in the University activities

## **CHAPTER TWO**

### **RESOURCE GAP**

#### **2.1. University Development Plan**

The University has identified the infrastructure and human capacity development needs which will place it in a comparative advantaged position to provide quality education and undertake advanced research. The planned developments for the period 2015 to 2030 are tabulated in Table 1 which is aligned to the strategic outputs identified in section 1.4. For the period 2015 to 2030, the projected resource needs is a sum of KES 6.926 Billion to complete the planned developments. Of this estimated resource needs, KES 5.755 Billion will be needed in the short term period from 2015 to 2018, while KES 1.023 Billion will be needed in the medium term from 2018 to 2020 and KES 161.5 Million in the long term from 2020 to 2030.

**Table 1. Resources (KES in Millions) required for completion of planned projects in the period 2014 to 2030**

	Planned Development Project Activities	Short Term				Medium Term		Long Term	Totals
		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-30	KES (M)
1	Project Retention Monies	35							35
2	On-going Capital Projects	179							179
3	ICT Infrastructure and Software	40	50	100	100				290
4	Physical Science complex	80	310						390
5	Flagship projects	14	14	14	14				56
6	Civil works around new hostels	14							14
7	High mast lights	1							1
8	CCTV Installation	1							1
9	Construction of Nakuru Town Campus College	200	250	250	200				900
10	Water storage tanks	2							2
11	Expanded Public sanitary facilities	1							1
12	Perimeter electric fence	14	14						28
13	Renovation of Bs Lecture Halls	8							8
14	Staff Houses Renovation	5							5
15	Security Post	4							4
16	Replace asbestos roofs		50	70	30				150
17	Build 3 new gates		30						30
18	Construct buildings at Mpektoni campus		5						5
19	Provide additional office space for Tegemeo Institute							100	100
20	Complete construction of Agriculture Complex			415	205				620
21	Complete construction of the administration block				330				330
22	Construct facilities for Commerce and Law Complex					170	150		320
23	Construct a library with sitting capacity 10,000			200	1300				1500
24	Construct faculty of veterinary medicine			150	150				300
25	Construct health sciences' complex in town campus		200				200		400
26	Construct integrated biotechnology complex			200					200
27	Construct lecture theaters			200					200
28	Upgrade road network in Njoro campus to bitumen					250			250
29	Purchase fire engine							50	50
30	Expand university car parks					100			100
31	Construct building at Kenyatta campus					150			150
32	Landscape Njoro campus	1.5	1.5	1.5	1.5	1.5	1.5	1.5	10.5
33	Repair Turkana flats							10	10
34	Agro Science Park				300				300
	<b>TOTALS (KES M)</b>	<b>599.5</b>	<b>924.5</b>	<b>1600.5</b>	<b>2630.5</b>	<b>671.5</b>	<b>351.5</b>	<b>161.5</b>	<b>6939.5</b>

## 2.2. Resource Gap

Table 2 presents trends in revenues and expenditures projected for the short term period from 2015 to 2018 for the main sources of revenues, which in order of importance, are Government of Kenya capitation grant, tuition, and income generation activities. Growth to 2018 projected at 10 per cent for research grants and 5 per cent for tuition and income generating services within the University show that there will be huge resource gap of KES 5,033,441 in financing the planned expansion of infrastructure and human capital. The University has identified options to bridge the resource gap by reaching out to strategic partners and undertaking internal institutional restructuring to build the capacity needed for resource mobilization actions.

**Table 2. Revenues and Expenditure Trends projected for the short term period from 2015 to 2018**

Particulars	Year ended 30-Jun-15 Estimates	Year ended 30-Jun-16 Estimates	Year ended 30-Jun-17 Estimates	Year ended 30-Jun-18 Estimates	Total
REVENUE	KES "000"	KES "000"	KES "000"	KES "000"	KES "000"
GoK Capitation Grant	2,872,756	2,872,756	2,872,756	2,872,756	11,491,024
Tuition and other Fees	2,065,864	2,169,157	2,277,615	2,391,496	8,904,132
Services (IGUs)	225,000	236,250	248,063	260,466	969,779
Research grants	207,900	228,690	251,559	276,715	964,864
<b>Total Revenue (A)</b>	<b>5,371,520</b>	<b>5,506,853</b>	<b>5,649,993</b>	<b>5,801,433</b>	<b>22,329,799</b>
<b>EXPENDITURE</b>					
<b>i. Recurrent</b>					
Staff Costs	2,949,500	3,244,450	3,568,895	3,925,785	13,688,630
Administrative and Central Services	339,200	356,160	373,968	392,666	1,461,994
Repairs and Maintenance Expenses	578,950	607,898	638,292	670,207	2,495,347
Academic Departments Expenses	706,570	741,899	778,993	817,943	3,045,405
Research grants	207,900	228,690	251,559	276,715	964,864
<b>(B)</b>	<b>4,782,120</b>	<b>5,179,097</b>	<b>5,611,707</b>	<b>6,083,316</b>	<b>21,656,240</b>
<b>ii. Planned Development Expenditure</b>					
Development projects ( C )	598,000	909,000	1,585,000	2,615,000	5,707,000
<b>Resource Gap (A -B- C)</b>	<b>-8,600</b>	<b>-581,244</b>	<b>-1,546,714</b>	<b>-2,896,883</b>	<b>-5,033,441</b>

## CHAPTER THREE

### ENVIRONMENTAL SCANNING AND DONOR MAPPING

#### 3.1. Strengths, Weaknesses, Opportunities and Threats

The SWOT analysis undertaken in the development of this strategy identifies the strengths and weaknesses associated with internal environment in the University and the opportunities and threats associated with external environment to the University (Table 3).

**Table 3. SWOT analysis for resource mobilization**

	Strengths	Weaknesses
<b>INTERNAL ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>a. A public legal institution under the Universities ACT 2012 No. 42</li> <li>b. High reputation and visibility in agricultural training, research, knowledge dissemination and environmental conservation</li> <li>c. The University's Tegemeo Institute is a reputed national think tank for agricultural research and policy analysis</li> <li>d. A large pool of highly qualified human capital</li> <li>e. A large number of Alumni in the industry to tap for resource mobilization</li> <li>f. Market relevant distance and e-learning programmes on offer</li> <li>g. A functional Agro-Science Park incubating innovations and commercializing research products in collaboration with private sector</li> <li>h. An excellent track record in managing research and donor funds.</li> <li>i. Large land resources for expansion at Njoro, Nakuru Town, and Kenyatta campuses; and Lamu and Chemeron Field Stations</li> </ul>	<ul style="list-style-type: none"> <li>a. Heavy dependence on Government funding</li> <li>b. Inadequate infrastructure for teaching, learning and research</li> <li>c. Insufficient sewerage, water supply, road network and energy infrastructure.</li> <li>d. Inadequate accommodation facilities for students</li> <li>e. Inadequate Information and Communication Technology resources</li> <li>f. Low enrolment of foreign students</li> </ul>

	Opportunities	Threats
<b>EXTERNAL ENVIRONMENT</b>	<ul style="list-style-type: none"> <li>a. A growing demand for University education in the country</li> <li>b. High priority on agriculture in the national, regional and continental development goals.</li> <li>c. Government policy supportive to expansion of access to higher education</li> <li>d. Kenya is a growing knowledge and innovations driven economy</li> <li>e. Potential for increasing demand for research, training and consultancy services by the national government, county governments and NGOs</li> <li>f. Government policy supportive to expanding Public-Private Sector Partnerships (PPP) in development projects</li> </ul>	<ul style="list-style-type: none"> <li>a. Government funding to public Universities is limited and declining</li> <li>b. Increased competition for students and public funding from other Universities</li> <li>c. Degradation of the Mau water catchment complex affecting University water supply hence high dependency on electricity to pump water from boreholes</li> <li>d. General insecurity</li> </ul>

### 3.2. Donor Mapping and Analysis

The University is mapping strategic development partners to engage and solicit support to enable bridge the resource gap. The donor mapping undertaken has identified various categories of funding agencies which the University can engage in mobilizing the needed resources for infrastructural and human capital enhancement. Detailed areas of interests in which proposal may be discussed with or marketed to development partners are summarized in Annex I. Three areas of interests of potential development partners are:

- a) Research, extension and outreach proposals
- b) Education improvement proposals
- c) Infrastructure development proposal

## **a. Research, extension and outreach**

Three broad groups with interests in funding research, extension, outreach and development are identified. These are:

- i). **Multilateral donors** have interests in funding development projects that enhance livelihoods of smallholders and the vulnerable groups in the society.
- ii). **Bilateral funders** are keen in supporting social sector directing their resources to provision of training and inputs especially in infrastructure, environment, irrigation and rural roads.
- iii). **Foundations** express interests inclined to increasing access to markets and finance for smallholders and to rural road development.

The areas of common interests to these three groups are in funding poverty reduction, infrastructure, technology transfer, agribusiness, climate change adaptation and mitigation, and environmental restoration and conservation. Medium priority areas for funding are discovery of new technologies to improve global health including new vaccines and drugs and Diagnostics targeting diseases that claim millions of lives every year. There is a significant rise in resources committed to develop green energy, water and information and communications technology.

## **b. Education improvement**

The interests in education improvement are currently emphasising development of basic education and the achievement of Education for All. Support in higher education is in fields that enhance sustainable human

development and foster international understanding and a culture of peace. One area attracting funding in higher education is promotion of internationally comparable higher education standards and systems for sustainable regional development.

### **c. Infrastructure development**

Infrastructure development is an area currently attracting bilateral investors and is mostly from Chinese Government and companies. Egerton University can build on its established working relations with Chinese universities to tap on the Chinese grants.

### **3.3 Universities' Approaches to Mobilization of Resources**

A scanning study indicates that there are several approaches that Universities world over have adopted with varying degrees of success in mobilizing resources. The approaches include:

- a) Aligning the University programmes to the national development agenda,
- b) Demonstrating capacity to effectively implement national development priority projects,
- c) Engaging Public–Private sector partnerships in strategic developments and investments,
- d) Providing incentives and setting targets for resource mobilization to schools, institutes, faculties and departments
- e) Effective communication and marketing strategy to cement relationships with the Government, strategic development partners



- and philanthropies,
- f) Setting a strategic corporate affairs office for lobbying and networking with stakeholders and Alumni,
  - g) Building strong capacity in human resources, research, consultancy and public image.

## **CHAPTER FOUR**

### **RESOURCE MOBILIZATION STRATEGY**

#### **4.1 Scope of the strategy**

This strategy seeks to mobilize resources by expanding the existing revenue base and identifying new revenue sources for the advancement of the University mission and vision. This will be achieved by setting up appropriate structures to effect the planning, implementation, and regular monitoring and evaluation of the activities therein. The implementation period will be from 2015 to 2018.

#### **4.2 Goals and Objectives**

##### **Goals**

- a) To mobilize resources for advancing infrastructure, academic programmes, research and outreach
- b) To ensure effective and efficient utilization of mobilized resources

##### **Objectives:**

- a) Attract more funding from the Government

- b) Increase revenue from student enrollment
- c) Develop capacity for raising revenue through research projects, consultancies, and alumni association
- d) Maximize returns from investments, land resources and endowment fund
- e) Solicit funds from individuals, corporate bodies and foundations
- f) Expand funding from strategic development partners
- g) Strengthen internal control systems to safeguard resources

### **4.3 Resource Mobilization Principles**

This resource mobilization strategy will be guided by the following principles:

- a) Ownership
- b) Partnership building
- c) Internationalism profile
- d) Integrity
- e) Accountability
- f) Openness
- g) Efficiency
- h) Value for money

## 4.4 Approaches for Resource Mobilization

Successful resource mobilization is dependent upon clearly formulated strategic actions. This strategy identifies the following activities as a means for mobilizing resources:

- a. **Lobbying for more public funding:** Government is the major source of funding to public universities. Therefore the University will continuously lobby relevant government departments for increased funding.
- b. **Building Public Private Partnership:** The Directorate of Marketing and Resource Mobilization (DMRM) will identify and package and market Public-Private Partnerships proposals to potential investors as provided for in the PPP Act 2013.
- c. **Developing and marketing fundable grant proposals:** The University is endowed with highly qualified staff in diverse fields which the DMRM will mobilize to develop competitive proposal grants and market to strategic development partners.
- d. **Increasing student enrolment:** Fees from the students is a major source of revenue for the University. Therefore the University will focus on increasing student numbers as a strategy to generate more revenue.
- e. **Expanding investments:** As a strategy of raising more revenue, the University will expand its savings, investable capital and empowerment fund, placing them in high earning opportunities. There is a need to continually identify the areas of wastage of funds and

pilferage of University resources in regards to the existing income generating units (IGUs). The University, being endowed with vast land resources, it should invest in commercial forestry, commercial farming and seek strategic partnership to develop income generating facilities.

- f. Growing endowment funds:** Endowment fund will be grown by committing 0.5% of the total University budget annually and placing it in high return opportunities.
- g. Strengthening capacity for consultancy in the University:** The University is endowed with highly qualified staff experienced in diverse fields who can be engaged in consultancy services in the Public and Private sectors as a strategy to raise funds. Therefore, the University will restructure the current University Industrial Liaison Office (UILO) to have high level capacity to undertake functions of a consultancy bureau for the University in implementing this strategy.
- h. Expanding short courses:** The University shall support development and implementation of market driven short courses in various fields especially in Agriculture and Agribusiness related areas which target professional career enhancement.
- i. Engaging Alumni in fund raising:** University Alumni has huge untapped potential in fund raising to support advancements in the institutions. The University will therefore revitalize the Alumni office and networks globally for engagement in resource mobilization.
- j. Soliciting funds from philanthropy, trustees and foundations:** The University will identify and engage strategic philanthropies,

trustees and foundations to support planned development.

#### **4.5. Strengthen Internal Control Systems to Safeguard Resources**

- a) Invest in ICT infrastructure:** The University will build capacity in ICT application, auditing systems, reporting and risk management and M&E.
- b) Conduct regular institutional system analysis and audits:** The University will invest in continuous evaluation of the control systems and maintain ISO standards.

### **CHAPTER FIVE**

#### **IMPLEMENTATION OF THE STRATEGY**

##### **5.1. Proposed Structure for Resource Mobilization**

The Directorate of Marketing and Resource Mobilization (DMRM) shall be responsible for the implementation of this strategy (from 2015 to 2018) under supervision of a Board chaired by the Deputy Vice Chancellor of Administration and Finance (DVC A & F). This will require revision of the University Statutes (Part V, 52(1)), in accordance with the present University Statutes (Part V, 52(1)) in which the DMRM Board is constituted as follows:

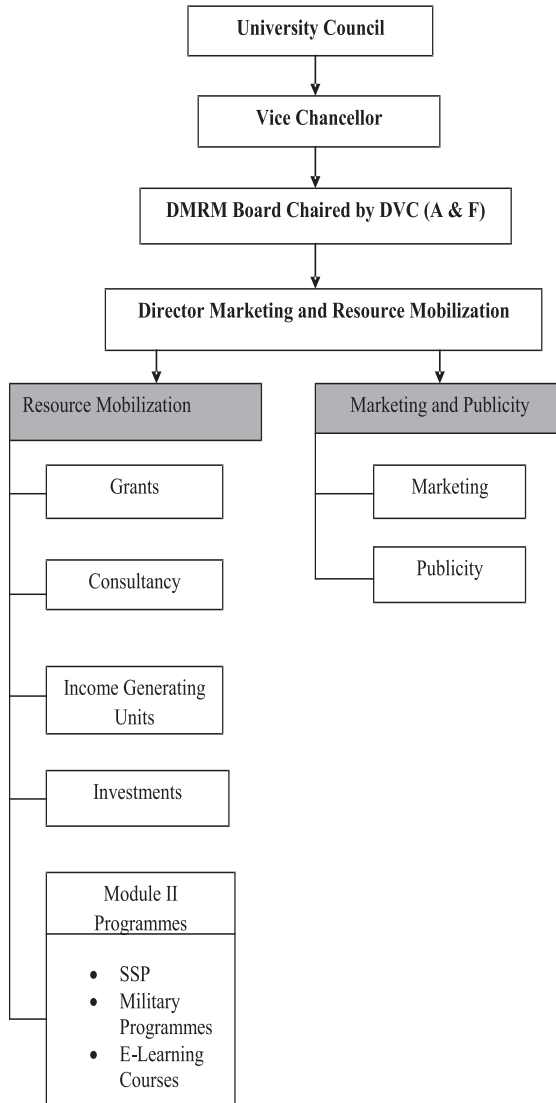
- (a) DVC (A&F) (Chairperson),
- (b) DVC (R&E)
- (c) Director, Planning and Development,
- (d) Alumni Association Representative,
- (e) Managing Director, Egerton University Investment Company,

- (f) Public Relations Officer,
- (g) Director (DMRM) – Secretary.

In implementing this strategy, the Board of DMRM shall be responsible for:-

- a. Overseeing the implementation of the Resource Mobilization Strategy,
- b. Identifying and setting targets for resources and ensure achievements,
- c. Monitoring and reviewing the implementation of this Strategy,
- d. Ensuring prudent utilization of mobilized resources,
- e. Ensuring DMRM is facilitated in the implementation of this Strategy
- f. Receiving and approving quarterly reports as well as yearly work plan from the DMRM and advising the University Management Board through the DVC (A&F).

To enable the DMRM effectively implement this strategy, it will be headed by a professional with demonstrated expertise and performance in resource mobilization in a large organization. The DMRM will be staffed with appropriate professional expertise for the implementation of the strategy within the structure described in the organogram in Figure 2.



**Figure1.**Proposed Organogram of the Resource Mobilization Implementation Structures

The Directorate of Marketing and Resource Mobilization (DMRM) will undertake the following fund raising activities:

- a) Fund raising for the University through Public Private Partnership initiatives
- b) Identify and recommend the measures to grow the endowment fund
- c) Identify and engage strategic partners for infrastructural development grants
- d) Facilitate and coordinate grant proposals development
- e) Marketing bankable grant proposals
- f) Engaging Alumni in fund raising
- g) Advising on development of high value corporate courses and market them
- h) Strengthen profitability of the University Income Generating Units

## **5.2. Requirements for the position of the Director DMRM**

The head of DMRM should not be tied to any grade but should negotiate his own terms. In appointing the director of the DRRM, the set of attributes and competency needed shall be guided by:

- A minimum of masters degree in relevant field
- At least 5 years" experience in senior management level
- Proven track record in resource mobilization, marketing and publicity in a large organization
- Proven ability to develop and market high quality proposals



- Good understanding of funding policies and priorities of governmental, non-governmental and private sector organizations
- Ability to lead formulation of strategies and their implementation
- Excellent inter-personal working skills
- Excellent writing, communication and presentation skills

### 5.3. Risk Management Framework

The potential risks have been identified and classified by impact and probability of occurrence during the implementation process of this strategy as illustrated in Table 4.

**Table 4. Potential risks and their mitigation for resource mobilization**

	<b>Risks</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation strategies</b>
1	Reduced funding of the University by the Government	High	High	Securing alternative sources of funding
2	Increased competition from other Universities	High	High	Marketing and continuous review of the programmes to ensure relevance and quality
3	Public procurement bureaucracies leading to delay in project implementation and completion and overpricing	Low	Low	Capacity building of the procurement staff Early planning
4	Change in Government policy regarding funding of Universities	High	High	Lobby to influence favorable policy direction. Increasing appropriation in aid (A in A).
5	Increased security threats in Kenya	High	High	Invest in modern security systems and training
6	Threat of water scarcity due to degradation of the Mau	High	High	Diversify water sources and partner with stakeholders in conservation
7	High energy costs and disruption of the supply	High	Medium	Invest in green energy including solar and biogas Enhance efficient energy use

## CHAPTER SIX

### IMPLEMENTATION FRAMEWORK FOR THE RESOURCE MOBILIZATION STRATEGIES

The framework for monitoring progress and achievements in realising the targets are outlined in Table 5. The objectives for mobilizing resources and the strategies are outlined for each strategy, the activities are proposed and the indicators to track progress. The targets are set for mobilizing the estimated resource gap of KES 5.033,441 Billion in the short term period ending the year 2018. Based on the assessment of the potential capacities in the sources of funds, sets have been set for each potential source and necessary institutional restructuring and strengthening towards meeting the set targets are suggested in chapter five.

In raising the KES 5.033,441 Billion needed in the short term period, 29 per cent is tasked to grant proposals which will be appropriately assigned to faculties and the departments identified in the Table 5. The second largest portion of needed resources amounting to 26 per cent will have to be raised from the National and County Governments while some 13 per cent will have to be raised from student enrollment, which is presently the third largest source of funds to the University. About 22 percent will be raised from strategic partners and philanthropies through grant proposal development and co investment initiatives. The remainder will be raised through consultancy services, Alumni initiatives and maximized returns from investments, land resources and growing of the endowment fund by 0.5 per cent annually.

The responsibilities of mobilizing the targeted funds by 2018 is placed on the high University decision making organs including the Council and

Management Board, with the DMRM strategically positioned to take up the operations of resource mobilization activities. The DMRM board will oversee the implementation process and monitor the progress closely at six months interval in order that quick interventions are made where challenges are apparent. To ensure efficient resource utilization, investments will be made in strengthening internal control systems with a target of realising high efficiency level above 90%. At the end of the short term period in the year 2018, the DMRM board will evaluate status of the strategic outputs as set out in section 1.4 and in Table 1 in which priority development projects are presented to detail the resource needs.

**Table 5. Implementation Framework for Resource Mobilization Strategies 2015 to 2018**

Objectives	Strategies	Activities	Indicators	Target KES (Billion)	Responsibility	Timeframe	Assumptions
a. Attract more funding from the Government	Lobbying for more public funding	<ul style="list-style-type: none"> <li>Develop fundable proposals</li> <li>Identify and engage relevant departments to lobby</li> <li>Appoint a University-Government Relations officer</li> </ul>	Amount of funds raised annually	1.288	Council VC DVCs	2018	Government funding policy to university remain the same
b. Increase revenue from student enrollment	Enhancement of student enrollment	<ul style="list-style-type: none"> <li>Continuous review of academic programmes</li> <li>Advertise academic programmes</li> <li>Increase the number of academic programs under e-learning</li> </ul>	Increase in amount of fees annually	0.670	DVC AA Dir DMRM	2018	Demand for Egerton University Programmes continue to increase
c. Develop capacity for raising revenue through research projects, consultancies, and alumni association	Development grants proposals	<ul style="list-style-type: none"> <li>Train staff in grant proposal preparation</li> <li>Appoint Faculty and Departmental teams to prepare proposals.</li> <li>Approach donors for funding</li> </ul>	Amount of funds raised annually	1.442	DVCs Dean Faculties	2018	Donors willingness to support grants

Objectives	Strategies	Activities	Indicators	Target KES (Billion)	Responsibility	Timeframe	Assumptions
d. Maximize returns from investments, land resources and endowment fund	Expansion of investible capital	<ul style="list-style-type: none"> <li>• Invest in commercial Bamboo farming in Lamu and Ngongongeri farms</li> <li>• Increase production of dairy products</li> <li>• Expand products development in the Agro park</li> <li>• Develop an hotel at Lord Egerton Castle</li> <li>• Develop quality University Bookshop</li> </ul>	Amount of funds raised annually	0.154	VC DVC AF MD EUIC	2018	Favorable economic trends

Objectives	Strategies	Activities	Indicators	Target KES (Billion)	Responsibility	Timeframe	Assumptions
		<p>system</p> <ul style="list-style-type: none"> <li>Commercialize the operations of tailoring unit</li> <li>Improve botanic garden and charge the visitors</li> <li>Develop an eco-tourism park at Chemeron</li> </ul>					
	Growing of the University endowment fund	<ul style="list-style-type: none"> <li>Develop policy on endowment fund</li> <li>Commit 0.5% of the total University budget annually to grow endowment fund</li> <li>Seek grants for investing in endowment fund</li> </ul>	Amount of funds raised annually	0.243	VC DVC AF MD EUJC	2018	Favorable economic trends

Objectives	Strategies	Activities	Indicators	Target KES (Billion)	Responsibility	Timeframe	Assumptions
	Marketing of short courses	<ul style="list-style-type: none"> <li>Build capacity of lecturers to deliver short courses</li> <li>Advertize the courses</li> </ul>	Amount of funds raised annually	0.078	VC DVC AA Dir CCB	2018	High demand for professional career enhancement courses
e. Build partnerships with private sector in funding capital projects	Establishment of strategic Public-Private Partnerships	<ul style="list-style-type: none"> <li>Develop a University policy on PPP engagement</li> <li>Build relationship with private sectors</li> <li>Identify University projects for joint ventures</li> <li>Develop proposals for joint ventures</li> <li>Market strategic proposals to private sector</li> </ul>	Amount of funds raised	0.360	Council VC	2018	Willingness of philanthropies

Objectives	Strategies	Activities	Indicators	Target KES (Billion)	Responsibility	Timeframe	Assumptions
f. Increase funding from strategic development partners	Engagement of strategic partners	<ul style="list-style-type: none"> <li>Map the potential donors</li> <li>Build relationships with donors</li> <li>Prepare grant proposals</li> <li>Market the grant proposals</li> </ul>	Amount of funds raised	0.467	Council VC DVCs Deans	2018	Egerton will build strong partnerships
	Engagement of strategic philanthropies	<ul style="list-style-type: none"> <li>Map the potential philanthropies</li> <li>Build relationship with philanthropies</li> <li>Prepare proposals</li> <li>Market the proposals</li> </ul>		0.100	Council VC DVCs	Engagement of strategic philanthropies	<ul style="list-style-type: none"> <li>Map the potential philanthropies</li> <li>Build relationship with philanthropies</li> <li>Prepare proposals</li> <li>Market the proposals</li> </ul>



Objectives	Strategies	Activities	Indicators	Target KES (Billion)	Responsibility	Timeframe	Assumptions
g. Strengthen internal control systems to safeguard resources	Investing in automation	<ul style="list-style-type: none"> <li>• Train staff in ICT</li> <li>• Increase investment in ICT resources</li> </ul>	Resource efficiency	≥ 90% efficiency	VC DVC AF AC	2018	Sufficient resources will be available for automation
	Conducting regular institutional system audits	<ul style="list-style-type: none"> <li>• Maintain ISO Standards</li> <li>• Conduct annual systems analysis</li> <li>• Prepare reports for UMB and council</li> </ul>	Number of audit queries on expenditures		VC DVC AF AC	2018	Staff maintain high level of integrity

**Table 6. Workplan for Resource Mobilization Strategies 2015 /2016**

Objectives	Strategies	Activities	Target KES (Million)	Responsibility	Timeframe in Quarters			
					1	2	3	4
a. Attract more funding from the Government	Development grants proposals	Appoint University external relations official	430	VC				
		Appoint teams to develop grant proposals for the planned projects		VC				
		Identify and engage relevant Departments of national and county Government to lobby		VC				
		Engage with relevant Parliamentary Committees		VC				
		Identify departments to analyze printed budget estimates to identify opportunities for engagement and communicate to University for action		VC				

Objectives	Strategies	Activities	Target KES (Million)	Responsibility	Timeframe in Quarters			
					1	2	3	4
b. Increase revenue from student enrollment	Enhancement of student enrollment	Enroll extra 1200 SSP students	120	DVC AA				
		Implement admission policy		DVC AA				
		Continuous review of academic programmes		DVC AA				
		Advertise academic programmes		DVC AA				
		Increase the number of academic programs under e-learning		DVC AA				

Objectives	Strategies	Activities	Target KES (Million)	Responsibility	Timeframe in Quarters				
					1	2	3	4	
c. Develop capacity for raising revenue through research projects, consultancies, and alumni association	Development grants proposals	Identify upcoming calls for proposals on monthly basis and circulate		DVC R&E					
		Develop an instrument to guide facilitation of proposal development by faculty team s		DVC R&E					
		Facilitate teams to develop targeted proposals of >30 million	AGRI	107.7	DVC R&E				
			SCIENCE	78.3	Deans				
			FEDCOS	67.8					
			FASS	40.5					
			VET	40.5					
			ENGEN	38.4					
			FERD	36.3					
			HEALTH	32.1					
			COMM	32.1					
			LAW	7.1					
			GENDER	5.0					
	Raise money through consultancies		4.0	DVC R&E					
	Raise funds through Alumni Association		2.0	DVC AA					

Objectives	Strategies	Activities	Target KES (Million)	Responsibility	Timeframe in Quarters				
					1	2	3	4	
d.. Maximize returns from investments, land resources and endowment fund	Expansion of investable capital	Produce and sell livestock and livestock products	EUIC	3	MD EUIC				
			TAP	2	Manager TAP				
			DAFTEC	2	COD DAFTEC				
	Produce and sell crops and crop products	Produce and sell crops and crop products	EUIC	10	MD EUIC				
			TAP	1	Manager TAP				
			CHS	0.5	COD CHS				
	Increase revenue from ARC Hotel	Plant commercial Bamboo forest in Lamu and Ngongongi farms		15	MD EUIC				
					DVC A&F				
					MD EUIC				
	Growing of the University endowment fund	Marketing of the University and short courses	Produce and sell products from the Agro-Science Park	2	DVC R&E				
			Raise revenues from recreation at Lord Egerton Castle	1	MD EUIC				
			Raise revenues from University Bookshop	1	Dir RMM				
			Commercialize the operations of tailoring unit	2	Dir RMM				
			Raise revenues from recreation and products from Botanic garden	0.5	DVC R&E				
			Conferencing and eco-tourism park at Chemeron	1.5	DVC R&E				
Develop policy on endowment fund				VC					
Commit 0.25% of the total University budget annually to grow endowment fund				VC					
Raise funds from Gift shop			0.5	DVC R&E					
Raise funds from medical services			2	DVC A&F					
Raise from University Press services	1	DVC A&F							
Raise funds from catering services	2	DVC A&F							
Charge education tours	0.5	VC							
Deliver short courses	20	Dir CCB							

Objectives	Strategies	Activities	Target KES (Million)	Responsibility	Timeframe in Quarters			
					1	2	3	4
e. Build partnerships with private sector in funding capital projects	Establishment of Public-Private Partnerships	Develop a University policy on PPP engagement Identify University projects for joint ventures Develop proposals for joint ventures Market strategic proposals to private sector		DVC A&F				
f. Increase funding from strategic development partners	i. Engagement of strategic partners	Map the potential donors Build relationships with donors Prepare grant proposals Market the grant proposals	156	VC VC VC VC				
g. Strengthen internal control systems to safeguard resources	Investing in automation Conducting regular institutional system audits	Train staff in ICT Increase investment in ICT resources Set up one stop service centre Maintain ISO Standards Conduct annual systems audits Prepare reports for UMB and Council	34	VC VC VC VC				

## ANNEX I. Donor Mapping for Resource Mobilization Requirements

Organization	Contact information	Area of interest	Funding limits (subject to change)
<b>A Infrastructure Development</b>			
1 Government of Kenya The National Treasury	<a href="http://www.treasury.go.ke/">www.treasury.go.ke/</a>		N/A
2 African Development Bank (AfDB)	<a href="http://www.adf.gov">http://www.adf.gov</a>	Poverty reduction and promotion of economic and social development in Africa. Initiatives to promote infrastructure, financing and regional integration in Africa.	N/A
3 African Development Foundation	<a href="http://www.adf.gov">http://www.adf.gov</a>	Community-based projects in African countries	\$250,000
4 Chandaria Foundation, Kenya	<a href="mailto:ckl@comcraft.com">ckl@comcraft.com</a>	Education and Health	N/A
5 Government of China	<a href="http://www.china.org.cn/english">www.china.org.cn/english</a>	Industrial development, technology transfer, agricultural modernization and infrastructure development. (Can be approached through Nanjing Agricultural University China which is already collaborating with Egerton University).	NA
6 Ministry of Education	<a href="http://www.education.go.ke">www.education.go.ke</a>		N/A
7 Ministry of Agriculture Livestock and Fisheries	<a href="mailto:info@kilimo.go.ke">info@kilimo.go.ke</a> <a href="http://www.kilimo.go.ke">http://www.kilimo.go.ke</a> /		N/A

Organization	Contact information	Area of interest	Funding limits (subject to change)
8 Ministry of Environment, Water and Natural Resources	<a href="http://www.environment.go.ke">www.environment.go.ke</a> /		N/A
9 Government of Qatar	<a href="http://www.gov.qa/">www.gov.qa/</a>	Energy, transportation, agriculture and security, Ecotourism, sports. (Could target modernization of road networks, water supply, sewerage systems and energy distribution in the University through support for Mau marathon).	N/A
<b>B Research, Extension and Outreach Services</b>			
10 Africa Development Fund (ADF) (Constituent of African Development Bank Group	<a href="mailto:afdb@afdb.org">afdb@afdb.org</a> , <a href="http://www.afdb.org">www.afdb.org</a> ,	To contribute to sustainable economic development and social progress of African countries, thus contributing to poverty reduction. Focus is on agriculture & agro-industry; climatic change; environment; gender; energy; information and communication technology.	N/A
11 Africa Harvest Foundation International (Africa Harvest)	<a href="http://www.devinfokeny.a.org">http://www.devinfokeny.a.org</a> , <a href="http://africaharvest.org/cnct.php">http://africaharvest.org/cnct.php</a>	Use of advanced science and technology products to improve agricultural productivity among African farmers, and free Africans from poverty, hunger and malnutrition	N/A

	Organization	Contact information	Area of interest	Funding limits (subject to change)
12	Aga Khan Foundation	<a href="mailto:akfgva@atge.automail.com">akfgva@atge.automail.com</a> URL: <a href="http://www.akdn.org/AKF">http://www.akdn.org/AKF</a>	Selected issues in health, education, rural development, and the enhancement of non-governmental organizations. Rural development- elements such as rural savings and credit, natural resources management, productive infrastructure development, increased agricultural productivity and human skills development with a central concern for community-level participation and decision-making.	N/A
13	Agriculture Research for Development (ARD)	<a href="http://www.icra-edu.org">http://www.icra-edu.org</a>	To improve the responsiveness and relevance of agricultural research, to ensure that agricultural research effectively addresses urgent development challenges and has an impact on rural livelihoods.	N/A
14	Alliance for Green Revolution for Africa (AGRA)	<a href="http://www.agra.org">www.agra.org</a> , <a href="mailto:info@agra.org">info@agra.org</a>	Projects that can have measurable impact and can create meaningful, transformative change in the agriculture sector: African seed systems, soil health, markets access, policy & partnerships, innovative financing, farmer organizations support centre	N/A
15	Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)	<a href="http://www.asareca.org">http://www.asareca.org</a>	Integrated regional agricultural research and development projects. Agricultural research, staple crops, non-staple crops, livestock and fisheries, agro-biodiversity and biotechnology, natural resource management and forestry.	N/A



	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
16	Australian Center for International Agricultural Research (ACIAR)	<a href="http://www.aciar.gov.au">http://www.aciar.gov.au</a>	<p>Agricultural research, capacity building, and diffusion of agricultural technologies in the developing world.</p> <ul style="list-style-type: none"> <li>• Sustainable management of natural resources;</li> <li>• Better production practices, which combine improved germplasm/breeds and management/husbandry; and</li> <li>• Better access to production inputs and markets.</li> </ul>	NA
17	Bill and Melinda Gates Foundation	<a href="mailto:info@gatesfoundation.org">info@gatesfoundation.org</a> .	<p>Global Development Program: Agricultural Development, Financial Services for the poor, Global Libraries, Global Health Program: Critical Enabling Technologies, Community Health Solutions, Emergency Relief United States Program: Charitable Sector Support. Special initiatives to reduce poverty, water, sanitation, and hygiene, urban poverty; policy and advocacy.</p>	N/A
18	Bill and Melinda Gates Foundation (Program for Emerging Agricultural Research Leaders (PEARL))	<a href="mailto:info@gatesfoundation.org">info@gatesfoundation.org</a> .	<p>Agricultural research with the potential to increase the sustainable productivity of smallholder farmers in developing countries. Tackling the underlying social and economic determinants of productivity, such as gender equity, environmental issues, and healthy, diverse diets.</p>	US\$500,000
19	Bill and Melinda Gates Foundation (Grand Challenges Explorations (GCE))	<a href="http://www.grandchallenges.org">http://www.grandchallenges.org</a> , <a href="mailto:info@gatesfoundation.org">info@gatesfoundation.org</a> .	<p>Discovery of new technologies to improve global health. Innovative ideas that could lead to new vaccines, Diagnostics, drugs and other technologies targeting diseases that claim millions of lives every year as well as improvements and innovations in agriculture development.</p>	USD 100,000 - 10,000,000

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
20	East African Academy of Sciences (EAAS)	<a href="http://www.aasciences.org">http://www.aasciences.org</a>	Water and Sanitation, Sustainable Energy, Food Security and Nutritional Wellbeing, Healthcare and Wellbeing, Science, Technology, Engineering and Mathematics, Climate Change.	N/A
21	Economic and Social Research Council ESRC/DFID Joint Fund for Poverty Alleviation Research (2014-15)	<a href="http://www.esrc.ac.uk">http://www.esrc.ac.uk</a>	To enhance the quality and impact of social science research on poverty reduction: i). What factors shape pathways into and out of poverty and how policy create sustained routes out of extreme poverty. ii). What political and institutional conditions are associated with effective poverty reduction and development. iii). What measures can be taken to reduce the risks and impact of violence and instability on the poorest and development interventions in fragile and conflict affected situations?.	£100,000 to £500,000
22	European Commission: Seventh Framework Programme ERAfrica (European Research Area Network for Africa)	<a href="http://www.erafrica.eu">www.erafrica.eu</a>	Strengthen African capacities in science, innovation and technology and to enhance the use of science and technology as a means of reducing poverty and advancing growth and development on the continent: Renewable Energies, Interfacing Challenges, New Ideas (outstanding idea-driven with clearly evidenced originality and novelty of the idea, approach or expected outputs), Capacity Building	A total amount of € 10.7 million

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
23	European Union: HORIZON 2020 (New EU funding programme for research and innovation running from 2014 to 2020)	<a href="http://ec.europa.eu/research/horizon2020">http://ec.europa.eu/research/horizon2020</a>	Research and innovation. SMEs ‘ <u>Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy</u> ’, diverse and innovative solutions to well-identified challenges in key EU policy priorities.	Total budget of €80 billion
24	European Union B4Life, 2014-2020	<a href="http://biodiversity-l.iisd.org/news/eu-presents-b4life-flagship-initiative/">http://biodiversity-l.iisd.org/news/eu-presents-b4life-flagship-initiative/</a>	To protect biodiversity and fight wildlife crime in developing countries. Particular attention on Least Developed Countries and countries containing “biodiversity hotspots”, where ecosystems and their services are the richest but also the most threatened.	Minimum € 75,000 – no upper limit
25	Federal Ministry of Education and Research (BMBF, Germany)	<a href="http://www.vdtiz.de/gru-ndsatzgragen">http://www.vdtiz.de/gru-ndsatzgragen</a>	Basic Scientific research, environmentally stable development, new technologies, information and communication technologies, the life sciences, work design, structural research funding at institutions of higher learning, innovation support and technology transfer.	N/A
26	Food and Business Applied Research Fund (ARF) Supported by Ministry of foreign affairs of the Netherlands	<a href="http://www.nwo.nl/en">http://www.nwo.nl/en</a>	Applied research for innovation in: i). Increasing sustainable agricultural production ii). Ensuring equitable access to better nutrition iii). Improving inclusive access to markets. iv). Enabling a better business climate	€50,000 to €300,000

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
27	German Academic Exchange Service (DAAD)	<a href="mailto:info@daadafrika.org">info@daadafrika.org</a> , <a href="http://nairobi.daad.de">http://nairobi.daad.de</a>	Research grants for doctoral candidates and young academics and Scientists, and international exchange of students and scholars. Open to all fields except Fine Arts, Music, Dance & Architecture.	Not specific
28	Global Environment Facility (GEF)	<a href="http://www.thegef.org/gef/">http://www.thegef.org/gef/</a>	Improving global environment or advancing the prospect of reducing risks to it. Biodiversity, climate change, international waters, ozone depletion, land degradation and pollution. Promote sustainable livelihoods in local communities	N/A
29	International Center for Genetic Engineering and Biotechnology (ICGEB)	<a href="http://www.namstct.org">http://www.namstct.org</a>	Agricultural biotechnology, environmental bio-remediation, and many other fields. To facilitate creation of research facilities in promising institutes; to promote training of young scientists; and to develop new research programs in participating countries.	€ 25,000
30	International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)	<a href="http://www.icrisat.org/in dex.htm">http://www.icrisat.org/in dex.htm</a>	Resilient Dryland Systems, Dryland Cereals, Grain Legumes, Market, institutions and Policies	N/A

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
31	International Development Research Centre (IDRC) Canada	<a href="http://www.idrc.ca">http://www.idrc.ca</a>	Research in developing countries to promote growth and development, reducing poverty and creating equitable access to resources and services. Climate change, protection of resources, food security and water scarcity. Rural poverty and environment; environmental governance, enhancing equitable access and use rights to natural resources, climate change adaptation. Biodiversity and genetic resources; needs of the poor who live in degraded and fragile ecosystems; and several other themes related to conservation.	CA\$0.5 to \$1.5 million
32	International Foundation for Science: Research Grants for Young Professionals	<a href="http://www.ifs.se/">http://www.ifs.se/</a>	Grants to young scientists attached to universities, national research institutions, and research-oriented NGOs in developing countries. Biodiversity and conservation; agriculture and food sciences; water and soil resources; forestry; natural products; marine resources; animal husbandry; and several others.	US\$12,000
33	IFS/ Council for Development of Social Science Research in Africa (CODESRIA)	<a href="http://www.ifs.se/">http://www.ifs.se/</a>	Interdisciplinary research in sub-Saharan Africa that generates new knowledge and appropriate technologies for improved natural resource management for sustainable agriculture and food production.	US\$12,000
34	International Fund for Agricultural Research (IFAR)	<a href="http://www.ifar4dev.org">www.ifar4dev.org</a>	Research and development of agricultural crops and natural resources: Cereals and other food crops (rice, wheat, maize, legumes, root crops, tubers, others), Agricultural and food policy, Water policy and management, Forestry and Agroforestry, Livestock, Fisheries	

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
35	The International Institute of Tropical Agriculture (IITA)	<a href="mailto:iita@cgiar.org">iita@cgiar.org</a> <a href="http://www.iita.org">www.iita.org</a>	Finding solutions for hunger, malnutrition, and poverty. To enhance crop quality and productivity, reduce risk to producers and consumers, generate wealth from agriculture and helping national entities to expand agricultural growth. Biotechnology and genetic improvement, natural resource management, plant production and plant health, and social science and agribusiness. Focuses on key tropical food crops, such as banana and plantain, maize, cassava, soybean, cowpea, tree crops, and yam.	
36	International Treaty on Plant Genetic Resources for Food and Agriculture	<a href="http://www.planttreaty.org/">http://www.planttreaty.org/</a>	Working towards sustainable food security by assisting farmers to adapt to climate change via conservation and sustainable use of plant genetic resources for food and agriculture.	US\$150,000 (one country project) - US\$500,000 (multiple countries).
37	Lake Victoria Research Initiative (VICRES) (Funded by SIDA/SAREC)	<a href="http://www.vicres.net">www.vicres.net</a>	Multi-disciplinary, gender sensitive and regional research to enhance the scientific understanding of the poverty-environment nexus through generation and dissemination of information and technological innovations	US\$150,000

	Organization	Contact information	Area of interest	Funding limits (subject to change)
38	McKnight Foundation: Collaborative Crop Research Program (CCRP), East Africa Grants Program	<a href="http://www.mcknight.org/inter-national/africa">www.mcknight.org/inter-national/africa</a>	Participatory, collaborative research on <u>agro ecological</u> intensification, bringing smallholder farmers, researchers, development professionals, and others together to create technology to improve nutrition, livelihoods, and productivity for farming communities in Africa and South America.	Not specified
39	National Commission for Science, Technology and Innovation (NACOSTI)	Tel: 020-2242175/ 020-310571. Fax: 020-2213215. <a href="http://www.nacosti.go.ke">www.nacosti.go.ke</a>	NACOSTI administers the Kenya Government ST&I Grant whose purpose is to support Scientific Research and Innovations in ST&I priority areas for national development. 1) MSc/MA and PhD Research Proposals 2) Innovations 3) Call for Women Scientists	Ksh 1,200,000 for PhD and Ksh 200,000 for MSc/MA. Ksh 1,000,000. Ksh. 3,000,000
40	Nation Group MeDMM	<a href="http://www.nationmedmrm.com">www.nationmedmrm.com</a>	Commitment to Communities is in the areas of Education, Health, Environment and Community Sponsorship.	N/A
41	Netherlands Organization for Scientific Research (NOW): WOTRO,	<a href="http://www.nwo.nl/en/about-our-organisation/nwo-divisions/wotro">http://www.nwo.nl/en/about-our-organisation/nwo-divisions/wotro</a>	Innovative research on global issues, with a focus on sustainable development and poverty reduction. <u>Urbanizing Deltas of the World</u> , <u>Global Health Policy and Health Systems</u> , <u>Conflict and Cooperation over Natural Resources in Developing Countries (CoCooN)</u> , <u>Migration, Development and Conflict</u> .	€1,500,000

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
42	Nordic Development Fund (NDF)	<a href="mailto:info.ndf@ndf.fi">info.ndf@ndf.fi</a> , <a href="http://www.ndf.fi">www.ndf.fi</a> <a href="http://www.nefco.org">www.nefco.org</a>	Innovative ideas within specific themes relating to climate change. Climate Change Mitigation and Adaptation to provide support to challenging and innovative projects that will increase low-income countries' abilities to mitigate and adapt to climate change.	EUR 250,000 - EUR 500,000.
43	Norwegian Agency for Development Cooperation (NORAD)	<a href="mailto:postmottak@norad.no">postmottak@norad.no</a> ; <a href="http://www.norad.no">www.norad.no</a>	Climate change and the environment, energy, education and research creating consensus to REDD- Reduction in Emission, Deforestation and Degradation.	No limit
44	Organization for Social Science Research in Eastern and Southern Africa (OSSREA)	<a href="http://www.ossrea.net">http://www.ossrea.net</a>	Poverty, employment, HIV/AIDs, health, education, natural resources, climate change, gender, governance, rural development, corruption, land use. Employment and migration in Eastern and Southern Africa, Social Policies and social development. Gender and economic and political arenas. Natural resources and rural development. Political governance and conflict management.	No limit
45	<u>Regional Universities Forum (RU-Forum)</u> Graduate Research Grants (GRG)	<a href="http://www.ruforum.org">www.ruforum.org</a> . <a href="mailto:secretariat@ruforum.org">secretariat@ruforum.org</a>	<ul style="list-style-type: none"> <li>• To oversee graduate training and networks of specialization in the member countries and universities.</li> <li>• To support capacity building at graduate level and to link universities more closely with rural communities and with research, extension and development agencies.</li> </ul>	US\$65,000



	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
46	Research and Training in Tropical Diseases (TDR) Hosted at WHO, and sponsored by UNICEF, UNDP and World Bank	<a href="http://www.who.int/tdr/grants/en/">http://www.who.int/tdr/grants/en/</a>	Specific research projects in diseases of poverty, which cover infectious diseases and the culture and environment that contribute to these problems. Research designed to find innovative ways to develop new drugs, barriers to the insects and worms that carry the parasites, Diagnostics and other tools against infectious diseases in developing countries. Also look for new ways to distribute and increase access to these tools.	No limits
47	Royal Society-DFID Africa Capacity Building Initiative	<a href="https://royalsociety.org/grants/schemes/africa-capacity-building">https://royalsociety.org/grants/schemes/africa-capacity-building</a>	To strengthen research capacity of universities and research institution in sub-Saharan Africa by supporting the development of sustainable research networks.	N/A
48	Royal State of the Netherlands, through Royal Netherlands Embassy in Kenya	<a href="http://kenia.nlembassy.org">http://kenia.nlembassy.org</a>	Conservation program, enhance institutional and technical capacities to work with communities living in key biodiversity areas of Kenya.	N/A
49	Wellcome Trust (Investigator Awards)	<a href="http://www.wellcome.ac.uk/Funding/Biomedical-science">www.wellcome.ac.uk/Funding/Biomedical-science</a>	Human and animal health and diseases	£3 million
50	The World Academy of Sciences (TWAS)	<a href="http://www.nairobi.twas.org">www.nairobi.twas.org</a> , <a href="http://twas.org/opportunity/twas-research-grants-programme-basic-sciences-consortia">twas.org/opportunity/twas-research-grants-programme-basic-sciences-consortia</a>	Science, technology and innovation. High-level promising research projects in biology, chemistry, mathematics and physics carried out by research consortia in the 81 S&T-lagging countries.	USD20,000 - 1 million

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
51	World Agro forestry Centre	<a href="http://www.worldagroforestrycentre.org/">www.worldagroforestrycentre.org/</a> Email: <a href="mailto:g.aertssen@cgiar.org">g.aertssen@cgiar.org</a>	Agro forestry systems; Tree products and markets, Tree diversity, domestication and delivery, Land health, Environmental services, Climate change.	Not specified
52	Worldwide Fund for Nature (WWF)	<a href="http://www.panda.org">http://www.panda.org</a>	Conservation of oceans and coasts, forests, and freshwater ecosystems. Endangered species, pollution and climate change.	Not specified
<b>C Development, Education and Research</b>				
53	Canadian International Development Agency (CIDA)	<a href="mailto:info@acdi-cida.gc.ca">info@acdi-cida.gc.ca</a> .	<p>Increasing food security, securing the future of children and youth, stimulating sustainable economic growth.</p> <p>Supporting access to quality education for Kenyan children and youth, particularly girls, with a complementary focus on democratic governance and strengthening public sector accountability.</p> <ul style="list-style-type: none"> <li>● Increased sustainable agricultural production by rural poor women, men, and youth.</li> <li>● Support agricultural research institutions in the development and dissemination of new plant varieties and new farming technologies.</li> <li>● Expand local private sector development, including smallholder farmers and micro, small, and medium-sized enterprises.</li> </ul>	Total funding levels approximately 3.2 billion

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54	Danish International Development Agency (DANIDA)	<a href="http://www.um.dk/en.um@um.dk">www.um.dk/en.um@um.dk</a>	To reduce poverty through the promotion of human rights and economic growth, creating employment, especially for the youth. Focus on two themes; (1) policies, institutions and markets, and (2) climate change, agriculture and food security.	DKK 5 million to above DKK 5million
55	Department for International Development (DFID) UK, DFID's Global Innovation Fund (GIF)	<a href="http://www.dfid.gov.uk">www.dfid.gov.uk</a> , <a href="http://www.fundsforgos.org/dfid-2/open-grant-opportunities">www.fundsforgos.org/dfid-2/open-grant-opportunities</a> .	Poverty-elimination and sustainable development in middle-income countries. Wealth creation, Climate change, Health, Education, Hunger and Vulnerability, Humanitarian emergency, Supporting girls.	£30,000 to £10 million
56	German Research Foundation	<a href="http://www.research-germany.de/en/research-funding/dfg.html">http://www.research-germany.de/en/research-funding/ dfg.html</a>	Brings together higher education institutions and research organizations. Provides financial support for research in higher education and public research institutions.	A total of € 2.7 Billion
57	Embassy of Japan in Kenya (Grant assistance for grassroots human security projects-GGP)	<a href="http://www.ke.emb-japan.go.jp/ggp1.html">www.ke.emb-japan.go.jp/ggp1.html</a>	Environmental protection, Agriculture, Community livelihood projects	Max 100,000 US\$

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58	European Union: EDULINK (Implemented by the African, Caribbean and Pacific (ACP) Group of States Secretariat)	<a href="http://www.acp.edulink">www.acp.edulink</a>	Supports cooperative projects between Higher Education Institutions (HEIs) in the ACP Group of States, the EU Member States and other eligible countries. Thematic areas: Agriculture and Food security, Energy access and efficiency	Total of €22,487,000
59	Food and Agricultural Organization (FAO)	<a href="http://www.africa-eu-partnership.org">http://www.africa-eu-partnership.org</a>	Eradication of hunger, food insecurity and malnutrition; the elimination of poverty and the driving forward of economic and social progress for all; and, the sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.	N/A
60	FORD Foundation	<a href="http://www.fordfound.org">www.fordfound.org</a> , <a href="mailto:ford-nairobi@fordfoundati on.org">ford-nairobi@fordfoundati on.org</a>	Reforms in land, livelihoods and civic participation. Innovative thinkers, leaders and organizations working to reduce poverty and injustice and to promote democratic values, free expression and human achievement. Thematic areas: Sustainable livelihoods, urban poverty and resources, rights and social justice, governance and public policy, education and culture, international affairs, reproductive health and population, improvement of natural resources and environment, food security among pastoralists, environmentally sustainable agriculture, and the improvement of water supplies	N/A

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
61	Gatsby Charitable Foundation	<a href="mailto:contact@gatsby.org.uk">contact@gatsby.org.uk</a>	Sustainable agricultural development; Small-scale enterprise; Agricultural research	£50,000-£2,000,000
62	German Federal Ministry for Economic Cooperation and Development (BMZ)	<a href="mailto:info@bmz.bund.de">info@bmz.bund.de</a> , <a href="http://www.bmz.de/en/ministry">http://www.bmz.de/en/ministry</a> .	Poverty reduction, nutrition & health. Education, health, rural development, good governance and sustainable economic development. Innovative projects with high potential for development. Innovative projects with high potential for veterinary science, development in the tropics and subtropics. Energy, <u>Poverty eradication</u> , <u>Protecting the climate</u> , <u>Protecting the environment</u> .	EUR 60,000
63	International Fund for Agricultural Development (IFAD)	<a href="http://www.ifad.org">www.ifad.org</a>	Enables poor, rural people in developing countries to overcome hunger and poverty. Supports smallholder farmers, especially women, and promotes improved global food and nutrition security, and agricultural development.  Thematic areas: Agricultural development, Financial services, Rural infrastructure, Livestock, Fisheries, Capacity and institution building, Food storage, processing, and marketing. Research, extension, and training. Development of small and medium enterprises.	N/A
64	The Inter-university Council for East Africa (IUCEA)	<a href="http://www.iucea.org">http://www.iucea.org</a>	Mobilization for regional capacity initiative (MRCI) Coordinate inter-university cooperation in East Africa; Facilitate the strategic development of member universities; and Promote internationally comparable higher education standards and systems for sustainable regional development.	N/A

	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
65	Japan International Cooperation Agency (JICA)	JICA Kenya office, Tel.: +254 20 2724121-4. <a href="http://www.jica.go.jp/english">www.jica.go.jp/english</a>	Support for adoption of policies and planning related to global warming countermeasures, etc Agricultural development, Economic infrastructure development, Environmental conservation, Health support, Human resource development.	Not specified
66	New Partnership for Africa's Development (NEPAD)	<a href="http://www.nepad.org/">http://www.nepad.org/</a>	<ul style="list-style-type: none"> <li>- <u>Agriculture and Food Security.</u></li> <li>- <u>Climate Change and Natural Resource Management.</u></li> <li>- <u>Regional Integration and Infrastructure.</u></li> <li>- <u>Human Development.</u></li> <li>- <u>Economic and Corporate Governance.</u></li> <li>- <u>Cross-cutting Issues, including Gender, Capacity Development and ICT.</u></li> </ul>	Not specified
67	The Organization of Petroleum Exporting Countries (OPEC) Fund for International Development (OFID)	<a href="mailto:info@ofid.org">info@ofid.org</a> , <a href="http://www.opecfund.org/projects/operations/grant_operation.aspx">www.opecfund.org/projects/operations/grant_operation.aspx</a>	Cooperation between OPEC member countries and other developing countries as an expression of South-South solidarity, social and economic advancement of the poorer, low income countries. Technical assistance for deserving social causes, funding for research and studies, and emergency relief following natural or man-made calamities. Research topics and studies of particular relevance to poorer countries and on the advancement of science and technology.	NA

	Organization	Contact information	Area of interest	Funding limits (subject to change)
68	Rockefeller Foundation	<a href="mailto:food@rockfound.org">food@rockfound.org</a> , <a href="http://www.rockefellerfoundation.org/grants">www.rockefellerfoundation.org/grants</a>	<p>Strengthening food security, wealth and ecosystems; advance health; secure livelihoods; and transform cities. African Agriculture, Climate Change Resilience, Innovation for Development.</p> <ul style="list-style-type: none"> <li>- Improving the Capacity of People and Institutions in Africa.</li> <li>- Strengthening universities' ability to contribute to social, economic and political progress on the continent.</li> <li>- Generation of agricultural technologies, and support institutions and policies that improve food security in areas of sub-Saharan Africa and Asia.</li> </ul> <p>Generating new crop varieties, developing more dependable and sustainable soil conservation and enrichment techniques, and improving access to markets . Working with public- and private-sector partners to extend the benefits of new agricultural knowledge.</p>	US\$25,000 - US\$1 million.
69	Swedish International Development Agency (SIDA)	<a href="mailto:sida@sida.se">sida@sida.se</a> ; URL: <a href="http://www.sida.org/">http://www.sida.org/</a>	<p>Poverty reduction in the world. Democracy and Human Rights, Environment, climate and Natural Resources, Urban Development, Health, Market development, Agriculture and food security, Education, Sustainable societal development, Conflict, peace and security.</p>	Total of <b>SEK 38,4 billion</b>

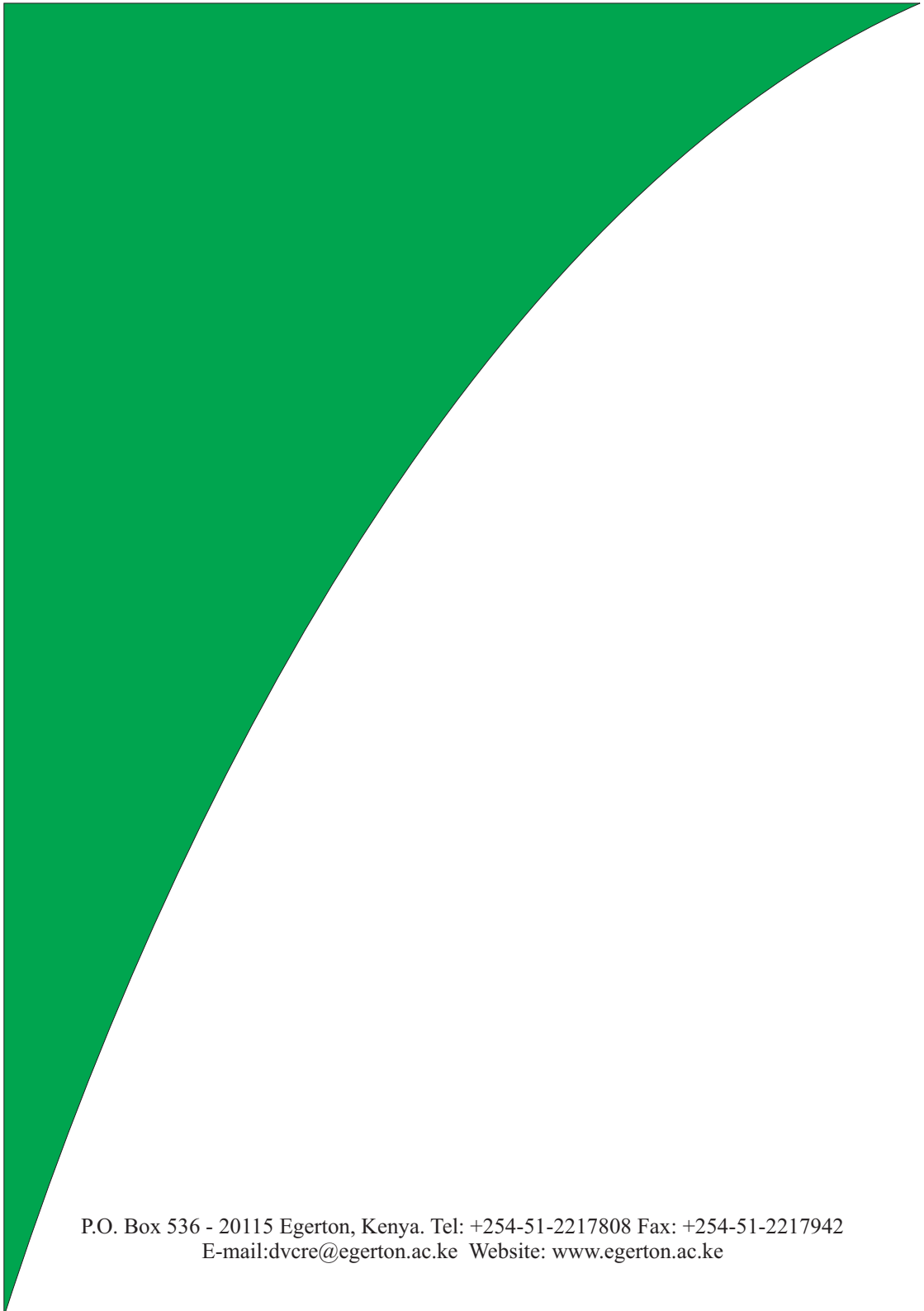
	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
70	The Swedish Research Council for Environment, Agricultural Sciences and Spatial Planning (FORMAS) and the Swedish International Development Cooperation Agency (SIDA)		Sustainable development in low-income countries; new research in the social sciences, humanities and natural sciences. Sustainability in the use and management of natural resources, increased agricultural production and environmental management in low-income countries.	8 million / year for four years
71	Swiss Agency for Development and Cooperation (SDC) Global Program on Food Security	<a href="mailto:r4d@snf.ch">r4d@snf.ch</a> , <a href="mailto:info@eda.admin.ch">info@eda.admin.ch</a> , <a href="http://www.sdc.admi">www.sdc.admi</a>	Agricultural production systems and food security, sustainable use and management of ecosystems. Reducing poverty, fostering economic self-reliance and state autonomy, to contribute to the improvement of production conditions, finding solutions to environmental problems, and to provide better access to education and basic healthcare services. (i) Agricultural practices and food systems to raise nutrition; (ii) Rights to adequate food; (iii) Reduced water use in agriculture.	Not specified
72	United Nations Development Fund (UNDP)	<a href="http://www.ke.undp.org/content/kenya">www.ke.undp.org/content/kenya</a> ,	Poverty Reduction, Democratic Governance, Peace Building and Conflict Resolution, Energy and Environment and Disaster Risk Reduction.	No limits



	<b>Organization</b>	<b>Contact information</b>	<b>Area of interest</b>	<b>Funding limits (subject to change)</b>
73	United Nations Educational, Scientific, and Cultural Organization (UNESCO) (Natural Sciences Sector) Man and the Biosphere (MAB) Young Scientists Awards	<a href="http://portal.unesco.org/science/en/cv.php">portal.unesco.org/science/en/cv.php</a> ; <a href="http://www.unesco.org">www.unesco.org</a>	Environment and conservation. Research on ecosystems, natural resources, and biodiversity	US\$50,000
74	United States Agency for International Development (USAID)	<a href="http://www.usaid.gov">www.usaid.gov</a> ; <a href="http://www.Kenya.usaid.gov">www.Kenya.usaid.gov</a>	Environment, Democracy and Governance, Education, Development, Economic empowerment. Partnerships designed to increase private sector investment in African agriculture. Cutting – edge scientific and technological agricultural research to develop stronger seeds and greener fertilizers. Developing agricultural markets, expanding trade and using mobile phones to provide real-time prices. Helping farmers’ access capital, offering extension services, developing sustainable agriculture strategies without depleting natural resources.	No Limits

	Organization	Contact information	Area of interest	Funding limits (subject to change)
75	Volkswagen Foundation	<a href="http://www.volkswagenstiftung.de/en/funding.html">www.volkswagenstiftung.de/en/funding.html</a>	Development and reinforcement of research in sub-Saharan Africa. Humanities and social sciences, science and technology in higher education and research. Research projects in path-breaking areas and assistance to academic institutions for the improvement of the structural conditions.	Not specified
76	World Bank	<a href="http://www.worldbank.org">www.worldbank.org</a>	Poverty reduction strategies: Agriculture and rural development; energy; environment: biodiversity, climate change, carbon finance, land management, environmental assessment; oil, gas, mining, and chemicals: Land and water use waste management; carbon emissions, air and water pollution. Water; transport: biofuels, environmental impact of transport infrastructure, transport in relation to climate change.	N/A
77	World Bank: Agriculture and Rural Development (ARD)	<a href="http://www.worldbank.org">www.worldbank.org</a>	Raising productivity in rural areas, productivity growth in poor countries, public goods and externalities, agriculture, trade, environment, poverty, volatility, and price distortions.	No limits
78	World Bank: Japan Social Development Fund (JSDF)	<a href="http://go.worldbank.org/U50QZVF200">http://go.worldbank.org/U50QZVF200</a>	Support innovative programs which directly respond to the needs of the poorest and the most vulnerable groups in the society; provide sustainable rapid and demonstratable benefits, which can be sustained, to the poorest and most vulnerable groups; and build capacity, participation and empowerment of civil society, local communities and NGOs.	US\$ 200,000 – 3 million

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79	World Health organization (WHO)	<a href="http://www.who.int">http://www.who.int</a>	Development and improvement of national health-sector emergency preparedness and response programmes. To reduce the health consequences of emergencies, disasters, crises and conflicts, and minimize their social and economic impact	N/A



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