



Strathmore
UNIVERSITY



2019

**ANNUAL REPORT
AND FINANCIAL STATEMENTS**

ACRONYMS

| | | | |
|----------|--|--------|---|
| ACCA | Association of Chartered Certified Accountants | KPI | Key Performance Indicators |
| ACU | Association of Commonwealth Universities | KRA | Kenya Revenue Authority |
| BAC | Bachelor of Arts in Communication | KShs | Kenya Shillings |
| BIS | Bachelor of Arts in International Studies | MBA | Master of Business Administration |
| BDP | Bachelor of Arts in Development Studies and Philosophy | MC | Management Committee |
| BPO | Business Process Outsourcing | MOU | Memorandum of Understanding |
| CAF | Confederation of African Football | MW | Megawatts |
| CDE | Challenge Driven Education | NASPAA | Association of Schools of Public Affairs and Administration |
| CEO | Chief Executive Officer | NEMA | National Environmental Management and Authority |
| CIPIT | Centre for Intellectual Property and Information Technology | NITA | National Industrial Training Authority |
| CISPA | Centre for IT Security Privacy and Accountability | NPS | National Police Service |
| COSO | Committee of Sponsoring Organisational Framework | PEBL | Partnership for Enhanced Blended Learning |
| CPA | Certified Public Accountant | PIC | Policy Innovation Centre |
| CUE | Commission of University Education | PhD | Doctor of Philosophy |
| DFID | UK Department for International Development | PPA | Power Purchase Agreement |
| DRAMASOC | Drama Society Club | Prof. | Professor |
| DVC | Deputy Vice Chancellor | PV | Photovoltaic |
| EAHM | Emirates Academy of Hospitality Management | SAIMUN | Sub Saharan Africa International Model United Nation Conference |
| ECASSA | East and Central Africa Social Security Association | SBS | Strathmore University Business School |
| EMEA | European Middle East and Africa | SDGs | Sustainable Development Goals |
| ENACTUS | Entrepreneurial Action Us | SEDC | Enterprise Development Centre |
| ERC | Energy Regulatory Commission | SEIC | Strathmore Extractives Industries Centre |
| FIT | Faculty of Information Technology | SERC | Strathmore Energy Research Centre |
| FKF | Football Kenya Federation | SHSS | School of Humanities and Social Sciences |
| GIZ | Deutsche Gesellschaft fur International Zusammenarbeit | SIPPG | Strathmore Institute of Public Policy and Governance |
| HOPE | Haemoglobin Oxygen Affinity Modulation to Inhibit HBS Polymerization | SISC | Senaca International Security Company |
| HOSCO | Hospitality Connect | SLS | Strathmore Law School |
| ICA | International Cooperative Alliances | SSTL | Strathmore Solar Testing Laboratory |
| ICT | Information Communication and Technology | STA | Social Technical Approach to Road Safety |
| ICTD | International Centre for Tax and Development | STH | School of Tourism and Hospitality |
| ICTY | International Criminal Tribunal for the Former Yugoslavia | SUF | Strathmore University Foundation |
| ICHRIE | International Centre on Hotel Restaurant and Institutional Education | SUITSA | Strathmore University IT Students Association |
| ICJ | International Court of Justice | SU | Strathmore University |
| IEEE | Institute of Electrical and Electronics Engineering | TFTA | Tripartite Free Trade Area |
| IPPF | International Professional Practices Framework | UK | United Kingdom |
| IOT | Internet of Things | UNHCR | United Nations High Commission for Refugees |
| IT | Information Technology | UNCLO | United Nations Convention on the Law of the Sea |
| KAM | Kenya Association of Manufacturers | VC | Vice Chancellor |
| | | VCD | Vice Chancellor Designate |
| | | VOCTEC | Vocational Training and Education for Clean Energy |
| | | WISE | Women in Sustainable Energy and Entrepreneurship |

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OUR APPROACH TO INTEGRATED ANNUAL REPORTING

Strathmore is a modern university with a global outlook, whose strategic plan aims at helping it realise the deep-rooted vision of becoming a leading outcome-driven entrepreneurial research University by translating excellence into a major contribution to culture, economic well-being, and quality of life. The University continues to make its mark with quality, well-directed teaching and research, and an enriching experience for our students – both locally and internationally.



The University understands its current performance, through an in-depth and well informed analysis of both where it is favourable and less so, and the supporting reasons. Having put in place frameworks and plans – such as the ten-year Strategic Plan 2015 – 2025, to make progress towards meeting its set targets, to manage emerging risks and to exploit its opportunities, the University has a clear vision of its impact in the African region in future.

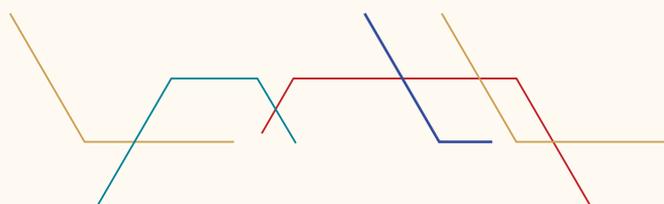
Strathmore University seeks to keenly and progressively demystify the outlook on Annual Reports and Financial Statements as mere pages of numbers for accountants to pore over, by distilling the complexity and presenting the information in a relevant, engaging and effective way through adoption of the Integrated Reporting Framework. We aim to look beyond our financial value and incorporate non-financial performance into our assessment too, as a way of presenting a more balanced report of how we create value in the short, medium and long term.

An integrated report tells who we are and shows where we are going. It communicates how economic, environmental and social sustainability are incorporated and implemented into our strategy. This, according to Professor Mervyn E. King – Chair International Integrated Reporting Council (IIRC), recognises “value” as more than simply financial value and allows reporting to adapt to a constantly changing and demanding environment.

The integration of the six capitals, namely; financial (any economic resource measured in monetary terms), human (skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to the organisation), manufactured (material goods or fixed assets which contribute to the production process), natural (a stock, and from it flows ecosystem services or benefits), social and relationship (involves the business itself, the formal and informal entities and institutions associated with it, as well as the relationships with and between employees, communities and other stakeholders), and intellectual (the intangible assets that contribute to a company’s bottom line), into the core of Strathmore University’s business model ensures growth in our stocks of value through the transformation of our activities and outputs.

Most universities in our region are yet to adapt to the preparation of Integrated Reports. Apart from being diverse, complex and unique places of education, of research, and innovation, universities are also major employers and an important part of the local economy. The annual reports of these institutions are mostly a presentation of their financial statements, the interpretation of which becomes rather difficult and ambiguous to a great extent.

This report attempts to adopt a more strategic and futuristic approach, and to provide a more comprehensive picture of the activities and performance at Strathmore University. The technical annex at the end of this report sets out the full financial disclosures and reconciliations.





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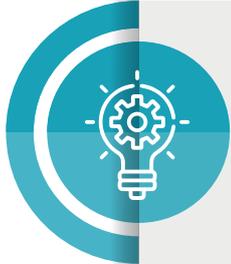
STRATHMORE
AT A GLANCE

STRATEGIC OBJECTIVES:



Transformative Student Experience

Our key stakeholder is the student; this is why our priority is to provide them with quality education and lifelong learning opportunities.



Research and Innovation

The University has vibrant research centres and projects that foster innovation spanning across: health and health care management, mobile application and cyber security, renewable energy and energy efficiency, public policy, governance and integrity, entrepreneurship, sustainable tourism, mathematical modelling and applied statistics, extractive industries and intellectual property.



Service to Society

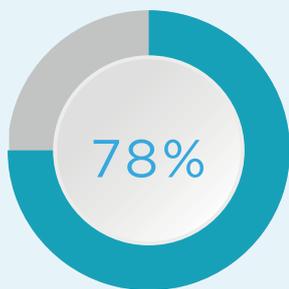
Strathmore University strives to make a significant contribution to the community's social, intellectual, economic and cultural development locally as well as internationally.



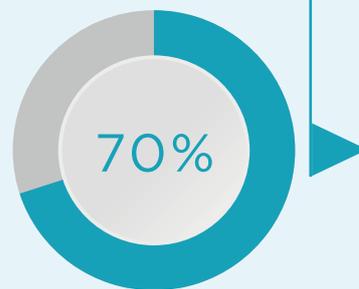
Transformative Staff Experience

This pillar envisages a supportive, developmental environment and culture in a community in which every member of the University is enabled to achieve his/her full potential and support the key objectives of the University strategy.

STATISTICS:

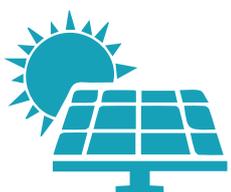


Strathmore University graduates most preferred by employers.



Graduates were employed within 3 months of completing their degree In **2019**.

GREEN ENERGY:



1st Carbon rated institution in solar energy in Africa.

CROSS-CUTTING RESEARCH:

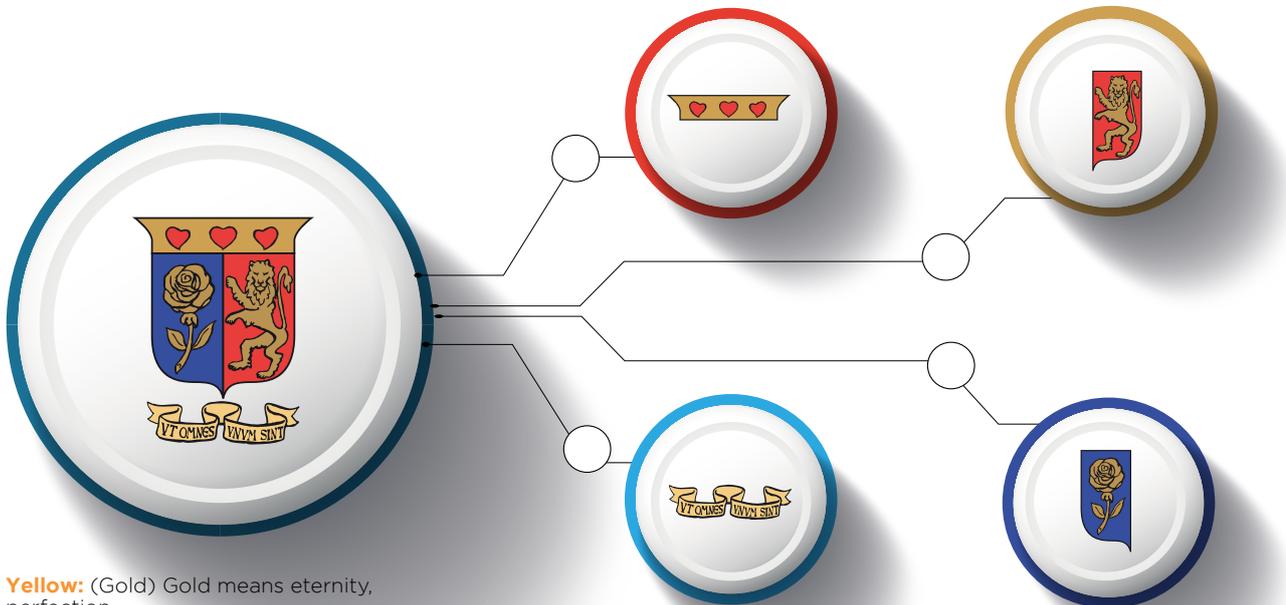


Global Challenges Research Fund (GCRF) Scoping studies on electric mobility and cook stoves - Ethiopia.

OUR IDENTITY

The **Three Hearts** represent the three races which, in 1961 when the University started, were segregated in the colonial system of education. Today, it symbolises the common aim of parents, teachers and students in the educational process of Strathmore.

The **Lion** is the symbol of strength and courage, and of the determined fight for excellence and justice. It also represents Kenya, our country, which strives to attain all the qualities mentioned above.



Yellow: (Gold) Gold means eternity, perfection.
Blue: (Azure) Sky blue means high ideals, high aims.
Red: (Gules) Blood red means sacrifice, love, fortitude.

The **Motto** "*Ut omnes unum sint*" is Latin. It is a quotation from a passage of the Gospel, and means "That all may be one".

The **Rose** in full bloom represents love, the source of all good desires and actions, even if at times this means loving sacrifice, as represented by the thorns.

OUR VISION

To be a leading entrepreneurial university, positively impacting society by doing excellent work

OUR MISSION

To provide all-round quality education in an atmosphere of freedom and responsibility excellence in teaching, research and scholarship, ethical and social development and service to society.



OUR VALUES

Our values help create a culture where our students, and staff feel supported, valued, respected and inspired. Our eight core values form the acronym SELF - SPEC.



SERVICE TO SOCIETY

We serve society through research, education and institutional citizenship.

EXCELLENCE
Through sanctification of work, we strive for work excellence and the highest-quality output.



LIFE-LONG LEARNING

We develop programmes and adapt teaching methods that equip learners with skills and tools for innovation and adaptability, and personal development.

FREEDOM AND RESPONSIBILITY
We respect the freedom of the individual person and acknowledge that with freedom comes responsibility.



SUBSIDIARITY

We seek to provide solutions at the most immediate level to a need.

PERSONALIZED ATTENTION
We seek to provide an environment where all our stakeholders can receive individual and customized service and support.



ETHICAL PRACTICE

We honour the beliefs, morals and values of the academic profession and help others to do the same.

COLLEGIALITY
We respect one another's commitment to a common purpose and work together to meet the needs of our clients.



OUR SCHOOLS AND RESEARCH CENTRES

OUR SCHOOLS

With 6 diploma programmes, 15 undergraduate programmes, 16 master degrees and PhD programmes, 7 professional programmes, and several executive professional training offerings, Strathmore University continues to provide competitive high quality education. This takes place in a diverse student community from 40 different nationalities, and served by staff with a balanced 1:1 representation of men and women from 12 different countries.

Strathmore University Schools:



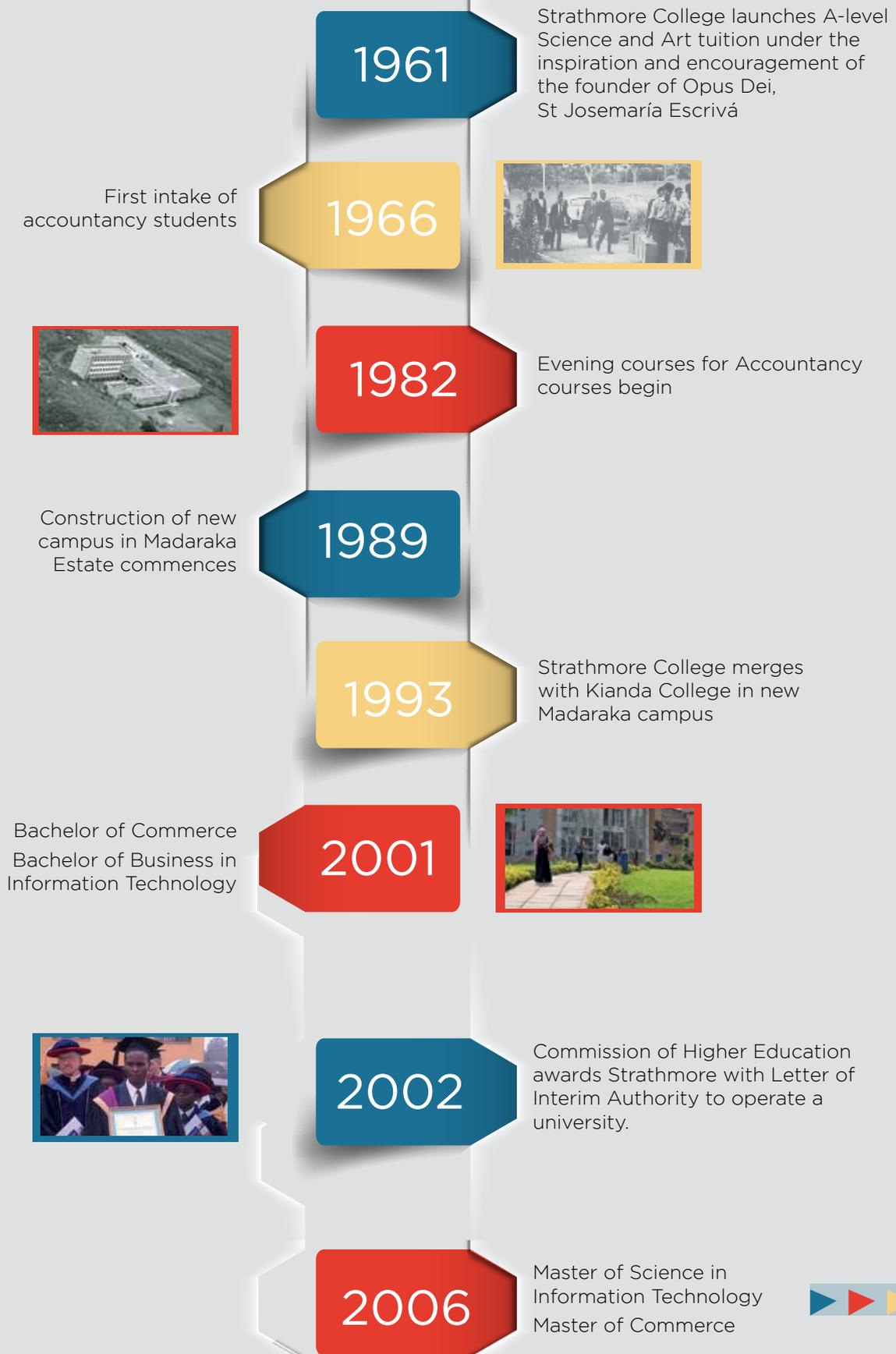
OUR RESEARCH CENTRES

Strathmore is a research-intensive university with 15 research centers:





MILESTONES OF STRATHMORE



2018

School of Management and Commerce merges with the Business School to form the Strathmore University Business School

Master of Science in Development Finance
Master of Science in Management in Agribusiness
Doctor of Philosophy in Business Management

2017



2016

Bachelor of Arts in Communication
Bachelor of Arts in Development Studies and Philosophy
Bachelor of Arts in International Studies
Master of Laws

Master of Science in Information Systems Security
Master of Science in Statistical Science
Master of Science in Bio-mathematics
Master of Science in Mathematical Finance

2015

2013

Master of Public Policy and Management



2012

Bachelor of Laws
Master of Science in Mobile Telecommunications and Innovation
Master of Administration in Healthcare Management



2011

Bachelor of Science in Informatics
Bachelor of Science in Telecommunications
Master of Science in Educational Management

Bachelor of Business Science in Financial Economics

2010

Bachelor of Business in Actuarial Science
Bachelor of Business Science in Finance
Master of Applied Philosophy and Ethics

2008

Bachelor of Science in Tourism Management
Bachelor of Science in Hospitality Management
Bachelor of Science in Leadership and Management



2007

Master of Science in Computer-Based Information Systems





STRATEGIC
REVIEW

02

Thomas More Building

INTRODUCTION

The University's Strategic Plan is aimed at helping the University realise its vision of becoming a leading outcome-driven entrepreneurial research University by translating excellence into a major contribution to culture, economic well-being and quality of life. To measure the success of achieving the University's Strategic objectives, the Strategy and Quality Assurance Office, in 2019, embarked on the task of reviewing the 2015-2025 University Strategy. The objective of this review was to determine the extent to which the University was meeting its strategic objectives and provide more focused direction towards meeting its Strategic Goals by 2025.

The review indicated that the University supported; by its three pillars - transformative student experience, research and innovation and service to society, had managed to maintain the University's brand of excellence over the past five years. Some of the key outcomes from the mid-term review included restating the University vision, introducing a Fourth Pillar - Transformative Staff Experience - and identifying key strategic areas that cut across all Schools and Departments thus enabling the implementation of the University Strategy.

The key areas of focus going forward were proposed as follows:

| | | | |
|--|--|---|---|
| <p>Employee Engagement: Staff engagement is critical to the adoption and implementation of the Strategic Plan 2020-2025</p> | <p>Internationalisation: There is a need to adopt a comprehensive approach to internationalisation with high levels of mobility for students and staff, strong global partnerships and a vibrant international and intercultural campus</p> | <p>Digitalisation: "Digital first" Approach: Leveraging a full range of operational data to provide insights and promote a data-driven decision-making culture</p> | <p>Institutional Excellence: Continuous focus on building institutional excellence whilst checking against operational reality</p> |
|--|--|---|---|



| | | | |
|--|---|---|--|
| <p>Impact Assessment: Effectively capturing the voice of students and staff and measuring our impact on society to keep our mission alive</p> | <p>Continuous Quality Improvement: Embed a culture of continuous quality improvement across the University</p> | <p>Measures and Incentives: Provide incentives and rewards to staff and students so as to encourage a culture of excellence and adherence to the University's mission and values</p> | <p>Enhanced Collaboration and Partnerships: Continuous focus on building partnerships in order to establish and manage successful collaborations and partnerships</p> |
|--|---|---|--|

VISION

The University's vision statement, after careful deliberation, has been modified - making it simple and easy to recall. The vision statement now reads as follows: **"To be a leading entrepreneurial university, positively impacting society by doing excellent work"**

Pillars that support our Strategy

1

Transformative Student Experience

2

Research and Innovation

3

Service to Society

4

Transformative Staff Experience

This was a recommendation made after the mid-term review. As University staff, be they academic or administrative, are key in differentiating us from other institutions, the University has an ambitious plan to invest, support, develop and nurture individual talents.



We have integrated the Sustainable Development Goals (SDGs) into our pillars, with special focus on SDG numbers 1, 4, 7, 8, 9 and 17. By doing so, we transform our capitals; human, natural, intellectual, manufactured, financial, and social and relationship, to further increase value for the University and our stakeholders.

Our strategic plan is aimed at helping us realise our vision of becoming a leading outcome-driven entrepreneurial research University by translating our excellence into a major contribution to culture, economic well-being and quality of life. We measure our strategic success against three pillars which are;

- **Transformative student experience**
- **Research and Innovation**
- **Service to Society**

We are integrating the Sustainable Development Goals (SDGs) into our pillars with special focus on SDG numbers 1, 4, 7, 8, 9 and 17 as they blend seamlessly with the pillars. By doing so, we transform our capitals; human, natural, intellectual, manufactured, financial, and social and relationships, to further increase value for the University and our stakeholders.

Pillar 1: Transformative Student Experience

As our students are among our key stakeholders, the University's strategic directive is centered upon prioritizing quality education and lifelong learning opportunities with the sole aim of transforming our students so that they too can transform society and the world at large. Strathmore University's reputation is further pegged on transformative student experiences which include: high quality learning experience, supportive student financing, up-to-date technology for learning and vibrant extracurricular activities.

We understand that the University will constantly be in need of a high calibre of human capital to facilitate the overall outcome of a transformative student experience. In order to maintain quality standards in this regard, the University makes use of its internal quality assurance mechanism of reviewing and evaluating the quality of education and research. This framework provides a set of integrated policies and practices that guide management, implementation and adaptation of quality assurance of our human capital to ensure its sustainability.

The University has also embarked on strategic and pivotal partnerships through student exchange programmes such as with Canada's University of British Columbia (UBC) and USA's Cornell University, or the Memorandum of Understanding with Sciences Po (France) on dual degrees in Humanities and Social Sciences. Every year, students participate in various international trips in a bid to add to their knowledge base through exposure with their international counterparts.

Strathmore University takes a proactive approach towards employability of its graduates embedding it as one of the key outcomes in the University's strategy. The development of a mechanism for employability is supported by the office of Career Development Services in collaboration with the schools and faculties as well as employer linkages. This supporting structure provides a bridge between students and industry through various career-related events and services. It also allows for the creation of intelligence on the current labour market, which provides a basis for the continuous adaptation of the academic offers to the changing labour markets. In addition, community and industrial attachments are pre-requisite for a student to graduate.

There has been an overall increase in the student population from 2018 to 2019 as follows:

Diploma - 5%

Undergraduate - 9%

Postgraduate - 2%

Pillar 2: Research and Innovation

The University has sixteen vibrant Research Centres and Institutes that foster innovation spanning across health and health-care management, mobile application and cyber security, renewable energy and energy efficiency, public policy, governance and integrity, entrepreneurship, sustainable tourism, mathematical modelling and applied statistics, extractive industries and intellectual property. The outcomes of this Pillar are measured by high quality researchers, high capacity building in research personnel, high innovation output and increase in research funds.

The University has, to a great extent, through research and innovation contributed towards the Sustainable Development Goal (SDG) 7 of providing affordable and clean energy.

The Strathmore Energy Research Centre (SERC) has observed the need for non-technical courses in the energy sector focusing on finance, policy, regulation and management and launched a series of courses on sustainable energy targeting a wide range of professionals.

Pillar 3: Service to Society

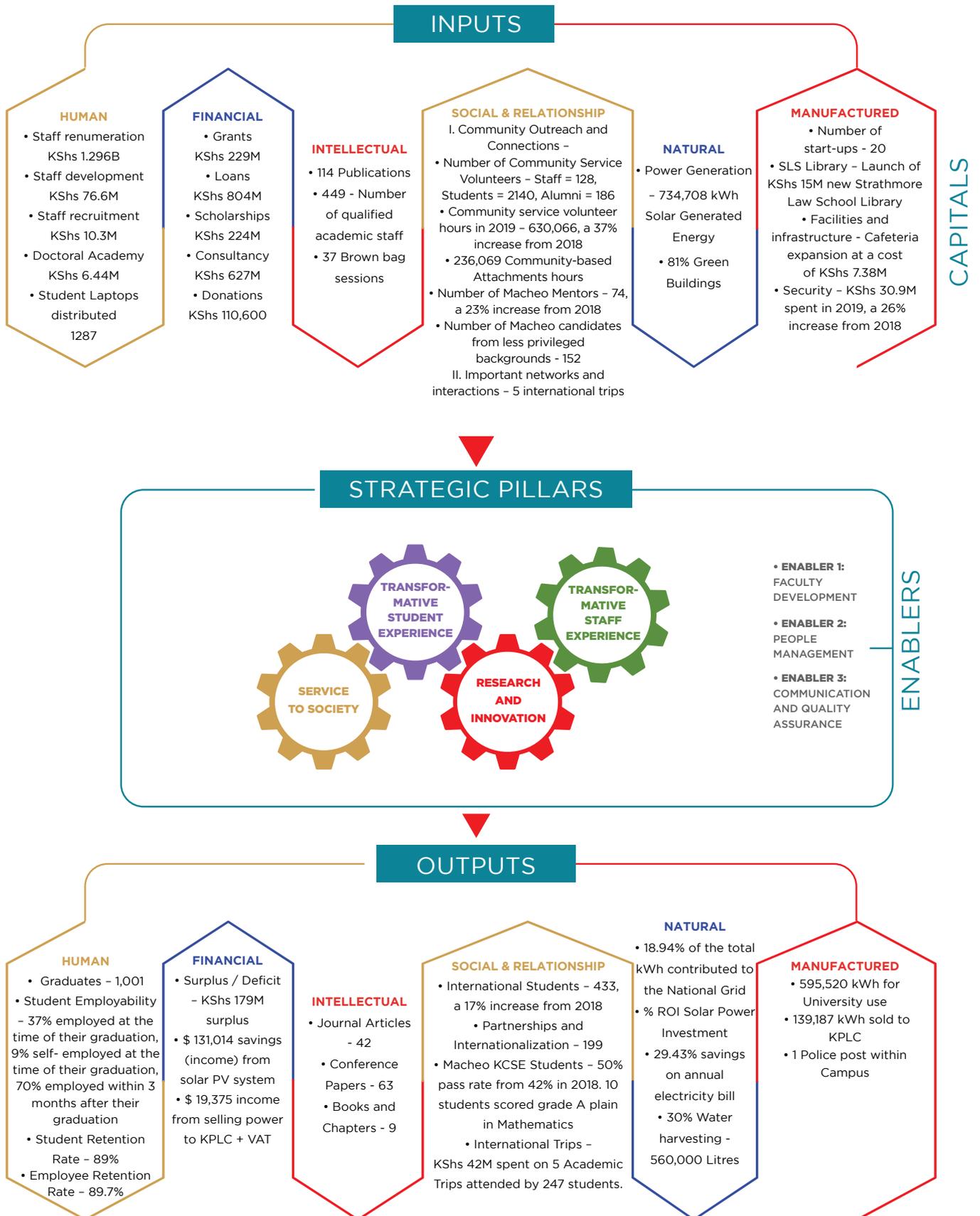
Strathmore University strives to make a significant contribution to the community's social, intellectual, economic and cultural development locally as well as internationally. We believe that through research, education and institutional citizenship, we can contribute towards SDG 1; eradicating poverty. We require all our undergraduate students to dedicate a minimum of 200 hours in community service through the community-based attachment programme. A dedicated department, Community Service Centre (CSC), coordinates the activities of students and staff that cater for the less-privileged in society. We measure the outcomes of this Pillar by the impact of the involvement of students and staff in society. The growth of an endowment fund, momentarily supported by staff contributions and "Elimisha Stratizen" (educate a Strathmore citizen), a term coined by the students themselves to support their classmates in need.

Two capitals; Financial Capital and Social and Relationship Capital support Strathmore's Student Financing and Community Outreach. Strathmore University provides financial aid to its students in the form of scholarships, bursaries, student discounts and loans. The University, through its Financial Capital Endowment Fund and other partners such as KIVA and Higher Educations Loans Board (HELB), provides student financial aid. The number of partners in student financing increased from 22 in 2018 to 27 in 2019. The percentage number of students benefitting from scholarships and loans has increased over the last five years from 12.3% in 2015 to 30.1% of the total student population, with external scholarships increasing by 60%. The ratio of male to female recipients was at 55:45% respectively.

Pillar 4 Transformative Staff Experience

This new pillar envisages a supportive, developmental environment and culture in a community in which every member of the University is enabled to achieve his/her full potential and support the key objectives of the University strategy. It builds progressively on the University's values, and responds to the priorities of our University, as we seek to support our people in delivering the University's Strategy 2020 - 2025. The outcomes of this Pillar are measured by an effective performance management system, a highly skilled workforce and an effective system of staff recruitment and retention. Our concern for the wellbeing of our staff influences the wellbeing of our students and society as a whole. Through transformative staff experience we contribute towards SDGs 3 (Good Health and wellbeing), 4 (Quality Education) and 8 (decent work and economic growth).

OUR BUSINESS MODEL







03

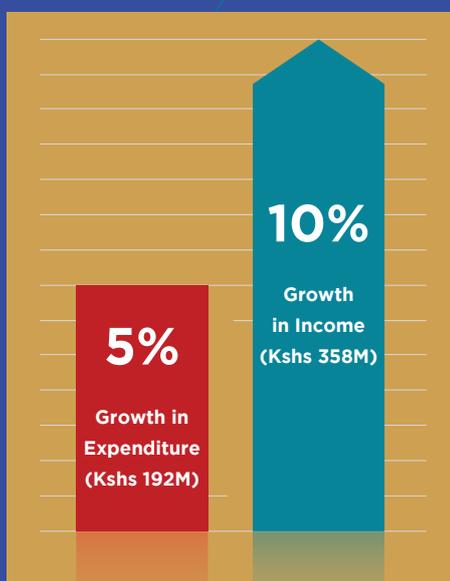
FINANCIAL
OVERVIEW

FINANCIAL STATEMENTS ALIGNED WITH FOCUS ON THE STRATEGIC PILLARS

| STRATHMORE UNIVERSITY STATEMENT OF COMPREHENSIVE INCOME | Yr. 2019 | | | | | Yr. 2018 | | | | |
|---|--------------------|-----------------------|--------------------|------------------|----------------|--------------------|-----------------------|--------------------|------------------|----------------|
| | Student Experience | Research & Innovation | Service to Society | Staff Experience | Total | Student Experience | Research & Innovation | Service to Society | Staff Experience | Total |
| | ShsM | ShsM | ShsM | ShsM | ShsM | ShsM | ShsM | ShsM | ShsM | ShsM |
| Fees & Student Related Income | 3,292 | - | - | - | 3,292 | 2,990 | - | - | - | 2,990 |
| Research & Training Income | - | 594 | - | - | 594 | - | 513 | - | - | 513 |
| Donations and Grant Income | - | - | 44 | - | 44 | - | - | 68 | - | 68 |
| Total Income | 3,292 | 594 | 44 | - | 3,930 | 2,990 | 513 | 68 | - | 3,572 |
| Student experience & Operating Expenses | (1,523) | - | - | - | (1,523) | (1,502) | - | - | - | (1,502) |
| Research & Consultancy Expenses | - | (642) | - | - | (642) | - | (329) | - | - | (329) |
| Scholarship & Community Outreach Expenses | - | - | (213) | - | (213) | - | - | (388) | - | (388) |
| Staff Experience & wellbeing expenses | - | - | - | (1,373) | (1,373) | - | - | - | (1,340) | (1,340) |
| Total expenses | (1,523) | (642) | (213) | (1,373) | (3,751) | (1,502) | (329) | (388) | (1,340) | (3,559) |
| Surplus (deficit) for the year | 1,769 | (48) | (169) | (1,373) | 179 | 1,489 | 184 | (319) | (1,340) | 13 |

YEAR 2019 GROWTH IN INCOME AND EXPENDITURE AS COMPARED TO YEAR 2018

The year under review saw our income grow by over **358M** representing a **10%** growth. The expenses grew by **192M** representing **5%** growth. This is backed by a solid asset base which forms an integral part in driving our strategy and creating an enabling environment for achieving our goals.



Sustainable growth rate achieved with a **10% income growth** as compared to **5% growth in expenditure.**

NET MARGIN RATIO

4.556%
Yr 2019

0.361%
Yr 2018

STUDENT EXPERIENCE

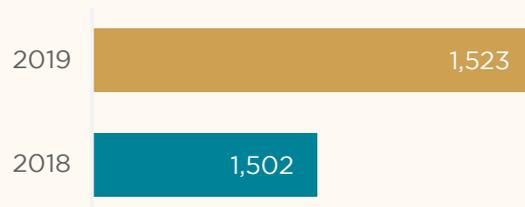
| | | | |
|---|------------------------------|------------------|--|
| 25% Growth in Student Population | Yr: 2018: | Yr: 2019: | 10% Growth in fees and student related income |
| | 6,061 Students | 7,580 Students | |
| | Nationalities represented 40 | | |

| | | |
|--|------------------------------|-----------------|
| 1% Teaching & Operating Expenses remained the same due to better costs management | Yr: 2018: | Yr:2019: |
| | 1,197 Staff | 1,144 Staff |
| | Nationalities represented 12 | |

Fees & Student Related Income (KshsM)



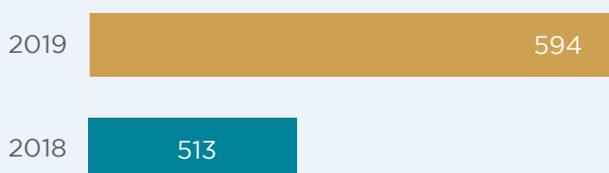
Student Experience expenses (KshsM)



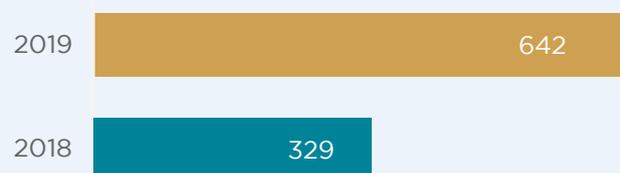
RESEARCH AND INNOVATION

| | | | |
|---|------------------|---|--|
| 16% Growth in Research and Training Income | Yr: 2018: | Yr: 2019: | 95% Growth in Research and Consultancy Expenses |
| | 18 Centres | 12 Centres The research centres reduced to 12 as a result of merging some centres for greater efficiency and better synergy | |

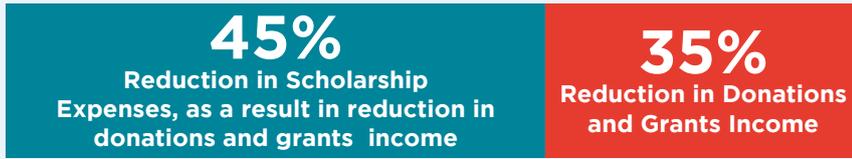
Research & Training Income (KshsM)



Research & Consultancy expenses (KshsM)

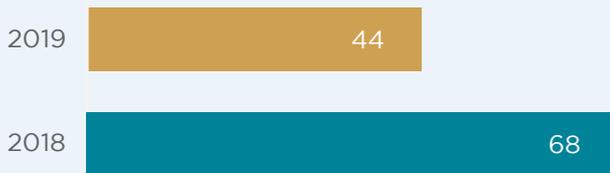


SERVICE TO SOCIETY

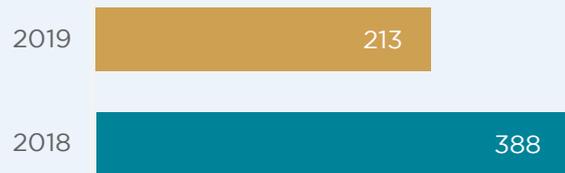


Consistent expenditure on community service projects in partnership with our stakeholders is important to us as we aim to improve quality of life for various communities in the country.

Donations and Grants Income (KshsM)



Scholarship & Community Outreach expenses (KshsM)



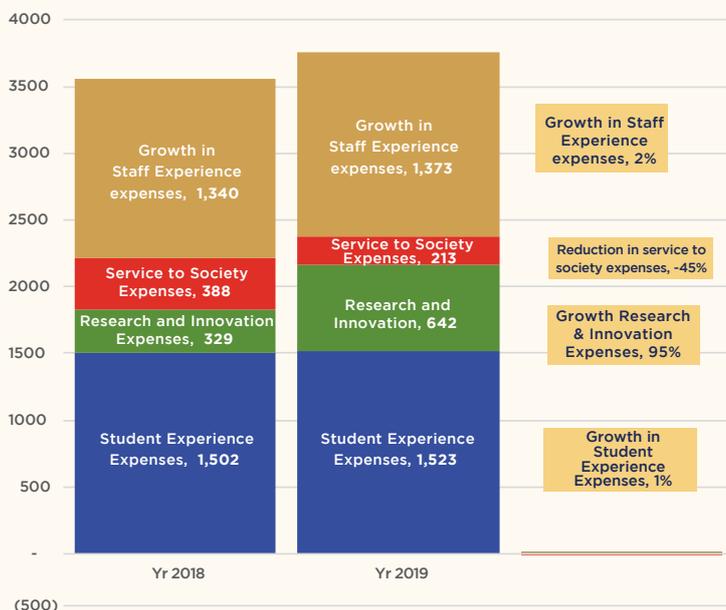
STAFF EXPERIENCE

Staff experience & wellbeing expenses (KshsM)

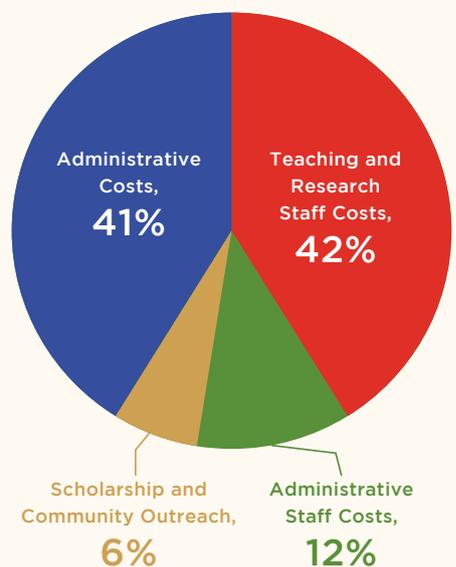


Through transformative staff experience, we contribute towards SDGs 3 (Good Health and wellbeing), 4 (Quality Education), and 8 (decent work and economic growth). In the year under review, we spent 41% more on teaching and research staff costs.

Analysis of Growth in Expenses



Yr 2019 Expenditure Appropriation



TOTAL COST APPROPRIATION

| Strategic Pillars | Student Experience | Research & Innovation | Service to Society | Staff experience |
|---------------------------------------|---|--|--|---|
| Teaching & Research Staff Costs (42%) | Provision of world class teaching and academic staff i.e Fulltime and part-time teaching staff costs, academic and teaching staff benefits. | Provision of research & consultancy expenses i.e. research expenses, doctoral academic conferences costs, hire of consultants etc. | Costs and expenses incurred on supervising students on community service programmes | Costs and expenses incurred on doctoral fellows staff costs, doctorate academy and staff training costs, research conference costs, exchange programme costs, work permits etc, |
| Administrative Staff Costs (12%) | Provision of highly qualified academic & Student Support Staff i.e. Faculty/ schools Administration Staff Costs, Students' Mentoring Staff Costs, Admissions Staff Costs, Library Staff Costs, Cafeteria Staff Costs, Student Financial Aid Staff Costs, etc. | Provision of highly qualified technical Research Support Staff i.e. Research Office Staff Costs, Research labs staff costs, Research centres staff costs, Doctorate Academy Administrative Staff Costs etc. | Provision of highly qualified Community Outreach Programme Staff i.e. Strathmore foundation staff costs, Community Outreach Department Staff Costs & Benefits etc. | Costs and expenses incurred for the benefit of administrative and non-teaching staff i.e. bursaries for staff and staff children, medical expenses costs, Medical Center Staff Costs, ICT Staff Costs, Finance Staff Costs etc. |
| Scholarship & Community Outreach (6%) | Provision of tuition/ fees bursaries, stipends to students' accommodation, and upkeep to bright and needy students | Research & Patent Costs on the Solar Bicycle in remote areas, research on green energy for the population etc. | Costs incurred for mentoring and tutoring high school students from marginalised and needy societies/ areas (Macheo Programme and community outreach programme) | Costs incurred by Macheo Programme and community outreach programme staff i.e. out of station expenses, per diem expenses, accommodation expenses etc. |
| Administrative Costs (41%) | Provision of infrastructure and environment conducive to world class teaching and learning i.e. online teaching and learning services, security services within the university, cleaning & gardening services, building maintenance, software licenses and support, sports facilities maintenance, costs of providing laptops to all first year undergraduate students etc. | Provision & maintenance of infrastructure and environment conducive to world class research and innovation i.e. research labs , incubation facilities for research costs, research academy costs, conference travel and logistics costs, research data collection costs of research offices, research software licenses etc. | Provision of food, medical supplies and logistic costs for medical work camps in needy and remote areas, material and logistic costs incurred to construct classrooms for primary and secondary schools in remote areas etc. | Cost incurred by the University in provision of world class facilities for benefit of staff, maintenance costs of the University , cleaning and sanitation costs, gardening services etc. |

STRATHMORE UNIVERSITY

STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2019

| Assets | 2019 | 2018 | | 2019 | 2018 |
|--------------------------------|--------------|--------------|---|--------------|--------------|
| Non-Current Assets | Kshs M | Kshs M | Capital Fund & Liabilities | Kshs M | Kshs M |
| Tangible & Intangible Assets | 5,156 | 5,145 | Capital & Revaluation Reserves | 3,439 | 3,304 |
| Endowment & Designated Funds | 124 | 61 | Designated Funds | 71 | 106 |
| | 5,280 | 5,205 | | 3,510 | 3,409 |
| Current Assets | | | Non-Current Liabilities | | |
| Inventory | 46 | 45 | Endowment & Designated Funds | 632 | 500 |
| Trade & Other Receivables | 979 | 749 | Long-term Loans | 639 | 707 |
| Prepayments | 17 | 24 | | 1,271 | 1,207 |
| Amounts Due to Related Parties | - | - | Current Liabilities | | |
| Cash & Cash Equivalents | 263 | 185 | Payables & Accrued Expenses | 1,639 | 1,433 |
| | 1,305 | 1,003 | Short-term Loans | 165 | 159 |
| | | | | 1,804 | 1,592 |
| Total Assets | 6,585 | 6,208 | Total Equity & Liabilities | 6,585 | 6,208 |

REVENUE GENERATED PER 100 KSHS OF ASSETS

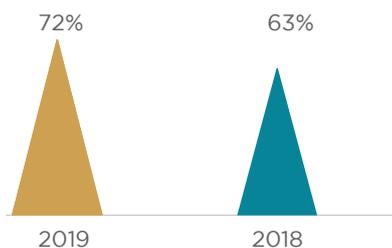


4%
Asset utilisation increased by 4% and this led to the University achieving its goals and financial sustainability

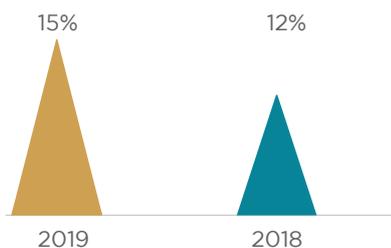
WORKING CAPITAL RATIOS

There was an improvement in Cash and Cash Equivalent to current liabilities and total assets and this led to an improvement in Current Asset Ratio.

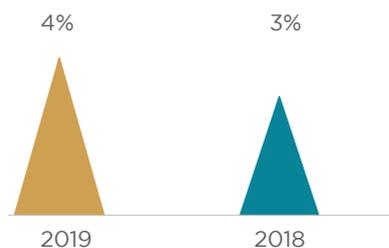
Increased Current Assets to Current Liabilities



Improved Cash & Cash Equivalents to Current Liabilities

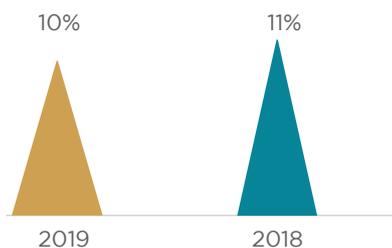


Improved Cash & Cash Equivalents to Total assets

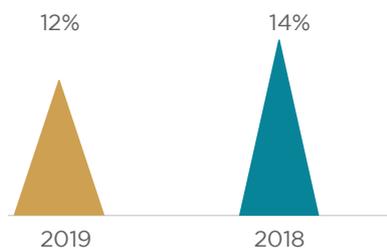


GEARING RATIOS

Reduced Long-term External Debt Funding



Reduced External Debt Funding



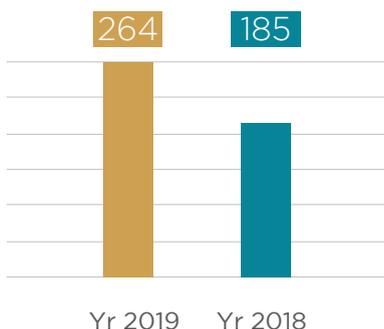
Reduced External Debt Financing was the result of timely repayment of Loan Obligations.

STRATHMORE UNIVERSITY STATEMENT OF CASHFLOW AS AT 31 DECEMBER 2019

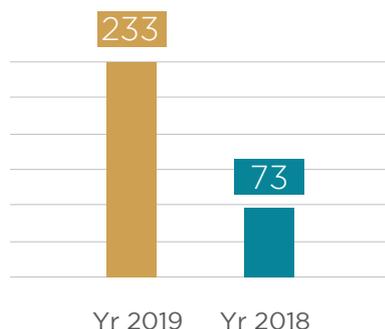
| | Yr. 2019 KShs M | Yr. 2018 KShs M |
|---|--------------------|--------------------|
| Net Cashflows from Operating Activities | 423 | 328 |
| Net Cashflows from Investing Activities | (233) | (73) |
| Net Cashflows from Financing Activities | (120) | (105) |
| Net Cashflows | 70 | 150 |
| Add Cash & Cash Equivalents B/F | 193 | 35 |
| Cash & Cash Equivalents C/F | 264 | 185 |

CASHFLOW APPROPRIATIONS RATIOS

43% Increase in Cash & Cash Equivalents (KShs. M)



218% increase in Net Capital Investments (Kshs. M)



15% increase in Net Loan Repayments (Kshs. M)



The above graphs demonstrate:

- A 43% increase in Cash & Cash Equivalents improved the University's Cash flow position to meet its obligations.
- A 218% increase in Capital Investments improved/increased the University's properties and assets.
- A 15% increase in Net loan repayments reduced the University's long term liabilities.

Sir Thomas More Building





STAKEHOLDER
ANALYSIS AND
ENGAGEMENT

04

Stakeholders have been identified in the business literature according to their relationships to organisations. They are any party who can place a claim on an organisation's attention, resources or output, or which is affected by that output. Okechukwu and Ukpere¹ observe that no proper organisation can function independent of its environment. Each is made up of an internal structure, and exists within a framework of interrelated system of relationships with key stakeholders such as competitors, donors, consumers, regulators, the media, and so on.

Strathmore University has moved stakeholder management toward a "names and faces" orientation, with specific identification of and communication with stakeholders, to avoid the anxiety of facing an infinite number of persons who have interest in, or are affected by, the organisation. The University acknowledges that each of our stakeholders forms an integral part of our institutional structure. We facilitate in-depth analysis and engagement to strengthen our interdependency with our wide range of key stakeholders.

In 2019, the University implemented the AA1000 Stakeholder Engagement Standard (SES) because it has continuously established grounds for our quality stakeholder engagement. This framework is dedicated to creating responsibility and transparency within our stakeholder network in both our corporate and non-corporate capacities.

Principles of AA1000 Stakeholder Engagement Standard:

- Inclusivity
- Materialism
- Responsiveness

The principles of inclusivity, materialism and responsiveness are effected to facilitate the application of our tailor-made action plans to satisfy our stakeholder needs at various levels of intensity as well as priority thus allowing for a systematic and organised way of engaging our stakeholders at all times.

Our Stakeholders Graphical Representation

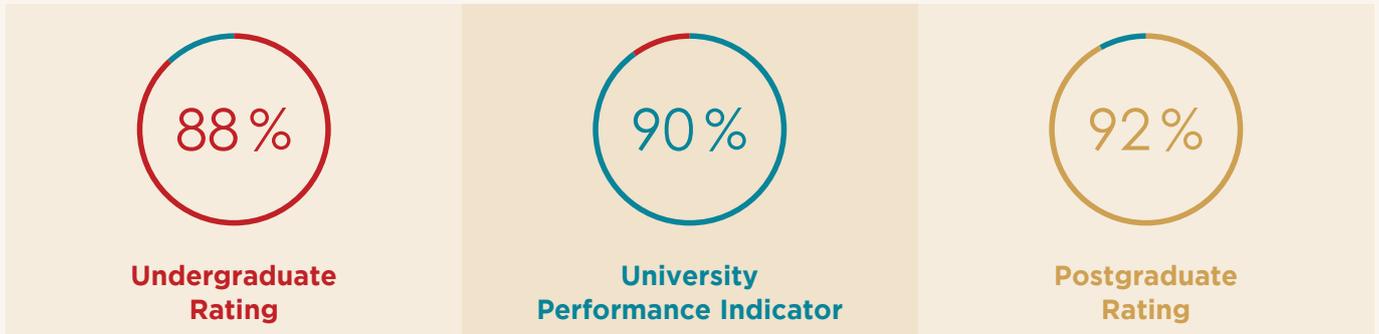
| Stakeholder | Engagement |
|---------------------------------|--|
| Students of Graduate Programmes | Quality education; Quality facilities; International exposure; International faculty; Quality research supervision; Flexible learning programmes; International reputation; Relevant programmes. |
| Current Students | High calibre of teaching staff; A valued certificate; Employability; Entrepreneurial skills; Ability to proceed to graduate level; Sporting facilities; Extracurricular activities; IT-enabled processes; Mentoring and coaching. |
| Parents/Guardians | High education standards; Safety and security; Quality services at affordable costs; Employability; Well-groomed students. |
| Employers | Right skills and capabilities; Application of theory to practice; Critical and analytical skills; Self-driven individuals. |
| Staff | Professional development; Good working environment; Family friendly. |
| Governing Board | Leadership; Stakeholder engagement, Accountability; |
| Donors | Institutional leaders; Role models; Accountability; Accurate and timely reporting. |
| Partners | Value addition; Joint ventures; Excellence; Ethical behaviour; Practice-focused innovation in the curriculum; International linkages. |
| Sponsors | Favourable payment conditions; Develop broader partnerships; IT-enabled processes. |
| Local Community | Raising their profile; Employment opportunities; Consultations in matters that impact their operations; Access to healthcare and sports facilities; Consultancy services; Student volunteering. |
| Alumni | A University to be proud of; Consistent engagement with the University; Enhanced brand image. |
| Regulatory Agencies | Adherence to set standards; Relevant curriculum; Quality resources in terms of students and staff; Quality and affordable education for all students; Potential student undergraduate programmes Quality education; High reputation; Qualified faculty and staff; Employability; Extracurricular activities; Soft skills development; Mentoring and coaching. |
| Research funders | Innovations; Solutions; New thinking; Future thinking. |
| Nature | As our ultimate service provider, home and environment. |
| Suppliers | They provide the raw materials or components that the University uses to conduct its affairs. |

¹ From "Stakeholder Relations Management as a Public Relations Tool for Socio-Economic Development in Nigeria" by Itanyi, Okechukwu & Ukpere, Wilfred, 2014, *Mediterranean Journal of Social Sciences*. 5. 21. 10.5901/mjss.2014.v5n10p21.Reprinted with permission.

Students

Students, our major stakeholder, are at the centre of the University's functions. Therefore the level of satisfaction experienced by the students mirrors the quality of service offered by the University.

In 2019, the Student Council represented Strathmore University's student body by acting as a platform through which students could express their views concerning the University's student experience as stipulated in the University's statutes. Furthermore, in the year in review, the University conducted a graduates' satisfaction survey to measure the student experience rating as set against that of the University, which was as follows:



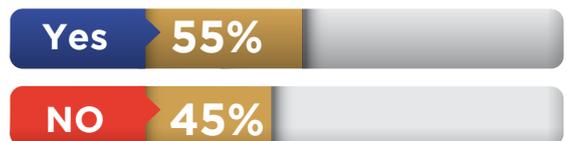
Students' employment status and industry-driven engagement

Strathmore University understands that the development of our students does not stop at graduation. While universities are under increasing pressure to demonstrate that their graduates are ready to proactively navigate the world of work, Strathmore University has over the years been executing the POOL Model framework across the courses it offers. The model reflects industry practice through implementing workplace realities such as multidisciplinary teamwork with disciplinary constellations driven by the nature of the tasks. The core strategy is to engage students with industry and make such engagement an integrated part of the undergraduate design curriculum.

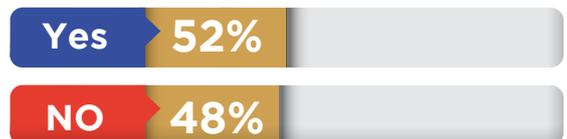
In the year under review, we focused our efforts on preparing our students for life after university. The Strathmore University's Careers Office held 4 Career Fairs which engaged 64 companies and saw over 800 students actively participate. Other campaigns included Company-driven case studies, mock interview sessions, guest lectures from industry players, career guidance sessions and internship placements. This equipped our students with updated knowledge on career-related decisions necessary to firmly establish themselves in the highly competitive job market.

In addition, a graduation exit survey conducted on the graduate class of 2019 provided important feedback on their employment status after university. The survey revealed that 37% of the graduates were in employment by the time of their graduation, an increase of 9% from 2018. 9% of our graduates were self-employed at the time of graduation while 70% of the graduates were employed within 3 months of completing their degree. 82% of those who were self-employed had started their own businesses and 66% of them had developed their startups while studying in the University.

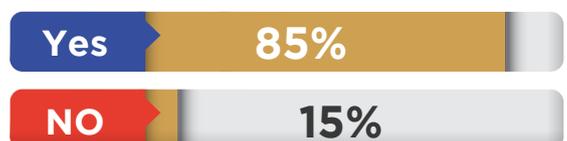
Requirement of Academic Degree for the position



Graduates considering post graduate programmes



Relation between current position and career aspiration



Employing Organizations



Parent/ Guardian Engagement

Parents and guardians of students provide foundational services to students through their closer interaction with the student when they are off-campus. As a non-residential University, proactive participation of parents/guardians in the student's education is key to the promotion of improved student experience.

To facilitate this engagement, Strathmore University's Mentoring Services hosted 19 parent/guardian forums in 2019 to solidify the partnership with the parents/guardians and the University and also to provide reciprocal support for the students' successful development. Some of the key topics discussed during the forums include:

1. Transition to University, what parental support means for the young professional student, by the Deputy Vice Chancellor – Research and Innovation, Prof. Izael Da Silva.
2. Parents' support for career and personal development: The concern for the all-round development as your child makes career choices, by Dr. Mc Fie.
3. Parental support post-university, by Dr. Akidiva.
4. Parental awareness/acceptance of student's performance, by Mr. Raymond Mutura.

Keeping the family together

The Family unit is the most important agent of socialisation and a fundamental social institution in society. It is the primary school of values, norms, and beliefs. The family unit is ultimately influential in so far as an individual's academic performance and career success is concerned.

Strathmore University is privy to the role of family in society and has over the years, through the Strathmore University Institute of Family Studies and Ethics (IFS), endeavoured to promote the stability of families in Kenya. The institute provides leadership and research in interdisciplinary research, family-related education, advocacy, and social outreach initiatives.

In the year under review, the University was actively involved in the process of the formulation of Kenya's National Family Policy. It also ran family-related education titled "keeping my family together series", whose aim was to provide valuable insights that would be useful in building strong and healthy families.

Community Service Engagement

The year in review was marked by an increase in student participation and engagement in more work camps and more sustainable projects. There was an increase in staff donation, especially through the Staff Giving and Meal Allowance Campaign. Departments also showed interest in engagement, and we are continuously seeking ways of having the majority of them take up annual activities aligned to the 3rd pillar - service to society.

The desire to present a more vibrant and impactful force saw the Community Service Centre (CSC) implement a new Vision, Mission and values as follows:

Vision: To make service to society a way of life

Mission: To empower individuals and communities using education, character development and philanthropic activities

Values: Compassion, Integrity, Inclusivity, Collaboration, Empowerment, Personalised attention, Freedom and responsibility

In order to ensure that we live in the spirit of inclusion, we started official training on Sign Language. The goal was to increase our capacity to share insights learned with the deaf in our society. By the end of 2019, 3 classes were running, with more than 30 participants (staff, students and alumni). We are currently working closely with students from St. Michael's School for the Deaf in Kitui and Machakos School for the Deaf.

Regulators

The Commission for University Education (CUE) is mandated to assure the public and stakeholders that education offered in universities authorised to operate in Kenya is of good quality, accessible, affordable, equitable and of relevance in accordance with The Constitution of Kenya, 2010; The Universities Act No. 42 of 2012; The Universities Act, 2016; the Kenya Vision 2030 and the strategic direction of the Government. To this effect, CUE conducted a quality audit in all universities in Kenya. The audit team was comprised of five members and focused on 13 key areas as specified in the terms of reference. It is worthwhile to note that Strathmore University passed this quality audit in nearly all aspects that were audited and a few areas of recommendation were made. The Office of the Deputy Vice-Chancellor, Academic & Student Affairs will oversee the implementation of the recommendations within the next academic year.

Research is one of our strategic pillars. Therefore, to continue to develop our research, we must adhere to the regulations set out by National Council for Science and Technology in line with the Science, Technology and Innovation Act of 2012.

Supplier engagement

Strathmore University engages a large number of suppliers of goods and services that are essential to the effective running of our institution. In this respect, our engagement with our suppliers is largely informed by a Service Level Agreement (SLA) tool. This tool is utilised in all our procurement activities, which include tendering and contract procedures.

In addition, the University has made a commitment to engage its suppliers under the guidance of highly ethical standards in our terms and conditions which protect the rights, obligations, and privileges of our suppliers and the University itself.



05

GOVERNANCE & **MANAGEMENT**



Strathmore
UNIVERSITY



FROM LEFT TO RIGHT:

DR. EDWARD MUNGAI - EX-OFFICIO MEMBER AND DVC PLANNING AND DEVELOPMENT | **DR. VINCENT OGUTU** - EX-OFFICIO MEMBER AND VICE CHANCELLOR DESIGNATE | **MRS. BERNADETTE MUSUNDI** - CHAIRPERSON | **MR. FERNANDO AIZPUN** - MEMBER | **MR. FERNANDO AIZPUN** - MEMBER | **DR. ELIZABETH GACHENGA** - EX-OFFICIO MEMBER AND DVC ACADEMIC AND STUDENT AFFAIRS | **MRS. CHRISTINE OCHIENG** - MEMBER



FROM LEFT TO RIGHT:

PROFESSOR JOHN ODHIAMBO - SECRETARY AND VICE CHANCELLOR | **DR. SUSAN KIBUE** - MEMBER | **PROFESSOR IZABEL PEREIRA DA SILVA** - EX-OFFICIO MEMBER AND DVC RESEARCH AND INNOVATION | **PROFESSOR TIMOTHY WAEMA** - MEMBER | **MR. DAVID OWINO** - MEMBER

NOT IN PICTURE: **MS. MARGARET OSURE** - MEMBER | **DR. CAESAR MWANGI** - DEPUTY CHAIRPERSON | **MR. ANTHONY KAHINDI** - EX-OFFICIO MEMBER AND UNIVERSITY SECRETARY

WHO GOVERNS US



MRS. BERNADETTE MUSUNDI
CHAIRPERSON

KEY AREA OF SPECIALITY - MARKETING
MEMBER OF THE COUNCIL SINCE - 2008

Mrs. Bernadette W. Musundi is the former Permanent Secretary in the Office of the Vice President and Ministry of Home Affairs, Heritage and Sports. During her service in the government, she played a key role in spearheading reforms in Kenya's Prisons Department and policies that concern gender development and children's welfare. She was instrumental in the coordination of administrative steps which led to the establishment of the Children's Act. She also led the opening up of the refugee management and initiated the development of the national sports policy framework. She served as the Vice President of the International Co-operative Alliance's (ICA) Global Women Committee which developed the policy framework for women in the co-operative movement. She was also the founding Chairperson of Regina Pacis College Board - a constituent College of Catholic University of Eastern Africa (CUEA). She sits on several boards of directors, among them as a Trustee of the Kianda Foundation; she is the current Chairperson of Transparency International (Kenya Chapter). She also served as the National Chair of the Trefoil Women's Guild of the Kenya Girl Guides Association and Chair of the BOG for Highridge Teachers College. She has also served on the boards of many schools. She previously worked as the Headmistress of Sing'ore Girls High School in Elgeyo Marakwet County.

Mrs. Musundi continues to participate in policy and governance at the national level having recently served as the Chairperson of the selection panel for Independent Election and Boundaries Commissioners (IEBC) in 2016.

She is a holder of a Bachelor of Arts and Master of Arts in Co-operative Management. She has also undertaken many professional courses in policy development, management and adult education both locally and internationally.



DR. CAESAR MWANGI
DEPUTY CHAIRPERSON

KEY AREA OF SPECIALITY - STRATEGY, CHANGE AND
RISK MANAGEMENT
MEMBER OF THE BOARD SINCE - 2012

Dr. Caesar is the Chief Executive Officer of ICEA LION Insurance Holdings Limited, a one-stop financial services provider offering innovative products and services in insurance, pensions, investments and trusts through its eight Companies in Kenya, Uganda and Tanzania.

Prior to joining the ICEA LION Group, Caesar served as the Managing Director of the Centre for Personal Leadership (CPL Africa) and as the Managing Director of Sasini PLC.

He has a PhD. in Organisational Performance and Change Management from the University of Johannesburg, an MBA from the Wits Business School in Johannesburg and a BA in Economics from the University of Nairobi. He is also a Certified Public Accountant (CPA), a Certified Internal Auditor (CIA) and a Certified Executive Leadership Coach.

Caesar has a robust optimism in the incredible untapped potential of Kenya and Africa at large and is energized by the endless possibilities that can benefit the common good. He is the Vice Chairman of the Strathmore University Council and chairs the Board of Kianda School in Nairobi.



PROFESSOR JOHN ODHIAMBO
SECRETARY AND VICE CHANCELLOR

KEY AREA OF SPECIALITY - MATHEMATICAL STATISTICS
MEMBER OF THE COUNCIL SINCE - 2003

Prof. Odhiambo is the current Vice Chancellor of Strathmore University and has served in that position for the past fifteen years. He is now on his last tenure of service.

He previously worked as a Professor of Statistics at the University of Nairobi and as the Chairman of the Department (now School) of Mathematics. He has also consulted for Rockefeller Foundation's Africa Regional Programme.

He has a PhD (Mathematical Statistics), Master of Science (Mathematical Statistics) and Bachelor of Science (Mathematics) all from the University of Nairobi.



MR. FERNANDO AIZPUN
MEMBER

KEY AREA OF SPECIALITY - ARCHITECTURE
AND PROJECT MANAGEMENT
MEMBER OF THE BOARD SINCE - 2008

An experienced architect, Mr. Aizpun has worked with Arquitectura y Urbanismo in Spain, Imara Educational Foundation, Tectura International, and Archten Architects in Kenya. He is currently a Director of Questworks Architecture Limited. in Kenya. He has been a registered architect with the Board of Registration Architects and Quantity Surveyors of Kenya since 1999.

Mr. Aizpun was a mentor at Strathmore College for six years and has been a trustee of Strathmore Educational Trust, a Director of Hodari Boys Club, and Mbagathi Study Centre and Satima Study Centre. He is a trustee of Strathmore Educational Trust.

He holds a Master of Architecture and Town Planning from the University of Navarra, Spain.

WHO GOVERNS US



PROFESSOR TIMOTHY MWOLOLO WAEMA
MEMBER

KEY AREA OF SPECIALITY - IT AND EDUCATION
MANAGEMENT
MEMBER OF THE COUNCIL SINCE - 2015

Timothy Mwololo Waema is an information systems academic and practitioner. He has worked for many years at the intersection of information technology, strategy, policy and innovation. He has extensive ICT consultancy experience that spans over 30 years in both private and public sector organizations in Kenya and the African region in many aspects of ICTs and development. He has also published widely in journals, conference proceedings and in books. He is Professor of Information Systems in the School of Computing and Informatics in the University of Nairobi, Kenya. He holds a Ph.D. degree in Strategic Management of Information Systems from the University of Cambridge and a Bachelor's Degree in Electrical and Electronics Engineering (Honours) from the University of Bath (UK).



DR. SUSAN KIBUE
MEMBER

KEY AREA OF SPECIALITY - ARCHITECTURE
MEMBER OF THE BOARD SINCE - 2015

Dr. Kibue is a Senior Lecturer at the Department of Architecture in the School of Architecture and Building Sciences at Jomo Kenyatta University of Agriculture and Technology (J.K.U.A.T) where she has been working for over 20 years. She has taught diploma, undergraduate and post-graduate architecture students over the years and has also been an external examiner at Makerere University in Uganda, Ardhi University in Tanzania and at the Polytechnic of Namibia. She is engaged in research and recently completed with her colleagues a Post Occupancy Evaluation research on both formal and informal low-cost housing initiatives in Nairobi.

Previously she was a member of the Advisory Board of the United Nations Capital Master Plan, New York. Currently she is a:

- Validation Panelist at the Commonwealth Association of Architects (CAA), from March 2016 to date.
- Member of the International Union of Architects (UIA), Architectural Education Commission, from March 2017 to date, and was in March 2019 nominated to the College of Fellows at the Architectural Association of Kenya.
- Appointed in June 2019, Chair of the Architects and Quantity Surveyors Education Board (AQSEB) of the Board of Registration of Architects and Quantity Surveyors (BORAQS), to date.



MR. DAVID OWINO
MEMBER

KEY AREA OF SPECIALITY - FINANCE
AND INVESTMENT
MEMBER OF THE COUNCIL SINCE - 2015

David is a Managing Partner at Ascent Capital. He previously worked for 12 years at Centum, a leading East African Investment Company where he quickly rose to Company Secretary, acting Managing Director and Head of Private Equity Division overseeing a portfolio of over \$150m.

He holds an MBA from Strathmore University Business School and a Bachelor of Science in Business Administration from United States International University (USIU).

He is a Certified Public Accountant (K) and Certified Public Secretary.



MRS. CHRISTINE OCHIENG
MEMBER

KEY AREA OF SPECIALITY - INSTITUTIONAL
DEVELOPMENT
MEMBER OF THE COUNCIL SINCE - 2017

Mrs. Ochieng is an institutional development professional working in the water and sanitation sector, and works in the Water Global Practice of the World Bank on the institutional assessment and development of water utilities. Previously, she worked in the Democratic Republic of Congo and Somaliland in their water sector institutional reforms, helping both countries transition from being recipients of ad-hoc emergency interventions to being leaders of long-term development programmes.

Mrs. Ochieng also leads personal and professional development activities for women. She is a co-founder of Feminine Genius, a programme which offers a deeper understanding of the human process to motivate each individual to attain her full feminine potential, for personal good and the common good.

She holds a Master's degree in Business Administration from the Australian Graduate School of Management, a diploma in Human Resource Management and she speaks fluent French.

WHO GOVERNS US



MS. MARGARET OSURE
MEMBER

KEY AREA OF SPECIALITY - PENSION MANAGEMENT AND LAW
MEMBER OF THE COUNCIL SINCE - 2017



DR. VINCENT OGUTU
EX-OFFICIO MEMBER AND VICE CHANCELLOR DESIGNATE

KEY AREA OF SPECIALITY - ORGANIZATIONAL MANAGEMENT
MEMBER OF THE BOARD SINCE - 2016

Appointed to the University Council in 2017, Margaret is a visiting lecturer at the United Nations International Training Centre (ITC- ILO) in Turin, Italy, a partner at NESSCAPE Experts and a Board Director at CPF Financial Services. She is a technocrat in the team from the Ministry of Labour and Social Protection working on sustainable financing for social protection in Kenya. Previously she was the Secretary General of the East and Central Africa Social Security Association (ECASSA), the apex body of 25 public pension and health insurance institutions spread over 8 countries and based in Arusha, and the Regional Focal Point Director of Eastern and Horn of Africa for the International Security Association, Geneva. Margaret has served as Vice- President of the Africa Pension Funds Network at Africa Development Bank, Abidjan.

She holds a Bachelor of Laws from the University of Nairobi and a Master's degree in Public Administration from the University of Liverpool, UK. She is a Certified Secretary, a member of the Law Society of Kenya and the Institute of Certified Secretaries.

Dr. Vincent Ogutu was appointed Vice Chancellor Designate in May 2018. He self-identifies as a teacher and leverages every opportunity he gets to challenge students and audiences to nurture their talents to an incredible degree and then to put them at the service of a greater purpose.

Prior positions he has held at Strathmore are DVC Planning and Development, Vice Dean for Executive Talent Development at Strathmore University Business School (SBS), Director of the SBS Regional Academies in Uganda, Rwanda and Tanzania, and founding MBA Programme Director.

Dr. Ogutu holds a PhD in Organisational Management from Rutgers University, a Master of Science in Financial Economics from the University of London and a Bachelor of Arts in Economics from the University of Nairobi. He sits on several Boards including Strathmore University Foundation, B Lab East Africa, Nafisika Trust, and is an advisor to several startups in Kenya and the USA.



DR. ELIZABETH GACHENGA
EX-OFFICIO MEMBER AND DVC ACADEMIC
AND STUDENT AFFAIRS

KEY AREA OF SPECIALITY - ENVIRONMENTAL LAW
MEMBER OF THE BOARD SINCE - 2016

Dr. Gachenga is an Advocate of the High Court of Kenya and a Certified Public Accountant of Kenya (CPAK) Finalist. She has over ten years' teaching experience in the area of law.

Her research interests revolve around environmental law and governance of natural resources, with a focus on formal and customary law governance frameworks for water resources. She has collaborated with international and local scholars in research relating to the developing and gender mainstreaming of legal and policy frameworks for the sustainable use of natural resources. She has consulted for local and international organizations in the areas of biosafety and customary law.



PROFESSOR IZAEEL PEREIRA DA SILVA
EX-OFFICIO MEMBER AND DVC RESEARCH
AND INNOVATION

KEY AREA OF SPECIALITY - RENEWABLE ENERGY
MEMBER OF THE COUNCIL SINCE - 2010

Prof. Izael Pereira Da Silva is a Professor in Energy at Strathmore University and the Deputy Vice Chancellor (Research and Innovation). He was previously the Director of Makerere Centre for Research and Energy Conservation in Uganda and also the founding Director of Strathmore Energy Research Centre, which is a competence centre dealing with Renewable Energy and Energy Efficiency.

His topics of interest include Biomass, Demand Side Management, Photo Voltaic grid-tie and off-grid systems, Rural Electrification, Renewable Energy and Small Hydro.

He holds a PhD in Engineering (Power Systems) from the University of Sao Paulo (Brazil) and is a Certified Energy Manager (Association of Energy Engineers) - Atlanta. He is a registered engineer in Uganda and Kenya.

WHO GOVERNS US



DR. EDWARD MUNGAI
EX-OFFICIO MEMBER AND DVC PLANNING
AND DEVELOPMENT

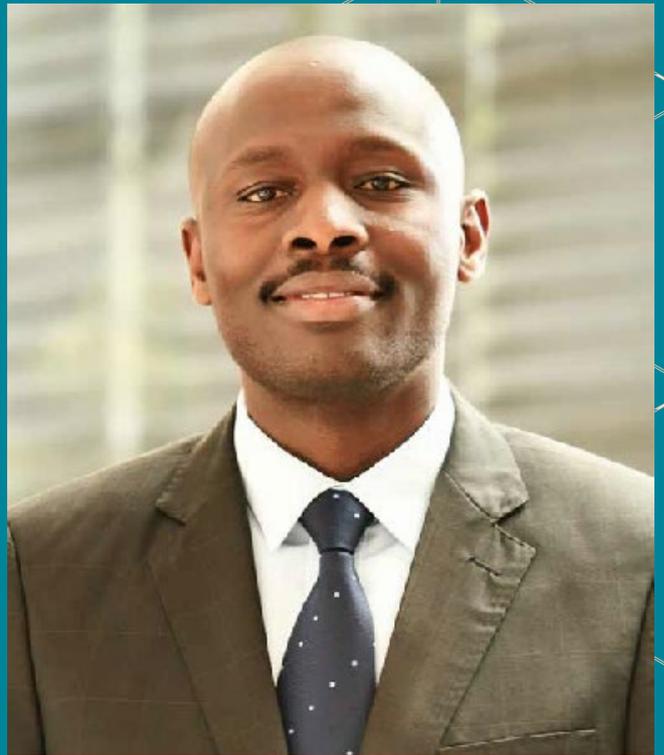
KEY AREA OF SPECIALITY – ENTREPRENEURSHIP
AND MANAGEMENT
MEMBER OF THE COUNCIL SINCE OCTOBER 2018

Dr. Mungai is the DVC Planning and Development at Strathmore University. Previously, he has been the Associate Dean (Research and Innovation) and a Senior Lecturer at Strathmore University Business School (SBS). He has been the Academic Director of both the Owner Manager Programme (OMP) and the PhD in Business and Management at SBS. He is a mediator at the Strathmore Dispute Resolution Center and is an active student mentor.

Previously, Dr. Mungai was the Dean of SBS from 2008 to 2012. He has also been a visiting faculty at Sauder School of Business, Canada.

He has served in various boards and committees. He is a committee member of the European Foundation for Management Development (EFMD), Deans Across Frontiers (EDAF) and a board member of Strathmore Dispute Resolution Centre (SDRC), Kenya. He was the board chair of the Association of African Business Schools (AABS) in 2016 – 2017 and has been a board member of AABS since 2012. He has also served as a board member of the Youth Enterprise Development Fund from 2010 to 2012.

He holds a PhD in Management from IESE Business School, Spain, a Master of Science in Mathematics, a Postgraduate Diploma in Computer Science and a Bachelor of Science in Mathematics all from the University of Nairobi.



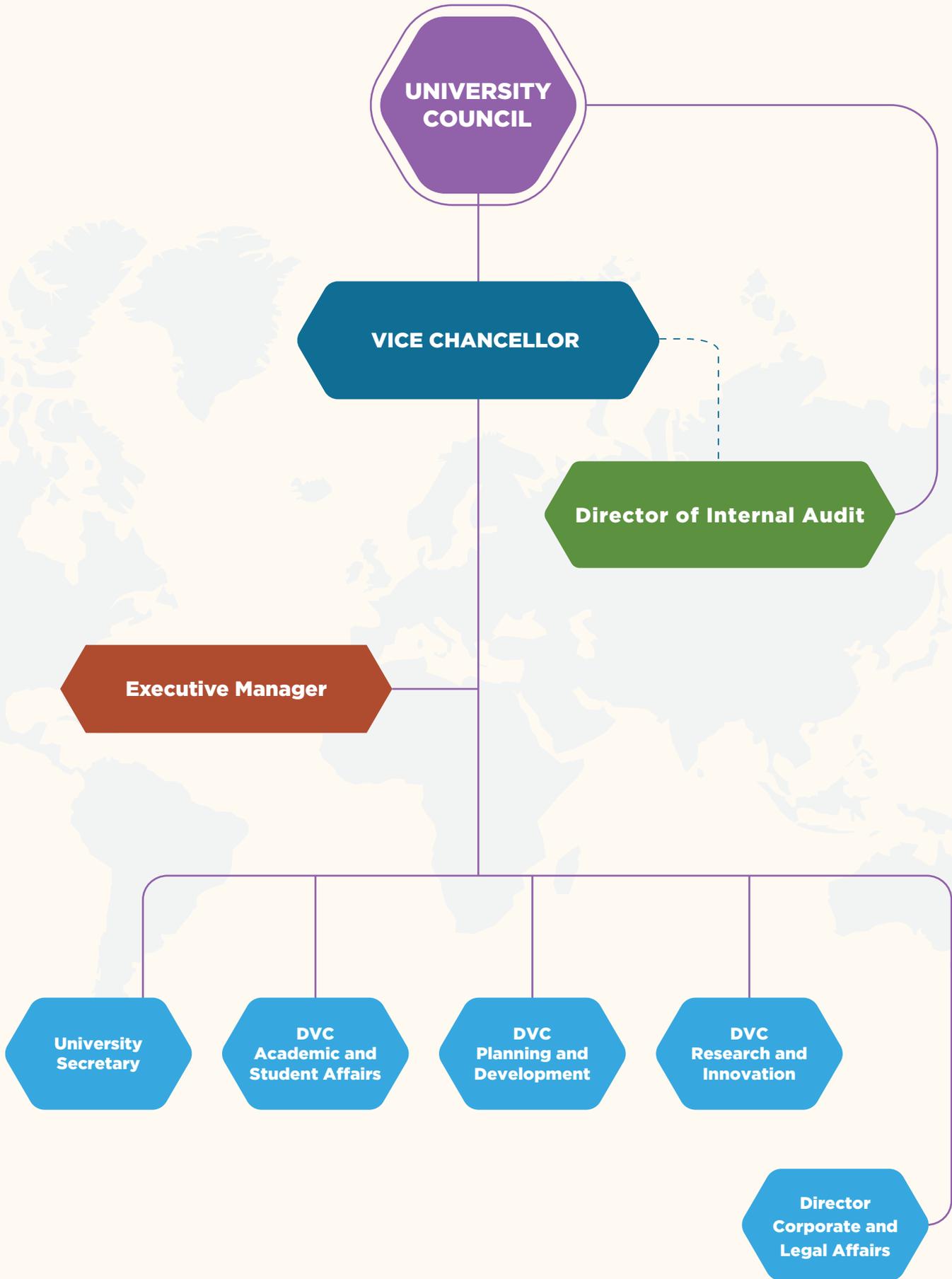
MR. ANTHONY KAHINDI
EX-OFFICIO MEMBER AND UNIVERSITY SECRETARY

KEY AREA OF SPECIALITY – FINANCE, STRATEGY,
AND ORGANISATIONAL DEVELOPMENT
MEMBER OF THE BOARD SINCE – 2016

Prior to his appointment as the University Secretary in September 2016, Mr. Kahindi was the Executive Director, Finance, Strathmore University and Strathmore University Business School's Director of Support and Administration.

He holds a Master of Commerce and Bachelor of Commerce from Strathmore University and is a Certified Public Accountant of Kenya. He is a graduate of the Advanced Management Programme from Strathmore University Business School. He has attended the Senior Leadership Programme, Balance Score Card Bootcamp and The Master Negotiator Executive Programme at Strathmore University Business School.

CORPORATE STRUCTURE OF THE UNIVERSITY



WHO LEADS US

MANAGEMENT BOARD



PROF. JOHN ODHIAMBO
VICE CHANCELLOR



DR. VINCENT OGUTU
VICE CHANCELLOR
DESIGNATE



DR. EDWARD MUNGAI
DEPUTY VICE CHANCELLOR
(PLANNING & DEVELOPMENT)



DR. ELIZABETH GACHENGA
DVC (ACADEMIC AND
STUDENT AFFAIRS)



**PROF. IZABEL PEREIRA
DA SILVA**
DVC (RESEARCH AND
INNOVATION)



MR. ANTHONY KAHINDI
UNIVERSITY SECRETARY



MRS. BETTY NGALA
DIRECTOR, COMMUNICATIONS
AND UNIVERSITY RELATIONS



MR. VINCENT NDOJOKA
EXECUTIVE DIRECTOR,
FINANCE



MS. DORINA TELAIDE
ADMINISTRATION SERVICES,
AND SPECIAL ADVISOR TO
THE VC

HEADS OF SCHOOLS



PROF. FRANCISCO BORJA LOPEZ-JURADO
ACTING DEAN, STRATHMORE
LAW SCHOOL



DR. GEORGE N. NJENGA
EXECUTIVE DEAN, STRATHMORE
UNIVERSITY BUSINESS SCHOOL



MR. FERDINAND OTHIENO
DEAN, STRATHMORE
INSTITUTE OF MATHEMATICAL
SCIENCES



DR. MAGDALENE DIMBA
DEAN, SCHOOL OF
HUMANITIES AND SOCIAL
SCIENCES



DR. DAVID CHIAWO
DEAN, SCHOOL OF TOURISM
AND HOSPITALITY



DR. JOSEPH ORERO
DEAN, FACULTY OF
INFORMATION TECHNOLOGY



MR. PATRICK KIBUI
PRINCIPAL, STRATHMORE
INSTITUTE OF MANAGEMENT
AND TECHNOLOGY



STATEMENT FROM THE CHAIRPERSON OF THE UNIVERSITY COUNCIL

“ It gives me great pleasure to present this 2019 Integrated Report to our various stakeholders. The 2019 Annual Report has coincided with the mid-term review of the 10 year University Strategic Plan. This has given us a good opportunity to evaluate our strategies in an increasingly dynamic regulatory and operational environment and provide a framework for continued growth for the University.



INTRODUCTION

In keeping with the dynamic times around the globe and with the digital revolution at our doorstep disrupting every sector, the higher education sector has not been spared and we must adjust to this new normal. Globally and regionally, the sector continues to witness many changes that are propelled by shifts in government policy, empowered stakeholders and an increasingly more stringent regulatory environment. While we would like to retain our core mandate of educating the next generation and creating new knowledge, the role of academic institutions in enhancing development through knowledge and research can never be underestimated.

At the same time, I acknowledge the progress and strides of the year in review largely due to our dedicated staff, students, parents, donors, sponsors and collaborators for their continued commitment and support of the Strathmore brand. In this report, we will highlight a few of the achievements attained in the year under review.

SECTOR OVERVIEW

The Africa Development Bank (AFDB) - 2019 Economic Outlook Report states that Africa’s economic growth continues to strengthen, reaching an estimated 3.5 percent in 2018, and its medium term growth was projected to accelerate to 4% in 2019 and 4.1% by 2020. As pertains to regional growth, East Africa has continued to be the fastest growing region, with a projected growth of 5.9% in 2019 and 6.1% in 2020. The sectors driving this growth have largely been tourism and agriculture.

With specific focus on the higher education sector, it is notable that the Ministry of Education has made strides in curbing irregularities in national examinations; and the 2019 KCSE results showed improvement compared to those of the last three years. The total number of candidates who sat for the Kenya Certificate of Secondary Education in 2019 were 679, 222 and a total number of 125,746 met the pass mark to join university. The recorded breakdown of the 2019 KCSE results was; A (plain) - 627 A- (minus) - 5,796 B+ (plus) - 13,366 B (plain) - 24,478 B- (minus) - 35,340 C+ (plus) - 46,139. This saw an increase of 27%, with more candidates making the entry grade to university from the previous year. These KCSE results slightly increased the pool of potential students for Strathmore University as well as other public and private universities. Nevertheless, the University was able to attain its student enrollment targets in the year under review, thanks to the concerted efforts of many teams.

FINANCIAL PERFORMANCE INDICATORS

Our economy as a country has continued to show significant resilience even in the face of the obstacles of poor public governance continually highlighted in the media. The higher education sector and particularly private institutions like Strathmore have continued to rely heavily on student fees for operations and sustainability. This continues to call for great prudence in financial management practices. In the year under review, the financial position of Strathmore improved significantly as compared to 2019, largely driven by meeting targets in student numbers in graduate and undergraduate programmes. The total assets of the institution grew by 6.1 % compared to the previous year, while the asset turnover ratio grew steadily, reaching 60%. The management of cashflows and our budget remains a critical component of the Finance Committee and the Finance Department if the University is to remain solvent in these turbulent times. There were few infrastructure projects including the expansion of the University Cafeteria at a cost of KShs 7.38M and increased CCTV surveillance infrastructure at a cost of KShs 30.9M. The pioneer Strathmore University Executive Director left the University, and in his place we appointed a new director.

In the year under review, the efforts to support our scholarships continued and there was an increase in amounts spent by 25% at a cost of KShs 224.6M for the combined internal and external scholarships awarded through our scholarship programme. We acknowledge the place of fundraising in meeting our institutional mandate of service to society, and scholarships play a significant role in that respect.

RESEARCH AND COLLABORATIONS

The mandate of universities to fulfil their tripartite mission of contributing to the advancement of knowledge through research, teaching higher education students, and being of service to society continues to be a catalyst for Strathmore University. We are encouraged by the focus of our faculty, and especially the young academics, to be advocates for research and the advancement of knowledge while at the same time paying attention to teaching, student learning and pedagogical development. At the Council level, we continue to applaud the efforts by faculty to attract research grants and undertake research projects at the schools and centres. I acknowledge the growth in research income by 16% in 2019 as compared to the previous year. We also noted the award of full sponsorship for five PhD candidates by the German Academic Exchange Service (DAAD) in collaboration with the Initiative to Develop African Research Leaders (IDeAL), KEMRI-Wellcome Trust Research Programme and Strathmore University's Institute of Healthcare Management. Such collaborations go a long way in building the much needed capacity in healthcare management in our country and region.

NEW SENIOR APPOINTMENTS AND CHANGES IN THE UNIVERSITY

In the year under review, there were no changes in University Council composition. We made two senior appointments at the Dean's level however. After seven and a half years at the helm of leadership in Strathmore Law School, the tenure of the pioneer Dean of the Strathmore Law School, Prof. Luis Franceschi, ended and

he took a sabbatical leave from the University. At the same time, SLS had the privilege of hosting Prof. Borja Lopez on a one-year sabbatical leave from the University of Navarra - Spain and he was appointed Dean from June 2019 -June 2020. The University and particularly the Law School has been honored to gain great insights from experienced academics, visiting professors and experienced judges and faculty; this will go a long way in fostering the robust growth of a vibrant Law School.

In September 2019, the Dean - School of Humanities and Social Sciences, Prof. Christine Gichure - retired from her role as dean. The Council appointed a new Dean, Dr. Magdalene Dimba, to take over this position. We commend Prof Gichure for her dedication, diligence, and for the notable achievements of the School during her tenure. These include the development and successful launch of the Bachelor of Arts programmes in 2016, and the establishment of the Master of Arts in Diplomacy and Intelligence Studies in 2018.

At the Council, we rely on the stable leadership of our Deans to execute the institutional strategy for the overall success of the University.

THE CHANCELLOR'S INAUGURAL VISIT TO THE REGION AND TO THE UNIVERSITY

It was a great privilege to welcome the Chancellor of Strathmore University, Mons. Fernando Ocariz, on his inaugural visit as Chancellor to the institution towards the end of 2019. Our Chancellor, who is also the Prelate of Opus Dei, resides in Rome. During his visit to the East African region, we were honoured to have him visit Strathmore University. He had an opportunity to meet with the University Council as well as the Management Board Members, who welcomed him to the University with much joy. A senior academic himself and a published author, the Chancellor, in his remarks made at the University, urged the faculty to not only work hard in research and seek to alleviate the challenges faced by society, but also to work in an interdisciplinary manner, combining learnings from various disciplines for better solutions. He further encouraged the students to feel the responsibility of receiving knowledge from faculty as well as being able to transmit this knowledge themselves for the good of the society.

On behalf of the University Council and the Management of the University, learnt much from his wise counsel and his spiritual and professional outlook, which further strengthened the mandate of SU in keeping to its foundational ethos.

FUTURE OUTLOOK

The 21st Century brings with it a fast-paced technological transformation and constant changes in how business is transacted. We acknowledge that unless we keep abreast of this fast pace, the opportunity to make an impact will be limited in meeting our stakeholders' expectations. To this end, we as the Council continue to urge a hunger for growth and curiosity to absorb all these changes and then tailor them for the University and its operations but keeping the integral human person at the centre of it all. Only in this way, shall we make that significant impact that the founder of Opus Dei dreamed of when he asked some members of Opus Dei to come to East Africa in 1958.



STATEMENT
FROM
**THE VICE
CHANCELLOR**

The year 2019 will stand out as a year full of wins brought on by our amazing and gifted students. A significant highlight in our robust student experience is the achievement made by three of our students who broke world record by winning the John H. Jackson Moot Court on World Trade Organization (WTO) Law, and defeating Harvard Law School in the final of the competition held in Geneva, Switzerland. Mishael Wambua, Kandalla Maleehah, and Catherine Penda qualified first among the 20 teams required to participate in the final oral round, held in Geneva.



By becoming the first African team to make it to the finals of the prestigious moot competition, the win demonstrated that the education offered at Strathmore puts our students at par with their international counterparts, thus enabling them to seize the world in whatever location they may be. This is a monumental achievement, both for our University and the country.

Likewise, two Strathmore students, Carrie Kaumbulu and Kennedy Mumo, won KES 1 million for their online startup at the 2019 Standard Chartered Women in Technology Incubator, an initiative of Standard Chartered in partnership with Strathmore's business incubator, @iBizAfrica.

The talent of our students was further reflected when a Strathmore University team won the Initiate! Impact Challenge held during the 2019 African Utility week in Cape Town, South Africa. The challenge was sponsored by Enel Foundation, the Innovation Hub, Lesedi Nuclear Services, and the Russian Nuclear Agency, Rosatom.

These groundbreaking achievements not only position our institution as a regional paragon, but also emphasize the robust student experience offered by the University that goes beyond academics. We strive to prepare students who not only excel academically but also who are eager to tackle emerging issues in society.

TRANSFORMATIVE STAFF EXPERIENCE

I am delighted to report that we have made significant steps towards the implementation of our Strategic Plan. We are committed to our role as educators and the University remains well-positioned in the higher education sector in the region. Universities have always been an anchor in society in the provision of solutions to societal challenges through in-depth research and innovation.

The University has over the years been supported by three pillars: Transformative student experience, Research and innovation, and Service to Society. In 2019, the Strategy and Quality Assurance Office carried out a review of our 2015-2025 University Strategy in order to determine the extent to which the University was meeting its strategic objectives and to provide direction towards meeting its Strategic Goals in the latter half of our strategic plan. From this mid-term review, the University vision was restated keeping the key aspects of our vision while making it succinct. At the heart of all our endeavours lies our vision, "To be a leading entrepreneurial university positively impacting society by doing excellent work".

In addition, the University, in the firm belief that people drive our business model, introduced a Fourth Pillar – Transformative Staff Experience - that will give a firm anchor to the existing pillars. Through laying emphasis on employee engagement and the growth of our staff and faculty through various programmes already in place, the learning experience and general wellbeing of our students is set to benefit. The University thus has as a priority: a bold plan to provide authentic workplace experience for our staff. Our efforts are geared towards enabling the accomplishment of the Sustainability Development Goals: SDGs 3 (Good Health and wellbeing), 4 (Quality Education) and 8 (Decent work and economic growth). The outcomes of this new pillar will be subsequently measured by an effective performance management system, a highly skilled workforce and an effective system of staff recruitment and retention.

PARTNERSHIPS AND COLLABORATIONS

One year after the signing of the memorandum of understanding between Strathmore Law School and Anjarwalla and Khanna, a leading corporate law firm in Africa, the Anjarwalla and Khanna Law Library situated on the sixth floor of the Sir Thomas More Building was officially opened. This 15 million shillings state-of-the-art facility is designed to support legal academic and professional work with the aim of extending the Law School's ability to impact society through social empowerment, and contribute to our intellectual capital output.

In March 2019, Strathmore and Sciences Po (Paris) signed a Memorandum of Understanding on dual degrees in humanities and social sciences. The new double degree programme will allow undergraduate students enrolled at Strathmore University to obtain a Bachelor's degree from Strathmore University and a Master's degree from Sciences Po in five years. It will provide students with the unique opportunity to experience different education systems and build professional networks across both continents.

Later in the year, the University, in collaboration with the Association of Commonwealth Universities, hosted the annual ACU Strategic Management Programme. The workshop's main aim was benchmarking good practice in university leadership. The programme offered a distinctive and cost-effective opportunity for participating universities to compare and contrast their

main management processes with a range of higher learning institutions. This evaluative process assisted in identifying areas for change as well as helping to set targets for development.

The support of our partners and collaborators has made our achievements within the reporting period possible. We are deeply grateful for these value-creating partnerships and anticipate further collaboration in contributing to the regional and global education sector.

RESEARCH POWERHOUSE

Several projects carried out by the Strathmore Energy Research Centre (SERC) in the year under review further cemented our position as leaders in sustainable energy. Through the Global Challenges Research Fund (GCRF) Scoping studies on electric mobility and cook stoves, we aligned ourselves to the SDG 7 Affordable and Clean Energy. SERC, in collaboration with Imperial College London (UK) and Jomo Kenyatta University of Agriculture and Technology (Kenya), received funding from GCRF to conduct scoping studies on Clean Cooking Solutions and Electric Mobility.

In the first half of the year, SERC won the Global Bioenergy Partnership (GBEP) project grant aimed at supporting decision-makers in Ethiopia and Kenya to develop effective integrated policies for sustainable bioenergy production and use. Funded by the International Climate Initiative and the German government, the project was implemented by Stockholm Environment Institute in collaboration with the Ministry of Environment and Forestry and the United Nations Environment Programme (UN Environment).

MAKING THE ORDINARY EXTRAORDINARY

Every year, the management board proposes one of our core values for the Strathmore community to lay emphasis on and work collectively towards. We believe in the development of the human person beyond their intellectual capacity, in equipping persons with values that make them human. Over the past year, staff and students focused on excellence, by doing ordinary things in an extraordinary way. The theme challenged us to work on class punctuality, completion of tasks assigned, looking after our environment, good manners with peers, colleagues and family members as well as reducing tardiness and substandard output. If carried out with perfection, excellence automatically distinguishes those who strive to be great from the commonplace.

COMMUNITY ENGAGEMENT

Raising the living standards of the community around us through the provision of high quality education is a goal close to our hearts. Our staff and students clocked 630,066 hours of community service through work camps, weekend activities and volunteering as mentors of the Macheo programme that caters for underprivileged students from low-income areas.

Their dedication to contributing to the welfare of our surrounding community continues to grow through seeing the impact that our community service centre projects have.

In 2019, Macheo registered a remarkable performance in the national KCSE exam: 50%, that is 28 out of 56, of the students who sat for KCSE exams attained a C+ and above, thus qualifying to join university, against the national average pass rate of 18%. This was a great improvement from 2017 and 2018 which recorded 17% and 42% respectively.

The impact of our community engagements through our Service to Society pillar will now be expanded and felt beyond our city centre through the three-year funding for Centres of Excellence Programme worth \$33,000 in 10 schools in Kitui. This programme will create support mechanisms for students from challenging backgrounds as we collaborate with education managers to resolve the dearth of education in management skills.

Overall, in 2019, through our teaching, research and community service outputs, we certainly succeeded in our vision of becoming a leading entrepreneurial university, positively impacting society by doing excellent work. I would like to thank our stakeholders for their commitment to making Strathmore a leading university in the country and in the region. We owe our success to our staff and students for their passion, dedication and energy in research, teaching and learning.



CORPORATE GOVERNANCE REPORT

Strathmore University is a body corporate duly incorporated under the Universities Act (CAP210B of the Laws of Kenya). It was granted a charter on 23rd June 2008. The University is owned by Strathmore Educational Trust, Nairobi, in collaboration with Kianda Foundation Educational Trust, Nairobi. Both trusts are not-for-profit body corporates under the Perpetual Succession Act (Chapter 164 of the Revised Laws of Kenya 1962 edition). The trusts were formed for the advancement of education and the alleviation of poverty.

The University Council

The University Council presided by a chairperson is a body established to govern the University and to assist in promoting its foundational and educational aims. The membership of the council includes:

- Two persons appointed by the Board of Trustees from among its members.
- Two persons nominated by Kianda Foundation.
- Two senior academicians, appointed by the Board of Trustees with experience in higher education and neither of whom shall be an employee of the University.
- Two persons appointed by the Board of Trustees, from the public and private sectors in Kenya.
- The Vice-Chancellor, who shall be the Secretary to the Council.
- The Deputy Vice-Chancellors and the University Secretary shall be ex-officio members but will not have voting rights at Council meetings.

The Chairperson and Vice-Chairperson of the Council are appointed by the Council itself through secret ballot from among the two members of the Strathmore Educational Trust and two members nominated by Kianda Foundation sitting in the Council. The age limit for the University Council members is 75 years.

Our Council's Composition

The University Council has 4 women and 5 men. Their skill set includes the fields of Architecture, Energy, Finance, Humanities, Risk Management, Law, Marketing, Mathematics, ICT and Strategy. The Deputy Vice-Chancellors and the University Secretary sit as ex-officio members but do not have voting rights at Council meetings.

| Name | Industry Experience |
|------------------------------|--|
| Mrs. Bernadette Musundi | Marketing, Cooperative Management, Gender reforms, Public Service |
| Dr. Caesar Mwangi | Strategic Management, Change management, Corporate Governance, Accountant, Financial Services, Renewable Energy. |
| Prof. John Odhiambo | Mathematics, Academia, Education Management |
| Mr. Fernando Aizpun | Architecture, Project Management |
| Dr. Susan Kibue | Architecture, Academia, Teaching, Management, Leadership |
| Prof. Timothy Waema | ICT and Development Authorship |
| Mr. David Owino | Financial Services, Investment, Transitional Leadership |
| Ms. Margaret Osure | Pension Management, Law |
| Mrs. Christine Ochieng | People Development |
| Ex-officio members | |
| Dr. Vincent Ogutu | Organisational Development, Social Entrepreneurship, Psychology |
| Dr. Elizabeth Gachenga | Environmental Law, Customary Law Systems, Governance |
| Prof. Izael Pereira Da Silva | Renewable Energy, Power Systems Engineering, Energy Conservation. |
| Mr. Anthony Kahindi | Financial Strategy, Organisational Development |
| Dr. Edward Mungai | Entrepreneurship, Management |

The Members of the University Council are appointed as follows:

- Nominations for membership to the Council are reviewed by the Nominations Committee set up by the Board of Trustees for the purpose.
- Selected candidates are recommended to the Board of Trustees for approval and appointment.
- The Chair of the Board of Trustees informs the Vice Chancellor of the members appointed to the Council.

The University keeps the University Council composition under review to ensure it has all the necessary skill-sets relevant to the University's foundational principles. In the year under review we saw some changes among the board members.

Diversity of University Council

The University strives to make the appointment processes of members to the Council as transparent as possible, taking into account what is stipulated by the Statutes of Strathmore University, while at the same time taking into consideration the diversity of members' expertise. Strathmore University strives to have a diverse Council, considering ethnicity, gender balance, age, and a balance of management skills.

40%
FEMALE

60%
MALE

Our Council's Leadership

The University Council oversees providing strategic direction and oversight management of the University. In addition, the Council oversees:

- The mission, vision and promoting the aims and objectives of the University;
- The appointment and performance management of the Vice Chancellor;
- Setting and monitoring broad budget and planning framework;
- Setting and critically monitoring Council policy and risk management;
- Legislative roles, including ensuring that the University is acting ethically and in conformity with all legal requirements;
- Fundraising and resource mobilisation;
- Council performance and succession planning.

Continuous Professional Development for Council Members

Engaging our Council members in structured continuous professional development ensures that they all continue to improve their skills, maintain their acquired skills, and keep their knowledge up to date. In the year under review, training sessions that were held included: Strategy Monitoring, University Culture and Human Resource Strategy.

Conflict of Interest and Policy & Disclosures

Strathmore University is committed to the highest standards of transparency, probity and accountability. It seeks to conduct its affairs in a responsible manner considering the requirements of the law and the human standards fostered by the University. Guided by a conflict of interest policy, all members of the University community, from the University Council to the Management of the Board, all teaching and non-teaching staff are bound by this policy.

Strathmore University perceives conflict of interest to be wherever there is personal, professional, and commercial or financial interests of activities outside of the University, which have the possibility either in actuality or appearance of:

a) Compromising staff member's judgement

- Biasing the nature or direction of decision making
- Influencing a staff member's decision or behavior with regard to University matters such as appointments, promotions, use of University resources, interactions with human subjects or other matters of interest to the University
- Resulting in a personal or family member's or personal associate's gain or advancement at the expense of the University

The University's mission of teaching, research and public service must not be disrupted by the pressures of economic gain. The trust that the University's stakeholders have with regard to the University's integrity must not be undermined by improper influence where members are expected to act with honesty and integrity and in the best interest of the University when performing their duties.

Our Conflict of Interest Policy encompasses Conflict of Commitment which exists when a staff member's external relationships or activities have the possibility (either in actuality or appearance) of interfering or competing with the University's educational, research, or service missions, or with the individual's ability or willingness to perform the full range of responsibilities associated with his or her position.

University's Council Programme

The Council has four annual meetings that are pegged on its four strategic pillars geared towards Teaching, Research and Innovation, Service to Society, and staff empowerment. The Council receives regular updates from each of the committees. The University has five committees that assist in the smooth running of its affairs.

2019 University Council's Board Attendance

| Dates of the Ordinary Meetings | | | | |
|---------------------------------|----------|----------|----------|----------|
| | 20/03/19 | 19/06/19 | 18/09/18 | 04/12/19 |
| Mrs. Bernadette Musundi (Chair) | √ | √ | √ | √ |
| Dr. Caesar Mwangi | √ | X | √ | √ |
| Prof. John Odhiambo | √ | √ | √ | √ |
| Mr. Fernando Aizpun | √ | √ | √ | √ |
| Mr. David Owino | √ | X | √ | x |
| Dr. Susan Kibue | √ | √ | √ | √ |
| Prof. Timothy Waema | √ | √ | √ | √ |
| Ms. Margaret Osure | √ | X | √ | √ |
| Ms. Christine Ochieng | X | √ | √ | √ |
| Prof. Izael Da Silva | X | √ | √ | √ |
| Mr. Anthony Kahindi | √ | X | x | √ |
| Dr. Vincent Ogutu | √ | √ | √ | √ |
| Dr. Elizabeth Gachenga | √ | √ | √ | x |
| Dr. Edward Mungai | √ | √ | √ | x |

Key activities of the Committee in 2019

- Approval of various new policies brought to the Council from Council Committees.
- Successful completion of strategic recruitment and appointments to various senior positions at Strathmore University Foundation, among others.
- Mid-term review of the University's Strategic Plan 2015-2025.
- Approval and launch of the Strathmore University Statutes and Regulations 2018 edition.
- Hosting the Strathmore University Chancellor visit to the institution.

Committees of the University Council

The University Council works through committees. There are five committees that assist in executing the mandate of the Council. Council Committee meetings are held every quarter, and their reports are thereafter discussed at the University Council meetings.

The Council Committees are:

- Oversight Committee
- Finance Committee
- Fundraising & External Relations Policy Committee
- Audit & Compliance Committee
- People & Culture Policy Committee

REPORT FROM THE CHAIRPERSON OF THE OVERSIGHT COMMITTEE



DR. SUSAN KIBUE - CHAIRPERSON

The mandate of the Oversight Committee is to oversee the implementation of the University strategy, monitor and review governance and academic policies, and to monitor key academic processes, so as to ensure they adhere to the University mission and vision.

Dates of the Ordinary Meetings

| | 08/03/19 | 07/06/19 | 06/09/19 | 22/11/19 |
|-------------------------|----------|----------|----------|----------|
| Dr. Susan Kibue (Chair) | X | √ | √ | √ |
| Mrs. Bernadette Musundi | √ | √ | √ | X |
| Prof. John Odhiambo | √ | X | √ | √ |
| Prof. Izael Da Silva | √ | √ | √ | √ |
| Dr. Elizabeth Gachenga | √ | X | √ | √ |
| Dr. Vincent Ogutu | √ | √ | √ | √ |
| Mr. Anthony Kahindi | √ | X | √ | X |
| Mr. Paschal Manyuru | √ | X | √ | √ |
| Prof. Timothy Waema | √ | √ | √ | √ |
| Dr. Edward Mungai | √ | X | √ | X |

Key activities of the Committee in 2019

- Approval of the establishment of the Centre for Teaching Excellence and Education Innovation and appointment of Director.
- Approval of the Implementation of the Partnerships in Blended Learning Project aimed at building capacity in Technology Enhanced Learning.
- Review of implementation of the University's Strategic Plan 2015 - 2025.
- Introduction of a new pillar on 'Transformative Staff Experience' to the Strategic Plan.
- Development of new reporting templates.
- Approval on Anti-Self Harm Protocol.
- Scaling up of Mentoring activities and promotion of awareness of the initiative.
- Establishment of the Office of Faculty Affairs and appointment of its Director.
- Improvement in the numbers of the Institutional Ethics Review initiative.
- Publication of Research and Innovation Reports and rolling out of various research related activities.
- Improvement of Research Management System.

REPORT FROM THE CHAIRPERSON OF THE FINANCE COMMITTEE



MR. DAVID OWINO - CHAIRPERSON

The Finance Committee oversees the preparation and annual review of the five-year rolling budgets of Strathmore University. The committee also reviews the financial strategy and deals with strategic issues concerning financial risk management. The committee also receives and considers the annual external audit reports submitted by external auditors; reviews the University's financial regulations and investment policy; and oversees the University's financial management and financial control systems.

Dates of the Ordinary Meetings

| | 13/03/19 | 12/06/19 | 04/09/19 | 20/11/19 |
|-------------------------|----------|----------|----------|----------|
| Mr. David Owino (Chair) | √ | √ | X | x |
| Dr. Caesar Mwangi | √ | √ | √ | √ |
| Prof. John Odhiambo | √ | √ | √ | √ |
| Mrs. Bernadette Musundi | √ | √ | √ | x |
| Mr. Vitalis Ojode | x | √ | √ | √ |
| Prof. Timothy Waema | X | √ | √ | √ |
| Dr. Vincent Ogutu | x | √ | √ | √ |
| Mr. Anthony Kahindi | √ | X | √ | X |
| Mr. Vincent Ndoloka | √ | X | √ | √ |

Key activities of the Committee in 2019

- Approval of the financial plans and budgets for implementation in the institution
- Successful composition of the Land Purchase Committee and approval of its terms of references.
- Approval of the extraordinary expenses for the year including the purchase of a new bus and ICT equipment
- Approval of new policies brought to the Council from Council Committees
- Approval of the professional management of the annual audits and audits from external regulators

REPORT FROM THE CHAIRPERSON OF THE FUNDRAISING AND EXTERNAL RELATIONS COMMITTEE



MS. MARGARET OSURE - CHAIRPERSON

The fundraising and external relations committee reviews and monitors the effectiveness of the University's fundraising strategies and policies, while providing leadership and strategic guidance to identify individual donors and organisations to solicit funds. The committee also monitors and reviews the University's communication policies and strategies about managing its relationships with external stakeholders, enhancing the corporate image of the University and attaining a distinguished positioning in the higher education market both local and internationally. The University's community engagement policies and strategies and the effectiveness of the Community Outreach Programme are reviewed and monitored by this committee.

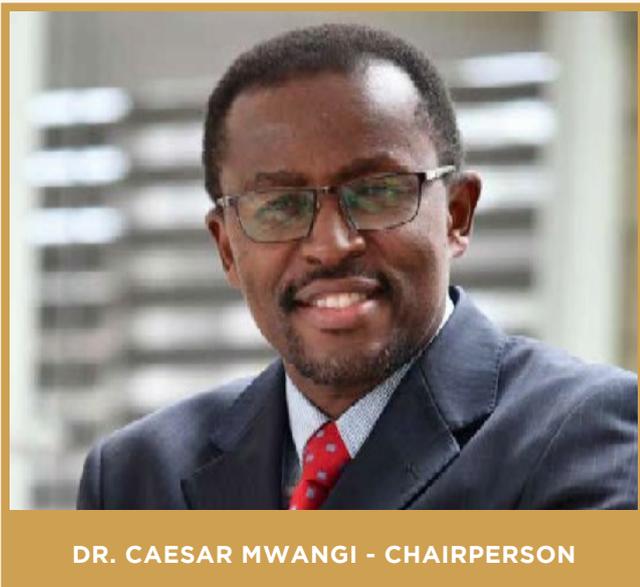
Dates of the Ordinary Meetings

| | 01/03/19 | 31/05/19 | 30/08/19 | 15/11/19 |
|----------------------------|----------|----------|----------|----------|
| Ms. Margaret Osure (Chair) | √ | √ | √ | √ |
| Mrs. Bernadette Musundi | √ | √ | √ | X |
| Prof. John Odhiambo | √ | √ | √ | √ |
| Prof. Izael Da Silva | √ | X | √ | √ |
| Mr. Fernando Aizpun | √ | √ | √ | √ |
| Dr. Vincent Ogutu | √ | √ | √ | X |
| Mr. Anthony Kahindi | √ | √ | √ | X |
| Dr. Edward Mungai | √ | √ | √ | X |
| Mrs. Betty Ngala | √ | √ | √ | √ |

Key activities of the Committee in 2019

- Launch of Strathmore University Foundation and recruitment of a new Executive Officer.
- Ratification of SUF Strategy and By-laws.
- Hosting several dignitaries for various events within the University.
- Approval of new policies and guidelines brought to the Council from Council Committees.
- Review of the 2019 - 2020 Social Media Strategy.
- Implementing the departmental customer satisfaction surveys.
- Implementation of various strategic initiatives at the CSC.
- Publication of research paper on the Impact of Macheo and CSC.
- Brand alignment of SBS.
- Introduction of the SU Digital Repository.

REPORT FROM THE CHAIRPERSON OF THE AUDIT & COMPLIANCE COMMITTEE



The role of the audit and compliance committee is to provide leadership and advice to the University Council on strategic issues related to risk management, quality assurance, and compliance. The committee reviews and monitors the effectiveness of the University's risk management policies and strategies in mitigating against potential risks and improving management and control.

| Dates of the Ordinary Meetings | | | | |
|--------------------------------|----------|----------|----------|----------|
| | 09/03/18 | 29/05/19 | 28/08/19 | 13/11/19 |
| Dr. Caesar Mwangi (Chair) | √ | √ | √ | √ |
| Mrs. Bernadette Musundi | √ | √ | √ | √ |
| Prof. John Odhiambo | √ | √ | √ | x |
| Dr. Vincent Ogutu | √ | √ | x | √ |
| Ms. Dorina Telaide | √ | √ | √ | √ |
| Mr. James Nyiha | X | X | √ | x |
| Dr. Edward Mungai | √ | X | X | X |
| Mr. Anthony Kahindi | √ | √ | √ | x |
| Mr. Kizito Nasumba | √ | √ | √ | √ |

Key activities of the Committee in 2019

- Approval of the annual audit plan of the University to incorporate auditing various schools, departments and research centres within the University.
- Approval of the implementation of the institutional audit charter and institutional risk framework.
- Approval of the purchase of a new bus and ICT equipment.
- Approval of new policies brought to the Council from Council Committees.

REPORT FROM THE CHAIRPERSON OF THE PEOPLE AND CULTURE POLICY COMMITTEE



The role of the People and Culture Policy Committee is to oversee the formulation and subsequent review of policies and strategies on employment of all University staff, including policies on recruitment and selection, staff development and training, performance management, schemes and salaries, and other conditions of service.

The Committee is also responsible for: reviewing and monitoring the implementation and effectiveness of the University's employment policies; overseeing the relations between the University and its employees; reviewing and making recommendations to the University Council on the salaries and other terms and conditions of service; monitoring key performance indicators; receiving and considering proposals on strategy and policy in all matters relating to recruitment, reward, retention, motivation and development of the University's staff, and making recommendations to the University Council; receiving reports from the Management Board on all honorary titles awarded; receiving and considering reports, at least annually, from the Management Board concerning the terms and conditions of service of employees of the University and making recommendations to the University Council.

| Dates of the Ordinary Meetings | | | | |
|--------------------------------|----------|----------|----------|----------|
| | 20/02/19 | 28/05/19 | 21/08/19 | 06/11/19 |
| Mrs. Bernadette Musundi | √ | √ | √ | √ |
| Prof. John Odhiambo | √ | √ | √ | √ |
| Mrs. Christine Ochieng' | √ | X | √ | √ |
| Mr. Fernando Aizpun | √ | √ | √ | √ |
| Dr. Vincent Ogutu | √ | √ | √ | √ |
| Mr. Anthony Kahindi | √ | √ | √ | √ |
| Mrs. Anna Makomu | √ | √ | X | X |
| Mr. Anthony Kahindi | √ | √ | √ | x |
| Mr. Kizito Nasumba | √ | √ | √ | √ |

Key activities of the Committee in 2019

- Transitioning of the Human Resource Office to the People and Culture Office.
- Approval of various new policies brought to the Council from Council Committees.
- Adoption of the Strathmore University Internship Programme and Staff Welfare Guidelines.
- Implementation of various strategic initiatives including performance re-engineering and involvement of data analytics in human resource functions.
- Major new appointments of Dr. Magdalene Dimba as the new Dean - School of Humanities and Social Sciences (SHSS), and Professor Francisco Borja Lopez-Jurado as the Acting Dean - Strathmore Law School (SLS).
- Successful recruitment and promotions of various senior staff.
- Implementation of job evaluation within the University.





- ↗ Oval Building
- ↖ Management Building
- Sir Thomas Building
- ← Shrine of the Family



**RISK
MANAGEMENT**

06



Sir Thomas More Building

Understanding Our Risks

The University continuously monitors high-risk areas and implements a programme of activities to mitigate risks and cushion their impact through a holistic approach that builds risk management into its structures and processes with a framework comprising governance, a defined risk appetite and an underlying policy and control environment.

RISK MANAGEMENT FRAMEWORK

Effective risk management and control are essential pillars for the sustainable growth of the University. The role of risk management is to evaluate, respond to, and monitor risks in the execution of our strategy. Risk is a part of institutional growth; therefore an effective Enterprise Risk Management Framework (ERMF) is put in place to support the University growth plan. Strathmore University's approach to managing risk is outlined in the ERMF, which creates the context for setting policies and standards and establishing the right practices in all the University departments. The ERMF defines the risk management process and sets out the activities, tools, techniques and organisational arrangements to ensure that material risks are optimally identified and managed.

The Internal Audit, Risk and Compliance Risk Management Department coordinates a risk management framework within the University. However, responsibility for managing risks lies with Management. Management has constituted the Executive Internal Audit and Risk Committee, which assists the Internal Audit and Risk Management Department in reviewing and assessing the potential risks assumed by the University and confirms that they are in alignment with the University's mission and objectives. In addition, the Committee ensures that the necessary mitigation strategies are in place, resourced appropriately and integrated with existing initiatives to enhance management and control. The Committee is comprised of select members of staff, who are in senior management. The Committee also ensures that there are departmental Risk Champions whose role is to coordinate risk management activities, enhance risk sensitisation by acting as the contact point for employees on risk-related issues and assist in the smooth rollout of enterprise-wide risk management in their respective departments. The risk champions are trained in the role they play in the risk management process. The risk champions are required to carry out a risk assessment for their departments, and continuously monitor and review the treatment of these risks. The backbone of the University Enterprise Risk Management Framework is the "three lines of defense" concept. The Three Lines of Defense operating model, which has been defined in the ERMF, enables the appropriate assignment of risk management activities between those parties that:

(a) Own and take the risk, and implement controls (First Line of Defense);

(b) Oversee and challenge the first line, providing independent risk management activity and support controls (Second Line of Defense); and

(c) Provide independent assurance that risk processes are fit for their purpose and that they are being carried out as intended (Third Line of Defense).

In establishing strong lines of defense, we seek to formalise the concept of independence and challenge, whilst promoting collaboration and the flow of information between departments in the University. Enterprise Risk Management Framework is articulated periodically and the University Council has defined how much risk departments are permitted to take, through a formal risk appetite statement and formal scenario and stress testing framework.

Risk Appetite Statement

The Risk Appetite Statement is a key component of the University management of risk and it is embedded as part of the strategic planning process. The risk appetite statement describes and measures the amount and types of risk that the University is prepared to take in executing its strategy. The University risk appetite framework combines a top-down view of the capacity to take the risk with a bottom-up view of the risk profile associated with each departmental area's plans.

The University Council, following the recommendations from the University Council Audit and Compliance Committee, having reviewed the critical and major risks facing the University, approved the University's risk appetite. In the year in review, the Financial Risk and Operational Risk Metrics were fully implemented.

Risk Assessment

The risk framework has additionally built a risk assessment structure into all planning processes at every level of management, which ensures all assumptions or unknowns are captured from the start of every project and in all processes, and they are monitored every month. To support the achievement of these objectives, the risk department has put in place a robust monitoring and reporting mechanism around key financial and operational risks that enables each department to be more responsive and agile in the face of uncertainty and volatility.

Risk Appetite Key Indicators and Triggers

The University manages its risk profile in a forward-looking manner through a trigger and management action framework. Key indicators and triggers have been developed to serve as an early-warning system in the event of deteriorating circumstances. The indicators and triggers have been implemented at the departmental level, and are routinely monitored by management and reported to the Board Risk Committees on a quarterly basis.

Scenario Planning and Stress Testing

Scenario Planning and Stress Testing are key elements of the University's integrated Risk Management Framework. With stress testing and scenario analysis, the University is able to assess the performance of the various indicators in the expected economic environment and evaluate the impact of adverse economic conditions.

All the above elements of the Enterprise Risk Management Framework are designed to enable each department to become more responsive and agile in the face of uncertainty and volatility.

Business Continuity and Disaster Recovery Management

The University's ability to protect life, assets, and resources, and ensure continued services to its stakeholders in the event of disruption is critical to its sustained financial success. Business Continuity Management (BCM) is a process that identifies potential operational disruptions and provides a basis for planning for the mitigation of the negative impact of such disruptions. The University adopted the ISO 22301 Business Continuity Plan (BCP) framework.

Business continuity management:

4 Step Process



In addition, it promotes operational resilience and ensures an effective response that safeguards the interests of the University and its stakeholders. Contingency and recovery plans for core services, key systems and priority departmental activities have been developed and are revisited as part of the existing management processes to ensure that continuity strategies and plans remain relevant. The University's business continuity capabilities are evaluated by testing business continuity plans and conducting crisis simulations.

Risk Responsibility Organogram



The Institutional Risks for the Year in Review

The institutional risks the University dealt with in the year 2019 were categorised into four main risk categories:



The University continuously monitors risks across the University in order to implement effective working controls for the risks identified.

In the year under review, the internal audit conducted the following audit reviews:

- Information and Communications Technology (I.C.T) Processes
- Strathmore Business School Operations Processes
- Finance Operations and Processes
- Quality assurance and report issuance
- Strathmore @ilab Operations and Processes
- Strathmore Law School (SLS) Operations and Processes
- Strathmore Energy Research Centre (SERC) Operations and Processes
- Strathmore Graduate School (SGS) Operations and Processes
- Strathmore University Foundation (SUF) Operations and Processes

Risk Register

| Specific Risk | Risk Owner | Residual Score |
|---|--|----------------|
| Failure to achieve the 2025 strategic plan due to lack of funding, inadequate implementation, monitoring and evaluation. | Deputy Vice-Chancellor Planning, Management Board. | 3 |
| Increased cybercrimes that compromise the University documents due to weak passwords, lack of firewalls, misuse or lack of assessing user rights. | Director - Information Technology. | 3 |
| Drop in International University Rankings. | Deputy Vice-Chancellor Academic and Student Affairs | 2 |
| Off Campus Student activities leading to brand erosion. | Mentoring Services and Dean of Students | 2 |
| Inability to attract and retain quality staff due to low supply of PhDs | Deputy Vice-Chancellor Academic and Student Affairs, Deans, and Director People and Culture. | 3 |
| Inability to attain the minimum number of target students. | Management Board. | 2 |





SUSTAINABILITY

07

Sustainability is at the heart of Strathmore University's strategy, and it continues to inform our activities if we are to maintain our reputation as pioneers and innovators in tertiary education and other applicable areas.

With the 2030 Agenda for Sustainable Development, global leaders have etched out an ambitious path to end poverty, and fight inequality and injustice, in order to protect the planet. Kenya, being a member state of the United Nations, agreed upon the 17 Sustainable Development Goals (SDGs), therefore making sustainability a national agenda. At Strathmore, we are committed to contributing to the success of the SDGs by sustainably utilising all our available capitals.

Cross Cutting Areas and Enablers

The University considers all resources that contribute to value creation, as well as identifying the risks, opportunities and outcomes that could affect our ability to create value over time. The University inculcates a sustainability plan that recognises our stakeholders as having a significant influence on the ability of the University to create value and as essential to our success. To ensure the achievement of our strategic objectives, the University has carefully identified cross-cutting areas shared by all Schools and Departments and linked them with relevant enablers as demonstrated below;

CROSS CUTTING AREAS

| | |
|---------------------------------|---|
| Digital Transformation | Digital transformation envisages a 'Digital First' strategy in the design and implementation of all University processes to enhance operational excellence and digital transformation. Digital business leadership in research, teaching and learning, requires the University to be data-driven and stakeholder-experience focused. |
| Quality Improvement | The University demonstrates continuous quality improvement in the learning environment based on international best practice through a strong focus on operational & academic excellence. |
| Partnerships and Collaborations | The University has entered into a number of partnerships and collaborations with various organisations, both locally and internationally, with the aim of promoting research, scholarships/grants as well as enriching its academic experience. |
| Alumni Engagement | This objective sets out to ensure that SU cultivates a vibrant, healthy and engaged alumni and friends of the University to support the goals of the institution. It seeks to create a lifelong relationship between graduates and their alma mater created through alumni participation and involvement in the life and success of SU and its students. |
| Internationalisation | This strategic objective rides on the University's focus to enhance internationalisation for competitiveness. Strathmore University seeks to stamp itself as an international university by adopting a comprehensive and ethical approach to internationalisation with high levels of international mobility for students and staff, to build strong global partnerships, and a vibrantly international and intercultural campus. |
| Data Analytics | The University relies on data driven decision making (DDDM), a process that involves collecting data based on measurable Key Performance Indicators, analysing patterns and facts from these insights, and utilising them to develop strategies and activities that benefit the institution. |

ENABLERS

| | |
|--|--|
| Communication | A seamless communication system projects a clear and accurate understanding of the activities and values of the University and helps build a strong network with friends, alumni and key business partners of the University. |
| Financial Sustainability | Further develop our planning and financial management processes to support growth, development and innovation, and to ensure our success. |
| Conducive Environment | Provide a vibrant sustainable campus environment, rich in learning, and culture, with modern inclusive facilities and infrastructure commensurate with the needs of a growing community, by implementing our campus master plan and development programmes. |
| Compliance, Governance & Risk Management | To ensure that the University runs efficiently, the Legal and Governance, Internal Audit and Risk Management and Security departments work together for the development of a solid strategy that takes into account the risk profile of the University. The implementation of the University Strategy is within the governance structures set in place to ensure smooth operations within the University as well as compliance with the regulations. |

In the year under review, Strathmore University's careful stewardship of our capitals saw the University benefit in the following areas:

Human Capital

People are the foundation of our success. Therefore, the quality of our academics, research, professional and support staff is critical to our strategy.

a) Our Human & Intellectual Capital

Our human capital requires high levels of maintenance due to its central position within the University's business structure. According to the human capital index of 2019, Kenya's ranking improved significantly from its 2018 rank. In line with this, Strathmore University holds firm to its stand on human capital maintenance and development as a pivotal aspect of our business model's structure.

Our mandate as a university is to train skilled and qualified personnel to supply the global economy's human capital needs. To achieve this, we take into consideration the general wellbeing of our internal workforce. Our efforts and practices are geared towards maintaining high standards of working conditions for the University staff by exploring all opportunities and managing challenges that arise. In a true spirit of contributing to the 2030 Agenda for Sustainable Development, the University introduced a fourth pillar - Transformative Staff Experience - in order to ensure and assure staff wellness, which in turn influences the wellbeing of our students and society as a whole. Through transformative staff experience, we contribute towards SDGs 3 (Good Health and wellbeing), 4 (Quality Education) and 8 (Decent work and economic growth).

The members of our University represent a diverse set of contexts; by embracing these diversities, our room for growth and impact as an institution broadens. The above factors contributed to the rebranding of Strathmore Human Resource department to "People and Culture department", representing a welcoming approach to unity in diversity and ultimately a vibrant and sustainable Strathmore family. The following represent some highlights of our diversity.

PEOPLE AND CULTURE DATA VISUALISATION:

Employee Demographics

Staff Summary

Gender Distribution

At Strathmore, we value the contribution and equal representation of both women and men. We support gender equality as enshrined in SDG 5; this gender diversity informs our workplace policies and practices that incorporate their different needs and experiences. By implementing these practices, Strathmore University broadens its scope of perspectives that consequently inform a process of gender mainstreaming within the University.

In the year under review, the gender ratio was as follows:



Total staff = 1144

| | 2018 | 2019 |
|--------|-------|-------|
| Female | 50.4% | 51.0% |
| Male | 49.6% | 49.0% |

Job Category

Strathmore University's growth has necessitated an expansion of faculty and administration which has accompanied an increase in regulatory requirements, compliance, assessment demands and student and parent expectations for high-value education. Therefore, the ratio of administration staff to the academic staff of 2:3 represents the acknowledgement of administrative requirements needed to support the faculty in their role as the custodians of students' education.

| Academic Staff | Admin Staff |
|----------------|-------------|
| 449 | 695 |

Staff Diversity

We recognise the importance of diversity among our staff and we are actively working to increase the pool of international employees. The following data represents our staff diversity in 2019:



Academic Staff Distribution

In line with the requirements of the Kenyan universities regulator, the Commission for University Education (CUE), the development of staff is an integral component of Strathmore's strategy on academic staff. The Management Board of the University launched the Doctoral Academy in 2017 with the aim of ensuring 70% of all academic staff attain a PhD by 2025. Now in its second year, the Doctoral Academy has 74 doctoral candidates in various academic institutions all at different stages of their PhD studies. The anticipated results of this will be reflected in the staff profile in the next few years.

The staff profile for academic staff has been improving gradually over the years. The following is a 2019 depiction of Academic Staff Distribution:

| Headcount | | | |
|-----------|-----|---------------------|-----|
| School | | Status | |
| SBS | 141 | Professors | 6 |
| SHSS | 69 | Senior Lecturers | 26 |
| FIT | 62 | Lecturers | 89 |
| SIMS | 54 | Graduate Assistants | 38 |
| SLS | 52 | Tutorial Fellows | 212 |
| STH | 15 | | |
| SI | 50 | | |

Staff Salary Policy

Strathmore University's staff policy is designed to attract, motivate and retain competent employees who will promote the University's mission and vision for the short, medium and long-term goals.

Strathmore University strongly believes in the need to recognise excellence and effort. In line with this, the institution has an annual performance appraisal system and budgeted annual increments for all staff.

Equity in staff salary allocation is what directs our staff salary policy to ensure employees are paid justly and treated consistently throughout the University. The salary policy acts as a guide in staff emoluments such as basic salary, housing allowance, gross salary, overtime, salary advances etc. The policy also provides guidelines on annual reviews, job evaluation, salary surveys and detailed guidelines on the following areas:

- Circumstances under which an employee may be sent on compulsory leave
- Circumstances under which an employee's salary may be withheld
- Circumstances under which an employee may be promoted or demoted
- Salary review when an employee is promoted or demoted

Circumstances under which employees qualify for allowances, which include:

- Responsibility allowance
- Acting allowance
- Special duty allowance
- Per diem allowance
- Telephone allowance and
- Relocation allowance

The policy also gives guidelines for employment benefits which included a 10% increment in the staff medical cover amongst the following:

- Flexi-time (for mothers returning to work after maternity leave)
- Medical cover
- Bonus
- Long-serving awards
- Subscription to professional bodies
- Provident fund scheme
- Group life

- Personal accident insurance
- Meal Allowance worth Kshs 4,000 per month
- Education benefits for dependents
- Nursing room for nursing mothers
- Benevolent benefit
- Tuition waiver for the dependents of ex- employees

Growing our People

As a University, we remain committed to developing all cadres of staff taking into consideration the fact that we must use human capital to develop intellectual capital in teaching and research. Additionally, the operational excellence in our operations will translate to more efficiency for our staff and students and other stakeholders. Ultimately, this addresses emerging issues, and gives the institution a competitive edge in the now very competitive higher education sector.

The Leadership Academy

Over the last 5 years, Strathmore University has expanded its educational offerings, having launched several new graduate programmes. To address this growth and ensure alignment of the culture of all staff, Strathmore's Management Board established the Strathmore Leadership Academy in 2018, whose mandate is developing leadership skills of Strathmore employees through the Leadership Excellence Acceleration Programme (LEAP).

The academy's trainings are geared towards the development of leaders who can create a culture that keeps Strathmore focused on its values. The first cohort comprised 64 middle management staff, who were taken through various modules focusing on impactful leadership and management skills and key competencies at all levels.

Staff Welfare Committee

In an effort to enhance employee participation in matters relating to their welfare and working conditions, the Management Board incorporated a Human Resource Committee (now People and Culture Committee) in 2018. This committee has in turn established a Staff Welfare Committee whose representatives are drawn from all cadres. The main objective of the committee is to act as a liaison between the People and Culture Department and the University staff by ensuring continuous engagement of staff on matters concerning them. Both past and current staff members provide feedback to the People and Culture Department for action and redress.

The committee is currently made up of seven members drawn from different staff departments within the University.

Optimising Social Impact

Social impact can also be described as the creation of value in the lives of the beneficiaries. In the year under review, Swissocial (Centre for Social Impact) began the first phase of a social impact project in Strathmore University to determine the social benefit created by the University. A total of 316 first year students participated in this survey. The social benefit created by a project (social impact), in this case the University, is the improvement in the living conditions of the beneficiaries that can be strictly attributable to the University, and not to other conditions that do not depend on it. The primary purpose of impact evaluation is to determine whether a project has an impact (positive or negative), and to quantify the magnitude of these changes that have occurred.

Measuring value addition through the assessment of the social benefits created by programme interventions is a powerful tool for leveraging funds and pay-for-performance relationships. It also supports organisations in designing effective projects through evidence-based planning, and in building public support for its activities.

Safety and Security

We recognise our mandate to secure the safety of our students and staff as well as our physical and virtual assets. The University's growth has led to an increase in population size that is within the University premises at any given time, which has increased the risk levels to the safety and security on campus. In addition, our internationalisation process has heightened the need to boost our security to internationally accepted standards that assure the safety of all in Strathmore University.

In support of this, the University invested heavily in securing its people and assets, with new CCTV installations and upgrades worth KShs 30.9M, a 26% increase from 2019, in addition to a police post within campus. This is to provide extensive monitoring and prompt response in the event of security threats in the University.

The advent of automation and integration of processes with IT systems has led to the negative emergence of cybercrime. Guided by the Kenya Cybercrimes Act, Strathmore University has revamped efforts to secure our staff and student information from unauthorised access, thereby guaranteeing privacy.

Health and Wellness

Strathmore University's Medical Centre has been in operation since 2010 and it serves the University community and the population from the catchment area.

The improved and diverse special clinics available at the Medical Centre include: Maternal and child care including vaccination services; Dental Multi-Specialty; Mental wellness clinic; General Physiotherapy & Sports Injury and Rehabilitation Centre; Specialised Pediatrics Care - Sickie Cell Total Care Clinic; Adult vaccinations and the Non-Communicable Diseases (NCD) Management Programme specialising in

diseases such as hypertension and diabetes. This has led to an increased access to outpatient services by staff, students and the catchment population. The year under review saw an increased number of outpatient visits from students.

Patient Trends 2017 to 2019

| Year | 2017 | 2018 | 2019 |
|----------------------|-------|-------|--------|
| Total patient visits | 13584 | 13120 | 35,036 |

Our Mental Health Strategy

Mental health is now a prevalent global issue, whose impact is being felt in all spheres of society, more-so in universities, regardless of the socio-economic status of the student community.

Our student body population runs the highest risk of falling prey to mental health issues as they attempt to manage academic and societal pressures, the potentially negative consequences on the wellbeing of the use of digital technologies and social media, and navigate developmental challenges as they transition into adulthood. Research indicates that social media has heightened the vulnerability that characterises a young adult's social interactions.

Strathmore University Mentoring Services' vision is to provide every student with the supportive relationships they need to grow and develop into thriving, productive and engaged young adults. The mentoring services carries out a mentoring awareness week every year to encourage students to conduct regular self-assessments and to perceive their mentors as friends who motivate and act as accountability partners. In 2019, the University conducted over 2800 mentoring sessions.

The Strathmore University Medical Centre has a dedicated clinical psychologist and a team of counsellors providing clinical diagnosis for mental health to patients. The number of patients seen has nearly tripled from 2018. The year under review saw the following mental health trends in patient numbers.

- 226 patients attended counseling sessions
- 773 counseling sessions were held in 2019

The Strathmore University Medical Centre launched the Mental Health Strategy in 2018 and collaborated with the Student Council to hold the inaugural Mental Health Week in the same year. During the campaign, a mental health hotline was launched with a campaign dubbed 'Make the Call'. The hotline services are available toll-free for all callers, and a medical counsellor is available three times a week for all students at no cost to facilitate the access of counselling services for those in need of them. The launch was necessitated by the imposing mental health challenge among students and even staff members. The second mental health awareness week was held in August 2019, in collaboration with the Strathmore University Mental Health Club.

The themes for the 2019 Mental Health Awareness Week were:

- Money and Personal Finances
- Drugs and substance abuse
- Role of parenting and children's personality formation
- Self-care and Body Positivity
- Mental wellness (in collaboration with Paint the Run and the Student Council)

Health Research

With the aim of eventually establishing a teaching hospital, Strathmore University's Medical Centre has gradually expanded its scope to engage in biomedical and clinical research. The existing active collaboration with the Centre for Research in Therapeutic Sciences (CREATES) has facilitated several research projects.

CREATES is a consortium of academic and research institutes who share the overall objective of conducting and advancing cutting edge and relevant research in therapeutic sciences and medical genetics in a bid to address key health issues related to diseases that are major public health concerns in Kenya, the East African, and the African regions.

Health Campaigns

World Heart Day 2019

The Strathmore University Medical Centre ran a campaign in September 2019 dubbed "Be a heart hero" that was followed by a medical camp in which a total of 1150 staff and students were screened for blood sugar levels, BMI and blood pressure.

Breast and Cervical Cancer Campaign

In a bid to raise awareness in the University on Breast and Cervical Cancer, the Strathmore University Medical Centre carried out a campaign in October 2019 dubbed "PINKTOBER". During the entire month, the Medical Centre offered free breast cancer screening and discounted pap smears. An online campaign ran simultaneously and encouraged the university fraternity to dress in pink to raise awareness and get screened. At the close of the month, in partnership with Faraja Cancer Centre and Ennsvalley bakery, a sensitisation talk on cervical and breast cancer was held for staff and students.

Menstrual Health and Hygiene

The outgoing Student's Council of 2019 launched the sanitary pad vending machine, in partnership with Strathmore University's Medical Centre and also held awareness talks with the students on menstrual health and hygiene, and the availability of gynecology services at the medical centre.

Dental Camp

The dental camp was held in November 2019 with the theme "Everyone deserves a beautiful smile!" During the camp, patients received free screening, free oral health/hygiene education, an end-of-year offer on cleaning & polishing, a discount on braces and a dental gift hamper courtesy of a partnership with Dental Access and Colgate Palmolive (EA) Limited.

UNIVERSITY POWERED BY THE SUN

Natural Capital

We seek to be a custodian of ecological awareness and sensitivity in order to achieve the goal of sustainability. Strathmore University's pioneering solar electricity generating system has maintained the capacity to not only power our University needs but also to support Kenya's national grid with the surplus generated, under a 20-year contract.

The University has implemented a "green buildings initiative" that leverages on utilising natural lighting, water evaporation cooling systems and rain water, making them much more affordable to run than conventional buildings.

In 2019, Strathmore University committed to taking action against the problem of plastic trash in the oceans by agreeing to host the Flip Flopi boat - a boat made entirely of plastic trash recovered from the sea. Through an ongoing campaign, the boat is traveling around the world, and any institution that hosts it commits to taking concrete steps to join the fight against plastic trash.

Strathmore University achieved the following milestones in the year under review:

- Preparing for Long Term EU-AU Partnerships in Renewable Energy (Pre-LEAP RE) project- PRE-LEAP-RE prepared a Research and Innovation Action (RIA) and set the foundation for future collaborative African Union-European Union activities in the field of renewable energy. The project will form the basis for long-term African-European collaboration in renewable energy and will contribute to a better understanding of the AU-EU ecosystem.
- Global Bioenergy Partnership (GBEP) (Jan 2019 - June 2019): The objective of the Global Bioenergy Partnership (GBEP) project is to support decision makers in Ethiopia and Kenya in developing effective integrated policies for sustainable bioenergy production and use. The project provides technical assistance to government officials and experts in Ethiopia and Kenya to assess the sustainability of their bioenergy sector and build their capacity for its long-term, periodic monitoring. In Kenya, the project is being implemented by Stockholm Environment Institute in collaboration with the Ministry of Environment and Forestry and the United Nations Environment Programme (UN Environment). The project is funded by the International Climate Initiative (IKI) and the German government.

- Solar Cooling Assessment in Kismayo, Somalia GIZ (GIZ, FNP, SRP, DRP) - SERC in collaboration with GIZ carried out a study between - April 2019 to November 2019 in Kismayo Somalia, whose aim was to assess opportunities for off-grid cooling and processing in fish, milk, fruits and vegetables value chain, to establish a proposal for Solar Energy opportunities which can be adopted in water treatment and distribution, and assess feasible financing options for the recommended off-grid technologies
- Newton Utafiti fund: SERC in collaboration with the University of Edinburgh, KEWI, KEFRI and KALRO received funding under the Newton Utafiti Fund with the objectives of investigating novel methods for irrigation in the arid and semi-arid regions of Kenya, developing a prototype of a solar thermal fresh water generator that can be used to desalinate brackish water and identify failure causes of existing reverse osmosis desalination systems in the country over the period on March 2018 to March 2019.
- Global Challenges Research Fund (GCRF) Scoping studies on electric mobility and cook stoves: Strathmore University's Energy Research Centre in collaboration with Imperial College London (UK) and Jomo Kenyatta University of Agriculture and Technology (Kenya) received funding from GCRF to conduct scoping studies on Clean Cooking Solutions and Electric Mobility. The study took place for a period of 6 months from March 2019 to August 2019.
- Solar Micro-Grids for Productive Enterprises Uses in Humanitarian Setting: This project focuses mainly on determining the economic viability of introducing solar micro-grids as an alternative form of energy. This solution will be offered at an operational fee that is more favourable and investment worthy than the diesel-powered generators in Mahama camp. The theory of change in this project is that refugees are connected to the solar micro-grids; this process also provides increased access to electricity, which translates to reduced energy costs, increased productivity/business performance, reduced emissions, and the overall goal being increased global access to energy in a humanitarian setting. This project runs from October 2019 to July 2020.

Strathmore University Solar powered container wins at the 2019 Initiate! Impact Challenge

A Strathmore University team won the Initiate! Impact Challenge held during the 2019 African Utility week in Cape Town, South Africa. The challenge was sponsored by Enel Foundation, the Innovation Hub, Lesedi Nuclear Services, and the Russian Nuclear Agency, Rosatom.

The Kijiji project, was selected as the best from a pool of four participating universities: Stellenbosch University, University of Cape Town, the University of Witwatersrand, and Strathmore University.

The team from Strathmore Energy Research Centre was awarded the grand prize of 20, 000 Rands. The project provides a solution to electricity access in rural areas and is centered on a solar-powered container. The container is a hub that acts as a power source, and an attraction point for people. It also has a health clinic, a knowledge hub and provisions for business. It is a 40ft container with 25kW capacity solar panels and 6000AH battery storage. This supplies electricity to the clinic, knowledge hub and three shops (with a capacity of cooling and having a maize mill).

Social & Relationship Capital

The University's research and education aim to benefit the wider society locally and globally. We work in partnership with public, private, voluntary and commercial organisations to enhance our positive public impact, engagement and knowledge exchange.

Our Community's Reach

Strathmore University's Community Service Centre focuses its efforts on promoting our members towards being agents of positive societal transformation.

Strathmore University creates opportunities for its students to identify themselves as active and influential participants of society. We believe that these opportunities expand our students' capacity to develop leadership skills that initiate positive change across socio-economic lines, while at the same time contributing to the capacity of those they encounter.

The year 2019 was marked by an increase in student participation, engagement in more camps and more sustainable projects. This shows our commitment to developing students who will go on to become community and global leaders best equipped to contribute to the common good. There was also an increase in donations by staff members, especially through the Staff Giving and Meal Allowance Campaigns. Departments also showed interest in engagement, and we are continuously seeking ways of having the majority of them take up annual activities, in alignment with our third pillar - Service to society.

Our Community Reach Engagement Statistics

| Item | 2017 | 2018 | 2019 |
|--|---|---|--|
| Number of activities | 49 | 55 | 71 |
| Staff Participation | 87 | 94 | 127 |
| Students Participation | 1817 | 2068 | 2140 |
| Alumni Participation | 184 | 174 | 186 |
| Funds raised (in currencies) | Euros: 38,431 Dollars: 52,650 KShs: 968,427 | Euros: 53,025.25 Dollars: 6,950 KShs: 260,817 | Euros: 91,023 Dollars: 110,000 KShs: 294,355 |
| | KShs 11,637,626.07 | KShs 7,843,956.9 | KShs 23,966,819.69 |
| Work Camps | 5 | 9 | 9 |
| Macheo Mentors and Volunteers | 40 | 60 | 74 |
| Macheo Mentees | 123 | 150 | 152 |
| Macheo Graduates to Tertiary Institutions | 5 | 18 | 28 |
| Departmental Engagement | 3 | 4 | 5 |
| Direct Academic Staff Engagement | 2 | 2 | 2 |

Community Engagement Outreach and Work-Camps

Our activities vary in terms of their impact as far as the number of beneficiaries is concerned. The main objective is to offer lasting and sustainable projects which will enhance the capacities of our partners and at the same time enhance our students' and staff experience.

- Mentoring Work camp: - Three mentoring camps were held in 2019; one for female students and two for male students
- Finance Department Outreach Day: The department paid a visit to Angels' Centre on 12th October 2019. The department raised KShs 35, 000 which was donated to Angel's Centre. In addition to this, the team spent the day with the abandoned babies.
- Construction Camp: This activity were done in partnership with Local-Lives Foundation, Ireland; we managed to work on the construction of classrooms and renovation of a computer lab at Mulaani Secondary School.
- Engagement of Chaplaincy: Fr. Charles Mundia joined our students during one of the visits to Angels Center. Following this, he visited the same center on the 10th October 2019 with his own team.
- Cafeteria Department Corporate Social Responsibility (CSR): Having fundraised KShs 15,000, the team visited Hanne Howard Foundation, located in Lenana Slums.
- Kisumu Mentoring Camp - Two mentoring camps were carried out in Kisumu, so as to expand our reach in the country.
- SIMS: SIMS staff fundraised KShs 40,000 and visited Missionaries of Charity in Langata, a rescue centre for disabled young women.
- Housekeeping Department: The Housekeeping Department visited Sisters of Charity in Langata. The team raised KShs 20,600, which they donated.
- The Community Service Centre partnered with Stanbic Bank to donate 109 computers and 45 laptops, and renovate the Madaraka Primary School Library.

Macheo Project

Macheo is an initiative of Strathmore University's Community Service Centre. It is an after-school programme that helps high school students from humble backgrounds to successfully complete their secondary education which in turn increases their capacity to improve their future and become agents of change in their own contexts.

Through character development sessions, Strathmore University organised 10 seminars in 2019 for the Macheo students which engaged them in interactive sessions that discussed ways of improving their social and academic attributes in order to promote their overall responsibility and initiative.

Each Macheo student is paired up with a mentor drawn from our undergraduate student community. Some of the Macheo graduates, currently in various undergraduate programmes at the University, form part of the mentoring team.

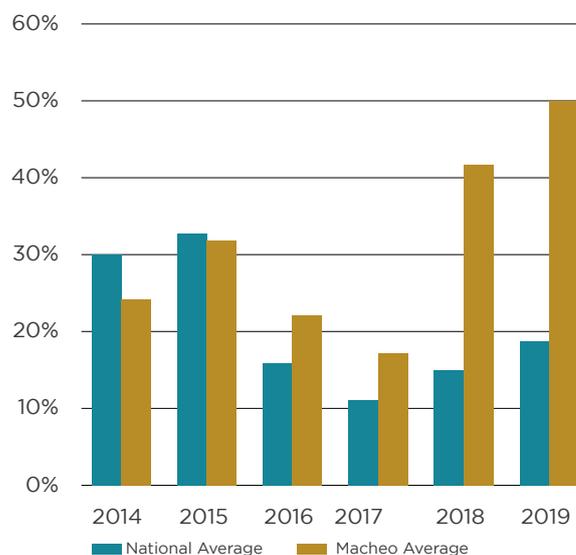
Macheo 2019 KCSE Success Story

In 2019, Macheo enrolled 152 students from informal settlement communities and vulnerable backgrounds.

Through the Academics-Holiday programme, Strathmore University organised two weeks of academic revision in April, August and November which enabled students to cover 120 hours of study during the holiday months. Character development sessions took one hour per session, 3 Saturdays in a month during the school term for seven months. During the school holidays (April, August and November) students were engaged for 30 minutes daily, for two weeks, a total of 30 days. KCSE candidates were offered additional revision classes to prepare for their final high school exams.

Macheo registered a remarkable performance in KCSE. 50%, that is 28 out of 56, of the students who sat for KCSE exams got a C+ and above, thus qualifying to join university. This was a great improvement from 2017 and 2018 which recorded 17% and 42% respectively. Mathematics recorded the best performance with 10 students scoring an A plain and 2 students scoring A-(minus). 48% of the students scored C+ and above in Mathematics.

Average number of students who qualified to join university (%)



Financial Aid

While the primary responsibility for meeting higher education needs rests with the students and family, the University's commitment to economic diversity, and combination of a breadth of tools and resources makes it possible to coordinate the aforementioned and invest in tertiary education at Strathmore University.

The University has a scholarship scheme which runs from its annual reserves in addition to returns from the European Union Endowment Fund. Eligibility and selection criteria vary widely. The broad range of scholarship programmes enables the university to cater for a wide range of applicants across all degrees, diplomas and professional courses.

The scholarships fall under the following categories:

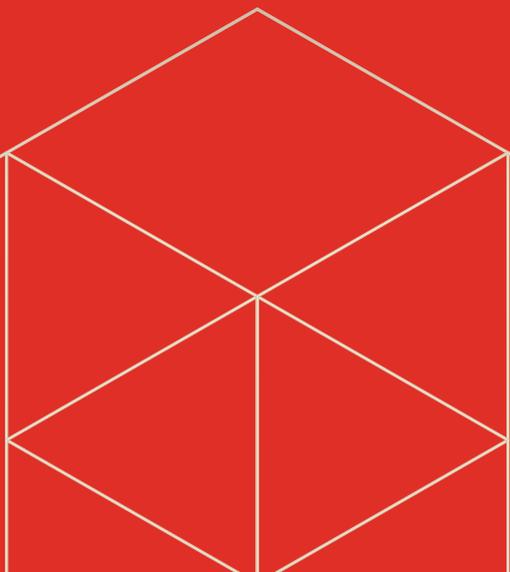
- Mathematics Contest Scholarships
- Sports Scholarships
- Sports Fee Rebate
- Student Council Rebate
- Family Fee Rebate
- Merit Scholarship

| Summary trend | 2018 | | 2019 | | Growth |
|------------------------------|-------------|-----------------------|-------------|-----------------------|------------|
| | Students | Amount | Students | Amount | |
| SU Scholarships | 550 | 98,977,314.23 | 956 | 98,028,452.03 | -10% |
| SU Loans | 180 | 33,968,757.70 | 197 | 28,044,880.88 | -8% |
| SU Discounts | 97 | 11,174,504.25 | 99 | 12,853,375.49 | 16% |
| External Scholarships | 362 | 36,022,448.17 | 823 | 57,676,150.33 | 60% |
| Total | 1189 | 180,143,024.35 | 2075 | 224,647,739.61 | 25% |



08

RESEARCH



Research Committee

| | |
|------------------------|--|
| Prof. Izael Da Silva | DVC - Research and Innovation |
| Prof. Rachel Mbogo | Dean - Research and Innovation |
| Prof. Ismail Ateya | Director - Office of Faculty Affairs |
| Prof. Ruth Kiraka | Chair - Internationalisation Committee |
| Dr. Maureen Syallow | Research Director - School of Humanities and Social Sciences (SHSS) |
| Dr. Fredrick Oduori | Research Director - School of Tourism and Hospitality (STH) |
| Dr. Peter Kwenjera | Research Director - Strathmore Law School (SLS) |
| Dr. Joseph Sevilla | Director - @iLAB and iBiz Africa |
| Dr. Pratap Kumar | Institute of Healthcare Management (IHM) |
| Dr. Godfrey Madigu | Research Director - Centre for Applied Economics (SIMS) |
| Prof. Robert Mudida | Research Director - Strathmore Institute of Public Policy and Governance (SIPPG) |
| Mr. Vincent Ndoloka | Executive Director - Finance Department |
| Mr. Bernard Shiundu | Head of Library Services |
| Dr. Bernard Shibwabo | Director - Office of Graduate Studies |
| Dr. Bernhards Ogutu | Director - CREATES |
| Dr. Bernadette Wanjala | Research Director - Strathmore Business School (SBS) |
| Dr. Mary Ochieng | Research Director - Strathmore Institute of Mathematical Sciences (SIMS) |

As a modern university that prides itself on excellence, we carry out research of the highest quality that cuts across multiple disciplines. We are very aware of the fact that the human being is a perpetual problem solver. Problem solving is facilitated by understanding, collecting and analysing information to the senses in search of a solution. Our University seeks to refine this everyday process of troubleshooting through refined academic research to continuously provide impactful solutions to societal problems.

We are a research institution recognised and accredited by the National Commission for Science, Technology and Innovation (NACOSTI). Our Research Ethics Committee assesses the methodological, ethical and legal aspects of all research carried out in the University to ensure that ethical guidelines and regulations are strictly upheld.

In the year under review, Strathmore University increased the number of research activities, thus strengthening one of the University's strategic pillars. In 2019, our nationally recognised research endeavours attracted over KShs 288M in grants, which is the largest stake received of all the private higher education institutions that applied for the funds. The year also saw over 100 multidisciplinary research collaborations, enriching the University's impact in the region.

RESEARCH PERFORMANCE INDICATORS 2019

Strathmore University is a representation of a healthy academic ecosystem owing to its broad spectrum of disciplines, which provides a wider source of academic input to ultimately enrich our research output.

Number of publications: 126

In 2019 there was a 50% increase in the total number of publications over the previous year. This significant increase in the number of publications by our researchers attracted grants amounting to KShs 288 Million, a 2% rise from 2018. The biggest contributor was the Centre for Intellectual Property and Information Technology Law (CIPIT), under CASEDATA Initiative: Coordinating Approaches to systemize and expand digital rights data.

Number of active researchers: 178

Research is a human resource intensive activity that has the quality of its output pegged on the researcher's ability. Strathmore University has attracted 178 active and enthusiastic researchers, a 78% increase from 2018, who sustain the vibrant research landscape of the University.

Number of research events participated in: 151

Our researchers further participated in 151 research events in 2019, held both locally and internationally. These events provided the opportunity to bench mark and exchange valuable insight amongst members of the global multidiscipline research community. The University also facilitated 58 business start-up incubations at @iBizAfrica.

Our Research Centres

- 1 Strathmore Energy Research Centre
- 2 Strathmore Enterprise Development Centre
- 3 @iLabAfrica Research and Innovation Centre
- 4 Centre for Research in Therapeutic Sciences
- 5 Centre for Intellectual Property and Information Technology Law
- 6 Strathmore University Press
- 7 Strathmore Centre for Sustainable Leadership
- 8 Centre for Research on Organisations, Work, and Family
- 9 Strathmore Institute for Public Policy and Governance
- 10 Strathmore Institute of Family Studies and Ethics
- 11 Strathmore Tax Research Centre
- 12 Strathmore Institute for Healthcare Management

Research Brown Bag

Research Brown Bag sessions: **37**

Research Brown Bag sessions are short events held in the University, in which researchers discuss about their research projects, usually before a diverse live audience. It is an initiative driven by the Research Office at the University. It aims at demystifying research in order to make it more accessible.

By the end of October 2018, over 700 individuals had attended at least one brown bag session. In 2019, the average attendance for staff and students was 160 and 180 respectively. The majority of brown bag sessions were led by graduate students in the doctoral academy.

Our Research Areas of Strength



Notable Research Outputs and Innovations

National Family Policy of Kenya:

The Strathmore Institute of Family Studies and Ethics (IFS) has been actively involved in the process of formulation of Kenya's policy on the family by supporting the Technical Working Group as one of the key research partners. The policy, spearheaded by the Ministry of Labor and Social Protection, is designed to outline a framework for the implementation and monitoring of programmes to ensure the protection and support of the family, in order to enable it play its role effectively in the country's development.

Strathmore University Solar-powered container wins at the 2019 Initiate! Impact Challenge:

The team from Strathmore Energy Research Centre was awarded the grand prize of 20, 000 Rand. The project provides a solution to electricity access in rural areas and is centered on a solar powered container. The container is a hub that acts as a power source, and an attraction point for people. It also has a health clinic, a knowledge hub and provisions for business. It is a 40ft container with 25Kw capacity solar panels and 6000AH battery storage. This supplies electricity to the clinic, knowledge hub and three shops (with a capacity of cooling and having a maize mill).

ALN- Anjarwalla and Khanna Law Library Launch:

The launch of the ultra-modern library was officiated by retired Honourable Chief Justice Willy Mutunga on the 27th of June 2019. This KShs 15 million facility is a state-of-the-art library designed to support legal academic and professional work in order to extend Strathmore University Law School's ability to impact society through social empowerment, and contribute to our intellectual capital output in a massive way.





STUDENT
AFFAIRS

09

Student Affairs

Strathmore University recognises that our students' education goes well beyond coursework, and by facilitating extracurricular student activities, we are promoting a vital part of our holistic student experience.

We value our student voice and we constantly strive to incorporate our students' hopes, wishes and opinions into the University's growth strategy. Our student engagement programmes seek to foster student success and lifelong learning by facilitating inclusive activities, services, traditions, and events that invigorate the ambitions and support the various talents of our students. All these form the unique student culture that has forged a united Strathmore family, which blends seamlessly with our motto: "Ut omnes unum sint" - "That all may be one".

11th Strathmore Student Council

Our Student Council represents Strathmore University's student body and presents the elected council members with the opportunity to experience and learn from the practical aspects of leadership.

In 2019, the Student Council served and represented the students of the University while acting as a forum through which students express views concerning their academic and social life, as provided for in section 29 of the Charter.

Council Members

| Position | Name |
|-----------------------------------|------------------|
| President | Shannon Mujera |
| Vice President | Farhiya Osman |
| Secretary General | Mastaki Bwinja |
| Public Relations Executive | Rose Ngicho |
| Financial Executive | Beth Akinyi |
| Female Academic Executive | Anoushka Kassam |
| Male Academic Executive | Sebayiga Vianney |
| Female Sports Executive | Tara Kadenyi |
| Male Sports Executive | Sebule |

The 11th Strathmore Student Council channeled their efforts towards promoting a healthy and vibrant student experience. There were a number of initiatives put forward by the council with the help of both faculty and administration. The Student Council diligently served the University by being a unifying office for all student affairs, which include clubs and societies' activities, sporting events, as well as other interfaculty student activities such as debates and seminars.

Clubs and Societies

The University offers a variety of co-curricular activities aimed at providing students with an opportunity for personal development and the chance to socialise. We boast an array of clubs that serve different interests including performing arts, languages and human resource.

Below is a list of the clubs and the respective number of members;

| | CLUB | MEMBERSHIP |
|----|--|------------|
| 1 | AIESEC | 60 |
| 2 | STRATHMORE DRAMA SOCIETY (DRAMSOC) | 50 |
| 3 | STRATHMORE ACTUARIAL STUDENTS SOCIETY (SASS) | 60 |
| 4 | STRATHMORE UNIVERSITY FINANCE AND FINANCIAL ECONOMICS STUDENTS ASSOCIATION (SUFFESA) | 60 |
| 5 | TAX CLUB | 70 |
| 6 | STRATHMORE BUSINESS CLUB (SBC) | 70 |
| 7 | STRATHMORE MODEL UNITED NATIONS | 50 |
| 8 | MARKETING CLUB | 80 |
| 9 | DEBATE CLUB | 60 |
| 10 | STRATHMORE CHORALE | 50 |
| 11 | CHINESE CLUB | 15 |
| 12 | JAPANESE CLUB | 15 |
| 13 | FRENCH CLUB | 40 |
| 15 | SPANISH CLUB | 25 |
| 16 | STRATHMORE HUMAN RESOURCE CLUB (SHREC) | 60 |
| 17 | ENACTUS | 65 |
| 18 | STRATHMORE UNIVERSITY MEDIA GROUP (SUMG) | 50 |
| 19 | STRATHMORE BAND | 5 |
| 20 | ART CLUB | 50 |
| 21 | HOSPITALITY AND TOURISM STUDENTS SOCIETY | 55 |
| 22 | PRESIDENTIAL AWARD CLUB | 45 |
| 23 | DANCE AND FITNESS CLUB | 50 |
| 24 | MENTAL HEALTH CLUB | 50 |
| 25 | TOAST MASTERS | 60 |
| 26 | STRATHMORE UNIVERSITY IT STUDENTS ASSOCIATION (SUITSA) | 75 |
| 27 | FIRST AID CLUB | 30 |
| 29 | READING CLUB | 25 |

STUDENT EXPERIENCE

The office of the Dean of Students, through the Student Council and Strathmore Clubs and Societies, organised a number of activities unconnected to academics as highlighted below:

Game Days and Movie Nights - The creation of game night was to counter student apathy towards university events by offering activities and games that interest them. This involved board games, play stations, open mic sessions, movies, karaoke and flea markets including a Motor sport GT car showcase on 22nd of Nov 2019. The event attracted large crowds and improved bonding and mingling among students.

SU-Safi Campaign - The idea was brought about by a student who felt the dining areas in the Student Center were left unclean by students after meals. The campaign was geared towards a clean SU and culminated a partnership with Team Environment Kenya and the environmental club. We hosted the SDG's dialogue on Tuesday 4th June 2019 in the morning and embarked on a clean-up in the afternoon where more than 300 students took part in picking up litter from phase 2 all the way to the sports complex, cleaned the river and planted 200 trees.

Academic Awards Gala - This is an annual event intended to recognise and appreciate hard work as well as to reward students in the Dean's List. The students were awarded with certificates and treated to a cocktail on Thursday 11th July 2019. The annual University theme dwelled on excellence and the Vice-chancellor designate reminded the students not to just concentrate on studies but to try and achieve excellence in co-curricular activities as well as improve relations with others.

Club Olympics - The Club Olympics is an annual event that brings together all the clubs and societies within Strathmore with not only the aim of fostering unity and cohesion but also as a forum where students can express their non-academic prowess in sports. Debate club emerged winners in the 2019 edition.

Medical Camps - Two medical camp checkups were held in collaboration with the Strathmore Medical Centre, in which 1,974 students were screened.

Football Fridays/ Zumba and Aerobics - In an effort to improve student participation in sporting activities and sports for all, the Student Council organised Football Fridays that involved inter-faculty competitions between non-elite students. Zumba and aerobics sessions were also held to help create a fitness culture on campus.

Talks/ forums/ Conferences

| Club | Activity | Date |
|--------------------|---|---|
| Student Council | She can campaign - the event was geared towards celebrating and empowering ladies by sharing experiences. | Thursday 22 nd August 2019 |
| Marketing Club | The Crucible marketing round table - The Crucible aims at giving students opportunities to start their careers in marketing & communication as well as create lasting networks. The event included a panel discussion by top marketing industry players, career roundtables and blaze discussions. Attended by students from 10+ universities around the country and 25 professionals from Safaricom, WPP Scan group, UBA, KTD, Oxfam, KRA etc it involved career mentorship sessions and mini-talks on marketing, finance, retail and consumer goods, the gig economy, and innovation in Africa. Panelists were Dr. David Mathuva, Mr. Julius Bett, Samuel Karanja, Marion Wanyoike. | Theme - Take on the future. The event was held at the main auditorium on the 30 th of October 2019 and 185 students attended. The students were able to raise over 2m for the event. |
| Debate Club | Mashujaa open - monthly debate organised by Strathmore debate club. | The event is held monthly to give members an opportunity to learn and sharpen their debating skills against seasoned debaters from other institutions. They are also able to improve on their skills both as adjudicators, and interact and discuss ideas on different topics |
| SBC | Crypto-currency talk - involved training on investment and personal finance. | Thursday 27 th June 2019 |
| Strathmore Chorale | Karaoke - organised monthly | Attracts over 200 students |

| | | |
|---------------------------|--|--|
| Mental Health Club | Club members and co-founders came together to create a Public Service Announcement (PSA) and Photography campaign on the current state of Mental Health in Kenya. | The PSA involved engaging the student body for a photography campaign where students were asked to write encouraging and empowering messages in support of their colleagues who are undergoing mental illnesses or mental health challenges. |
| KMUN | Intervarsity mock debates | 14 th October 2019 |
| AIESEC | Parents' Brunch – Organised for parents to learn more about AIESEC and how to support their children by means of the involving leadership experience that the club offers through exchange programmes and conferences. | 28 th September 2019. |
| PA Club | Expedition – The Presidential Award members took part in an expedition that involved camping for two days | 14 th October 2019. 45 students attended the event. |
| SUITSA | Hackathon | 18 th and 19 th October 2019. Over 400 students attended the event, which attracted sponsorships of over 500k. |
| ENACTUS | National expo Friday 14 th June 2019 | Attended by 35 students from Strathmore. |
| TAX Club | Online tax return training | 24 th May 2019. Attended by 70 students in MSB 1 |
| DRAMSOC | 2 plays: A doll's house, and Aminata | Feb and November 2019. |
| SHREC | HR Round table | 1 st November 2019. 120 students attended the event. |

Competitions

| Club | Competition | Outcome |
|-----------------------|--|---|
| Marketing Club | Marketing Society of Kenya awards | 4 club members (Akilimali Arsene, Vera Prudence, Jawahir Ahmed and Wangeci Gakenia) won the 2019 Best University Students in Marketing Award) during the Marketing Society of Kenya Awards 2019. They created a new segmented and targeted youth product and an integrated communication plan for Airtel Kenya. |
| Debate Club | Haradali Open – Strathmore Debate Club hosted the first East Africa women's open on the 10 th , 11 th and 12 th of October 2019. The conference brought together delegates from Kenya, Tanzania, Rwanda, Botswana and Gambia for the common goal of creating awareness and engaging on possible solutions to challenges facing women in Africa today. | Strathmore University emerged second after African Leadership University of Rwanda. The event attracted a sponsorship of over 1M from OSIEA and Kotex. |
| SUITSA | SoGal hackathon | 2 members won mentorship and trip to Silicon Valley |

Corporate Social Responsibility

| Club | Activity | Date |
|------------------------|--|---|
| Student Council | Partnered with Kotex, for the Heels for pads project to provide sanitary pads for Madaraka Primary School. | 22 nd August 22 nd November 2019. |
| Debate Club | Children's Garden Home - Uthiru. Activities involved cleaning, cooking, games and a mentorship session | 29 th June 2019. 60 students attended the event. |

International Students Career Fair 2019

The Career Development Services (CDS) office in conjunction with the International Students office held the 2nd International Students Career Fair breakfast on Thursday 22nd August in the main auditorium.

The theme of the career fair was 'Make it Count' - to motivate the international students to ensure that they capitalize on the experiences available to them while at Strathmore University and to carry those experiences wherever life may lead them.

The keynote address was given by Alfred Ngwenya -Talent Acquisition Specialist: East and Southern Africa for Nestle. Nestle also launched their EASR Graduate Programme. The application process utilises gamification - a psychometric assessment tool that tests the cognitive ability and personality of the candidates. Interested candidates require an hour to complete the game and receive a report on their strengths.

55 students from Malawi, South Sudan, Rwanda, Uganda, Tanzania, DRC, Burundi and Zimbabwe attended the career fair and had an opportunity to network with representative of Stanbic, McKinsey & Co., KCB Group, GE, WFP, Nestle, BAT and Mars Wrigley.

International Student Passes

In 2019, the Dean of Students office assisted in the application, submission and processing of over 200 international student passes. Owing to a cordial professional relationship and partnership with the Ministry of Immigration, more than 50% of the student passes applications were approved, issued and endorsed.

Student Exchange Programmes

AIESEC Strathmore had 27 students from Strathmore University go on exchange in 2019.

Outgoing global volunteer (OGV) 21 - The exchange participant volunteers at a social impact project in a different country for a period of six weeks. These projects are formed based on the UN Sustainable Development Goals.

Outgoing Global Entrepreneur (OGE) 5 - The exchange participant works at a startup for 8-12 weeks in a different country. This is an unpaid internship programme.

Out going Global Talent (OGT) 4 - The exchange participant works at a global firm for a period of 24-72 weeks. This is a paid internship programme open to recent graduates or students awaiting graduation.

Freshmen Convocation

The freshmen convocation is an upgrade of the inaugural speech given by the Vice Chancellor to first-year students after the general orientation. The event was held on 27th September 2019 and the students were issued with lapel pins and academic codes which they are to retain until their graduation day. The event is meant to ceremoniously introduce new students to a rigorous academic life in the University, alongside opportunities, responsibilities and resources available to assist them with connecting with the community and industry.

Flea Markets and the Launch of Strathmall



To encourage entrepreneurship in campus, the flea market initiative once held by SBC club was revived to once every month, giving students an opportunity to showcase and sell their products at the Student Center. In order to tackle the challenge of hosting frequent flea markets, the Student Council began an initiative, in the form of an online e-commerce site dubbed Strathmall, with the goal of enabling the student entrepreneurs to sell their products and services efficiently to both students and the external consumer market.

The Stratizen

SUMG launched an online student-run newspaper, currently the only active one among universities in Kenya, to provide a platform for students to share their creative work. The site currently generates up to a thousand readers on some of the popular articles and at least 10-20 writers in the editorial team. The initiative laid the foundations for the future establishment of Strathmore Radio by having podcasts as part of The Stratizen, and there are currently two recorded podcasts and a dedicated podcast team. The official link is www.thestratizen.co.ke.

Launch of Stratizen TV and publication of SUMG magazine - to improve the discussions and conversations, and to keep students informed of University events, SUMG published the SUMG Magazine and is soon to launch the Stratizen TV.

Sports

Strathmore University has a vibrant sporting culture with a majority of the teams participating in the national leagues. The University understands the importance of balancing the rigours of academics with other activities, and sports is an area the University has invested in. In the year in review, 130 sports scholars received sports scholarships.

| Team Sports | Individual Sports |
|--------------------------|-------------------|
| Soccer | Athletics |
| Basketball men and women | Table tennis |
| Hockey men and women | Tennis |
| Volleyball men and women | Karate |
| Rugby | Scrabble |
| Handball men and women | Chess |
| | Archery |
| | Swimming |

Basketball

Strathmore University's men's and women's basketball teams are the defending Kenya

University Sports Association (KUSA) champions with the men's team having a 13-year winning streak and their counterparts having a four-year winning streak. Both teams also participate in the national basketball leagues.

Handball

The Strathmore University handball teams (men and women) were the winners of the KUSA 2019; the men's team were the reigning champions at the games for the 4th year and finished 3rd in the Kenya Handball Federation League.

Hockey

Both the women's and men's teams were 2019 KUSA champions. The women's team has six of their players in the national team and the men's team has seven of their players in the national team. The teams have been prominent features in the national league, which they have won several times.

Sports Achievements

The table below indicates the performance of the University teams in various leagues in 2019. The performance of both men and women teams has been commendable.





10

SCHOOLS
AND CENTRES



STRATHMORE
UNIVERSITY
**BUSINESS
SCHOOL -
SBS**

MISSION

To serve the society by developing a virtuous leader through generation and dissemination of business and management knowledge that positively impacts Africa.



VISION

To be a premier school of business and management, promoting high quality of life in Africa.



DR. GEORGE NJENGA - EXECUTIVE DEAN, SBS

Staff statistics

| Teaching Staff | No. |
|-------------------|------------|
| Lecturers | 94 |
| Teaching Fellows | 27 |
| Doctoral Fellows | 27 |
| Executive Fellows | 29 |
| Total | 277 |

Student Statistics:

| Area of study | Total |
|--|-------------|
| Bachelor of Commerce | 1815 |
| Master of Business Administration | 134 |
| Master of Business Administration (Modular) | 52 |
| Master of Business Administration in Healthcare Management | 56 |
| Master of Commerce | 114 |
| Master of Public Policy and Management | 84 |
| Master of Science in Development Finance | 175 |
| Masters in Public Policy and Management (Modular) | 65 |
| Master of Management in Agribusiness | 76 |
| PhD Programme in Business Management | 30 |

| Executive Education | Participants |
|--|--------------|
| NTSA Board Training | 13 |
| SASRA Supervisory team | 13 |
| Homabay Diocese Corporate Governance (CSR) | 65 |
| AIG Middle Managers Development Programme | 10 |
| NMB Bank TZ Corporate Governance Training | 12 |
| African Academy of Sciences Finance for Non-Finance Managers | 10 |
| ICDC Board Audit & Risk Programme Training | 13 |
| Britam Board - Kigali Board Development Programme | 6 |
| Kenya Nut Family Governance Programme | 11 |
| Vivo Energy Contracts and Negotiations | 5 |
| Standard Media Board Development Programme | 12 |
| Multichoice Management and Leadership Development Programme | 31 |
| Isuzu East Africa Leadership Excellence Programme | 36 |
| Britam - Malawi Board Development Programme | 14 |
| Britam - Nairobi Board Development Programme | 36 |
| Advanced Management Programme | 15 |
| Senior Management Leadership Programme | 22 |
| Programme for Management Development | 14 |
| Women in Leadership | 82 |
| New Managers Leadership Programme | 107 |
| Project Management for Executives | 22 |
| Advanced Monitoring and Evaluation | 13 |

| Executive Education | Participants |
|--|---------------------|
| Private Equity & Venture Capital | 9 |
| The Effective Director (Nairobi) | 41 |
| The Effective Director (Kigali) | 8 |
| Leading the Board (Nairobi) | 7 |
| Leading the Board (Zanzibar) | 10 |
| The Effective Director (Masterclass) | 21 |
| Board Readiness Forum | 20 |
| Finance for non-Finance Managers | 39 |
| Planning, Monitoring, Evaluation, Accountability and Learning | 12 |
| Grants Management | 34 |
| HR Summit | 121 |
| Hospital Management for Health Professionals | 18 |
| Foundations to Managing Healthcare Businesses- Custom | 47 |
| Managing Healthcare Businesses | 15 |
| Leading High Performing Healthcare Organisations | 25 |
| Public Policy Executive Programmeme | 74 |
| Public Private Partnership Executive Programme | 35 |
| Africa Sustainability Executive Programme | 15 |
| CUSTOMIZED DDL - Financial Inclusion Gateway Academy (Kenya, Ghana and Malawi) | 38 |
| YET Young Entrepreneurs Training Programme | 20 |
| AGCO Agribusiness Qualification Programme | 20 |
| Owner Manager Programme | 24 |
| Investing in Agri Business Primary Production | 13 |
| Enterprise Development Programme Nairobi | 27 |
| Agri Business Summit | 49 |
| Investing in Agribusiness - Value Addition | 12 |
| Dairy Investors Programme | 11 |
| Family Business Programme | 28 |
| Financing Agri Business Value Chain | 15 |
| Enterprise Development Programme Nairobi | 23 |
| Annual SME Conference | 211 |
| Family Business | 9 |
| SMLDP - Tanzania | 15 |
| TiGO SMLDP - Tanzania | 21 |
| NMDP - Tanzania | 8 |
| IOT Custom Zanzibar Programme | 4 |
| CAP - Tanzania | 16 |
| Women In Leadership - Rwanda | 7 |
| Business Foundations (CBA) - Rwanda | 28 |
| Customer Experience & The world of work - Rwanda | 42 |
| Petroleum Authority of Uganda (PAU) Board Excellence Programme - Module 2 | 9 |
| CEO Summit Uganda - CEO Apprenticeship Programme (CAP) | 23 |
| Uganda Leadership Development Academy (ULDA) - Senior Management Development Programme | 25 |
| Uganda National Social Security Fund (NSSF) - Leadership Excellence Academy (LEA) | 70 |
| DFCU Bank Uganda - Aligning to Change Programme | 10 |
| Petroleum Authority of Uganda (PAU) - Board Excellence Programme - Module 3 | 9 |
| New Managers Development Programme | 25 |
| ABSA Bank Uganda - Management Development Programme | 20 |
| Platcorp Uganda - Leading the Board (LTB) | 20 |

| Executive Education | Participants |
|--|---------------------|
| Manager Essentials Programme | 26 |
| Uganda National Information & Technology Authority - Leadership Excellence Academy Programme | 39 |
| The Effective Director | 20 |
| Leadership Development Programme | 21 |
| Women in Leadership - Uganda | 39 |
| Uganda National Social Security Fund (NSSF) - Leading Change Programme | 12 |
| Executive Coaching for Managers | 12 |
| Advanced Management Programme (AMP) | 13 |
| Senior Management Leadership Programme | 25 |
| Programme for Management Development | 13 |
| Owner Manager Programme | 13 |
| Managing Healthcare Businesses | 15 |
| Leading High Performing Healthcare Organisations | 25 |
| SMLDP - Tanzania | 16 |
| Nation Media Group | 62 |
| Nairobi Securities Exchange | 9 |
| Platcorp Kenya | 27 |
| Platcorp UG | 45 |
| Platcorp Tanzania | 24 |
| CAP Dar | 15 |
| Musoni | 30 |
| UAP Aspire | 30 |
| Absa Kenya | 37 |
| Absa Uganda | 37 |
| Absa South Africa | 52 |
| Absa Botswana | 36 |
| Absa Mauritius | 35 |

Key activities and events:

| Activity | Description |
|--|--|
| 7th Annual SME Conference | The Conference attracted more than 300 SMEs from across East Africa. The primary sponsor was the European Investment Bank (EIB). EIB also sponsored 100 SMEs, Equity Bank, Family Bank, NCBA, Prime Bank, UBA, Housing Finance, Sidian Bank and Faulu Bank. The conference had 30 exhibitors; some were SMEs while others were Banks, and NGOs |
| Business Plan Writing Competition | The Business Plan writing competition was also sponsored by the European Investment Bank. The School received over 70 entries and 20 moved to step two and pitched, while three won the prizes. |
| Beginners Entrepreneurship Skills | More than 25 Aljamea High University students went through entrepreneurship skills for start-ups and worked on group business plans through the guidance of our faculty. They all successfully graduated with a Certificate in Entrepreneurship Skills. |
| International Business Trip | 27 entrepreneurs participated in the international trip to the USA and visited the Silicon Valley, attended SME conference and EXPO in Los Angeles and made visits to business schools in California. A few others visited China. The OMP students visited Lagos Nigeria for module two. |
| Entrepreneurship Training For NCBA Customers | The University has had a partnership with NCBA for the last 3 years. The programme allows SMEs to visit each other's business with the guidance and facilitation of our enterprise centre. The students learn from each other's experiences and challenges. |
| County SME Networking Forums | Nakuru, Nairobi, Nanyuki, Kisii- The main objectives of these forums was to bring SMEs together for networking and to learn. We mostly used our internal faculty to handle topics like strategy, managing family enterprises, and succession planning, marketing and financial management. |

| Activity | Description |
|--|--|
| Family Business Event | The event was sponsored by NCBA. Over 120 participants took part. The event's objective was to bring together family-owned enterprises. They learn such topics as succession planning, conflict resolution, governance and strategy in a family business. The centre uses this event as a marketing forum to promote other entrepreneurial programmes offered in the Centre. From this forum, 6 families enrolled for our Family Business Executive programme in 2019. |
| Alumni Breakfast | This special event was sponsored by NCBA and attracted over 240 participants. The main objective of the event is usually to bring our entrepreneurial customers together to network, touch base with classmates and learn. |
| Graduation of students trained in Entrepreneurial Programmes | In 2019, more than 200 SMEs graduated from the various entrepreneurial programmes as broken down below. OMP- 26 EDP- 70 Family Business Programme- 37 Road Contractors- 16 Fleet Management-13 Primary production- 20 Value addition- 16 Dairy production programme- 18 |
| Business Visits Programme | This exercise adds a lot of value to the EDP programme. More than 50 business visits were conducted to listen to their success stories and challenges. |
| Internship Linkages | The Centre helped three Bachelor of Commerce students get internships in SME businesses. It also participated in talks organised by practical entrepreneurship students from Strathmore University. This has gone a long way in helping our students run simple enterprises on a part-time basis. |
| International Trade Centre Partnership | SEDC and KCIC are the co-hosts of the trade for sustainable development (T4SD) project in Kenya. The project sponsored training of trainers (TOT) for 30 participants, seven of whom were drawn from Strathmore University while 5 were from KCIC, and the rest were external consultants. The module was Climate on Resilience. A group of 16 SMEs also benefited from a free 6 -months coaching on climate adaptability and resilience, three of whom were our EDP alumni, 3 from KCIC and the rest were external SMEs. |
| Impact Assessment Exercise for the Presidential SME Round Table. | The Enterprise Centre conducted the Impact Assessment exercise and visited the beneficiaries of the presidential round table. The draft video discusses a Gikomba visit based on work supported by Strathmore University on behalf of the Executive Office of the President (EOP) SME Advisory Unit and key ecosystem actors. The Presidential SME Conference led to improvement of the business environment and market infrastructure in Gikomba Market, Kamukunji Market, Dagoretti Market, and Parklands Market. It also assisted in the formation of lobby groups for different clusters such as agriculture, textile and apparel, horticulture, construction, livestock and aquaculture. |
| Rice Forum | This forum was organised by the Enterprise Centre in partnership with the SME Executive Office of the President and held In Strathmore Business School. The 1-day forum brought together all the key actors from the Kenyan Rice Value Chain with a focus on key production clusters in four key regions (Western Kenya, Central Kenya, Coastal Kenya, and Northern Kenya) collectively spanning 23 Counties (Baringo, Bungoma, Busia, Elgeyo Marakwet, Embu, Garissa, Homa Bay, Isiolo, Kakamega, Kirinyaga (Mwea), Kilifi, Kisumu (Ahero), Kwale, Lamu, Marsabit, Meru, Migori, Muranga, Siaya, Taita Taveta, Tana River, Tharaka Nithi, West Pokot) . This covered the rain-favoured uplands, rain-favoured lowlands and irrigated ecologies. Representatives who are active in other key regional clusters in Tanzania, Uganda and Rwanda (e.g. EAGC, AGRA, Kilimo Trust, JICA) were invited to explore the continental potential of rice from an East African perspective. The forum offered the actors an opportunity to reflect on the global competitiveness of Kenya's rice cluster and how to enhance the productivity of all the key actors. |
| Young Entrepreneurs Training Programme (YET) 2019 | Strathmore University through Strathmore University Business School (SBS) entered into a partnership with Allan and Gill Gray Philanthropy Africa in January 2019 to implement a high impact programme for young aspiring entrepreneurs. The programme nurtured 20 young people between 17-20 years who had demonstrated a high potential for influencing change in order to develop innovative entrepreneurial solutions by providing them with the right attitudes, skill set and values as well as a platform and resources to learn and test out their ideas. The programme ran for 4 months from March to June 2019. |
| AGCO Agribusiness Qualification Programme Pioneer Class | This is a two-year Kenya-South Africa programme where participants take on junior management roles within AGCO in various countries in Africa. |

| Activity | Description |
|---|---|
| MOU with Institute of Certified Secretaries (ICS) | SBS Executive Education Open Programmes signed an MOU with Institute of Certified Secretaries (ICS) to train company secretaries across East Africa, and held the first breakfast session in partnership with the ICS that attracted over 70 Company secretaries from the Private and Public sector. |
| East Africa Business Community (EABC) Summit | SBS Executive Education Open Programmes sponsored the East Africa Business Community (EABC) Summit in Arusha. |
| Council of Governors Conference | SBS Executive Education Open Programmes sponsored Council of Governors conference in Kerugoya. |
| Kenya Private Schools Association Conference | SBS Executive Education Open Programmes sponsored Kenya Private Schools Association conference in Mombasa. |
| Women on Boards Network | SBS Executive Education Open Programmes sponsored Women on Boards Network held at Lake Elementaita Resort. |
| CEO Roundtable Monthly Meetings | These are monthly meetings where CEOs of different companies meet to discuss various contemporary issues in the business world. |
| Business Simulation | CAP participants run an online company on their own. |
| Regus Networking Sessions | These sessions happen once every four months. Businesses that rent Regus offices meet for these networking sessions. |
| Tanzania Leadership Academy Graduations | This happens annually where different industry guests are invited. |
| SU Open Day | This facilitates the recruitment of potential students for undergraduate and graduate programmes. |
| CEO Roundtable Tanzania Partnership | This is to train upcoming CEO's following Tanzania's President, John Pombe Magufuli's directive to build local talent and reduce reliance on expatriates. This is a modular programme which had one module in Nairobi to bench-mark with industry players within East Africa. So far, one participant from Songas has become a CEO, which is an indicator of the success of the programme. |
| International Finance Corporation (IFC) Partnership | SBS partnered with IFC, a member of the World Bank Group, to offer a programme for road contractors following President Kenyatta's directive to IFC to upscale the sector to enable them win government bids rather than the bids going to international firms. SBS, jointly with IFC, developed a programme dubbed Business Management Skills tailored for SMEs in road construction. The programme participants were taken through an integrated learning experience that broadened their leadership and management skills set and laid a firm foundation for strategic thinking. Concepts were imparted in a hands-on manner to enable participants to improve quality and productivity effectively, manage organisational costs, and to empower them with a proactive approach to responding to a dynamic construction industry. The Business Management Skills programme graduated a total of 30 participants in 2019. |

RESEARCH ACTIVITIES

PUBLICATIONS

Journal Papers

1. **Chelagat, T., Onyango, J., Kokwaro, G., & Rice, J.** (2019). From strategy to action: a qualitative study on salient factors influencing knowledge transfer in project-based experiential learning in healthcare organisations in Kenya. *BMJ Open*, 9(9). <http://dx.doi.org/10.1136/bmjopen-2019-031100>
2. **Injeni, G., McFie, J.B., Mudida, R. & Mangena, M.** (2019). Current reporting and relationship with integrated reporting for listed companies in Kenya: disclosure levels and company factors. *African Accounting and Finance Journal*, 2(1). <http://www.aafassociation.com/resources/Documents/AAFJ/AAFJ%20Vol.2%20No.1%20August%202019.pdf>.
3. Kleczka, B., **Kumar, P.**, Njeru, M., **Musiega, A., Wekesa, P.**, Rabut, G., & Marx, M. (2019). Using rubber stamps and mobile phones to help understand and change antibiotic prescribing behaviour in private sector primary healthcare clinics in Kenya. *BMJ Global Health*, 4(5). <http://dx.doi.org/10.1136/bmjgh-2019-001422>.
4. **Mathuva, D.**, Tauringana, V. & **Owino, F.J.** (2019). Corporate governance and the timeliness of audited financial statements: The case of Kenyan listed firms. *Journal of Accounting in Emerging Economies*. <https://doi.org/10.1108/JAEE-05-2018-0053>
5. **Mathuva, D.M., Wachira, M.M. & Injeni, G.I.** (2019). Does Corporate Environmental Reporting Improve Stock Liquidity? Evidence from Kenyan Listed Firms. *Advances in Environmental Accounting and Management*, 8, 9-34. <https://doi.org/10.1108/S1479-359820190000008002>
6. **Mudida, R.**, Yaya, O.S. & Ogbonna, A.E. (2019). Hysteresis of unemployment rates in Africa: new findings from Fourier ADF test. *Quality & Quantity, International Journal of Methodology*, 53(6), 2781-2795. <https://doi.org/10.1007/s11135-019-00894-6>.
7. **Nguti, L.E.K.**, Osarenkhoe, A. & **Kiraka, R.N.** (2019). A Study of the Relationship between Social Cognitive Factors and Career Choice Satisfaction in the Technology Career Path: A Gendered Perspective. *Global Business Review*, 2019. <https://doi.org/10.1177/0972150919840935>.
8. Sikipa, G., Osifo-Dawodu, E., **Kokwaro, G.** & Rice, J.A. (2019). Better Board Education for Better Leadership and Management in the Health Sectors of Low and Middle Income Countries. *Frontiers in Public Health*, 7(67). <https://doi.org/10.3389/fpubh.2019.00067>.
9. **Wachira, M.**, Berndt, T., & Roberto, C. (2019). The adoption of international sustainability and integrated reporting guidelines within a mandatory reporting framework: lessons from South Africa. *Social Responsibility Journal*, 15(1), 1-18. <https://doi.org/10.1108/SRJ-12-2018-0322>.
10. Yaya, O.S., Ogbonna, A.E. & **Mudida, R.** (2019). Hysteresis of unemployment rates in Africa: new findings from Fourier ADF test. *Quality and Quantity, International Journal of Methodology*, 53(2019), 2781-2795. <https://doi.org/10.1007/s11135-019-00894-6>

Books and Chapters

1. **Ndiritu, S.W.** (2019). Drought responses and livestock management strategies after severe drought in semi-arid area, Laikipia, Kenya. In E. Mapedza, D. Tsegai, M. Bruntrup & R. McLeman (Eds), *Drought challenges, Volume 2 (Policy Options for Developing Countries)*. Berlin, Germany: Elsevier. <https://doi.org/10.1016/B978-0-12-814820-4.00017-1>.
2. **Onyango, J.** (2019). The Place of Philosophy in Management of Organisation. A Reflection on the Role of Human Capital Towards Developing Africa. In S. Okello (Ed.), *The Role of Philosophy in the African Context: Traditions, Challenges and Perspectives* (pp. 217-230). Rome, Italy: Urbaniana University Press. ISBN: 978-88-401-6075-7
3. Rice, J.A. Osifo-Dawodu, E., Sikipa, G. & **Kokwaro, G.** (2019). Boards and Good Governance. In M. Counte, D. West, B. Ramirez, & B. Aaronson (Eds.), *The Global Healthcare Manager: Competencies, Concepts and Skills*. Health Administration Press.
4. **Wachira, M., & Wang'ombe, D.** (2019). The application of Environmental Management Accounting Techniques by manufacturing firms in Kenya. In V. Tauringana (Ed.), *Environmental Reporting and Management in Africa (Advances in Environmental Management)*, Vol 8. Emerald Publishing Limited. ISBN: 9781789733747.
5. **Kiraka, R.N.** (Ed.) (2019). The Role of SMEs as the Engine of Economic Growth in Africa: Proceedings of the Seventh Annual SME Conference and Expo, Strathmore University. ISBN: 978-9966-114-01-3.

Conference Papers

1. **Ndiritu, S.W.** & Ruhinduka, R.D. (2019). Climate variability and post-harvest food loss abatement technologies: evidence from rural Tanzania. *Studies in Agricultural Economics*, 121 (1). pp. 30-40. ISSN 2063-0476 (In Press)
2. **Nguti, L.E.K.**, Osarenkhoe, A. & **Kiraka, R.N.** (2019). Using Social Marketing to Foster the Retention of Women in Science, Technology, Engineering and Mathematics (STEM) Labour Markets in Kenya. *Proceedings of the 20th Annual International Conference, International Academy of African Business and Development*.
3. **Nguti, L.E.K.**, Osarenkhoe, A. & **Kiraka, R.N.** (2019). Unlocking the Conundrum of Women Leaving Science, Technology, Engineering and Mathematics (STEM) Labour Markets in Kenya using a Macro-Social Marketing Perspective. *Proceedings of the 44th Annual Macromarketing Conference*.
4. **Chelagat, T., Kokwaro, G., Onyango, J.** & Rice, J. (2019). Analysis of Factors Affecting Leadership Training Transfer Within a Health System Context: Learning from the Experience of Kenya s Healthcare Leaders. *Proceedings of the 2019 AfHEA 5th Scientific Conference*.
5. **Onyango, J.** & Farrukk, K. (2020). Effects of Patent Expiry on the Performance of Innovator Multinational Pharmaceutical Companies in Kenya. *5th International Conference on Public Health*. <https://publichealthconference.co/publications/>.
6. **Onyango, J., Kokwaro, G.** & Wando, S. (2020). Influence of PLMIS as an Enabler of Universal Health Coverage Implementation in Nyamira County. *11th Annual Conference on Health & Humanitarian Logistics*.
7. **Mathuva, D.M.** & **Wachira, M.M.** (2019). Corporate Environmental Reporting in Sub-Saharan Africa: A Literature Review and Suggestions for Further Research. *9th Africa Accounting and Finance Association Conference (AAFA)*.
8. **Mudida, R.** & Busch, C. (2019). Transcending homophily: How entrepreneurs navigate institutional change in socially contested environments. *Annual Academy of Management Conference*.
9. **Mudida, R.** (2019). The Coordination between Humanitarian Action and Existing Social Public Policies. *International Conference on Humanitarian Transition in Kenya: Actors, Dynamics and Ethics*.
10. Nduhiu, D.N. & **Onyango, J.O.** (2019). Effects of Digital Banking on Organisational Culture: A Study of Tier One Banks in Kenya. *The 1st East African Community Science Technology and Innovation Conference and Academia-Public-Private Partnership Forum Dialogue Session and Exhibitions*.
11. **Onyango, J.**, Wando, S. & **Kokwaro, G.** (2019). Feasibility Study on the Mechanism to Redesign and Develop a Pharmaceutical LMIS as an Enabler for UHC Roll Out in Kenya: Case of Nyamira County. *The 2nd African Conference on Operations and Supply Chain Management*.
12. Thuo, D.M & **Onyango, J.O.** (2019). Assessing the impact of employee satisfaction on clinical team effectiveness in a faith-based hospital in Kenya. *2019 Strathmore University Research and Innovation Symposium*.
13. Onuko, C. & **Onyango, J.** (2019). November 2019. Influence of talent management practices on service delivery of doctors at Nairobi City County. *2019 Strathmore University Research and Innovation Symposium*.
14. **Murunga, A., Onyango, J.O.** & **Kokwaro, G.** (2019). Establishing the relationship between level of workload capacity and number of mothers attending 4th ANC visit using work indicator staffing needs (WISIN) assessment framework. *2019 Strathmore University Research and Innovation Symposium*.
15. Ogola, D., **Onyango, J** & **Kokwaro, G.** (2019). Assessment of barriers to good governance practices in public health settings: A case of Siaya County, Kenya. *2019 Strathmore University Research and Innovation Symposium*.

Mass Media

Mudida, R. (2019). EU-Africa Relations in technological relations: a multi-stakeholder perspective: Expert Comment Governance and Diplomacy, Policies, Institutions and Progress for Global Inclusive Development. <https://www.researchgate.net/publication/333386323>.

NEW GRANTS

| Grant name and description | Recipient(s) | Amount (KShs) |
|---|--|---------------|
| PhD Fellowships This grant, awarded by DAAD, supports 5 PhD fellowships in healthcare management. | Prof Gilbert Kokwaro Dr Francis Wafula And others | Undisclosed |
| Driving health progress during disease, demographic, domestic finance, and donor transitions (the “4Ds”): policy analysis and engagement with six transitioning countries This grant was awarded by Duke University, (USA) to fund the eponymous project. It started in August 2019, and will run till October 2020 | Gilbert Kokwaro (PI) Joseph Onyango (Co- PI) | 5,000,000 |
| Multiple First line Treatment for Malaria (MFTs) This grant was awarded by Medicines for Malaria Venture (MMV) and is meant to run from April 2020 to April 2022, this grant will fund the eponymous project. | Prof Gilbert Kokwaro | 52,994,652 |
| A systems approach to examining health sector responses to Cholera epidemics in Kenya The funding for this project was awarded by HSRI.MRC and was meant to commence in October 2019 and run till July 2021. | Ngoye/Kokwaro | 25,954,132 |
| A multidimensional research on institutional development for education in Kakuma and Daadab Provided by the Windle Trust, this grant ran from November 2019 to April 2020. | Prof Ismail Ateya (PI) Dr Joseph Onyango Prof Rachel Mbogo | 4,000,000 |

EVENTS

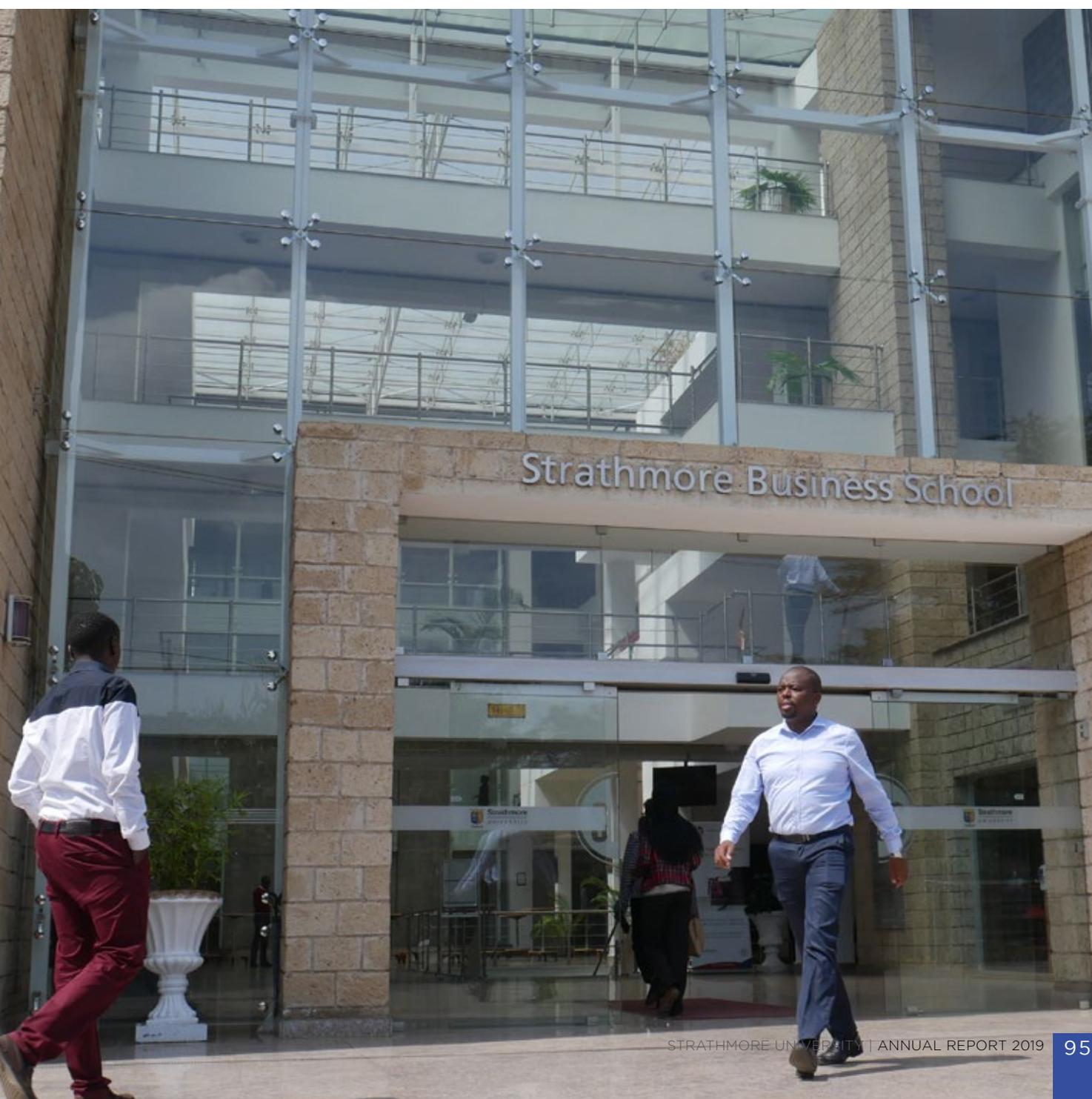
Organised Events

| Event name and description | Staff involved | Attendee(s) |
|--|----------------|---|
| 7th Annual SME Conference & Exhibition This event brought together policymakers, academics, industry practitioners (SMEs), financial institutions funding SMEs, civil society, and university students to converse about SMEs as the engine of economic growth in Africa. A primary focus of the event was positioning Kenyan SMEs to be globally competitive players and tap into opportunities associated with the African Continental Free Trade Area with an emphasis on a digital economy. It was held at the Strathmore University Auditorium on 10th and 11th September 2019. | SBS staff | 211 internal and external participants. |
| Design-with Intent Workshop This event was held by IHM in July under the STARS project. It was supported by the National Transport and Safety Authority (NTSA), Kenya National Highway Authority (KENHA), and Kenya Urban Roads Authority (KURA). | SBS (IHM) | 30 external participants. |
| Developing the next Generation of Public Officials in Kenya: Use of Case Studies This event was part of a research project convened jointly by Strathmore University and the UK’s University of Warwick. The team was developing ways of helping Kenyan public officials explore the interpretation of the key principles to be observed in the conduct of public life. It convened senior Kenya government officials (including the DPP, Secretary, Strategic Initiatives, Cabinet Affairs, the Presidency, and others). It was held on 4th, 5th, 8th, and 9th July | SBS (IPPG) | External participants. |

Attended Events

| Event name and description | Organiser(s) | Attending staff |
|--|--|---|
| <p>East Africa Research Fund (EARF) Early Market Engagement (EME) Event</p> <p>This event was held at the PWC Offices, Westlands, Nairobi on 27th March. It was meant to offer potential research suppliers with sufficient and concrete information on proposals the EARF's meant to launch under its Country Office Research Programme.</p> | East Africa Research Fund (EARF) | Tom Kimani (for Prof Robert Mudida) |
| <p>Workshop on using mHealth to improve routine data collection, quality, and outcomes in LMIC perinatal hospital care</p> <p>This was held on 16th April 2019. Attendees discussed possible design and evaluation models for pragmatic interventions that improve the collection and use of information in LMIC healthcare settings.</p> | University of Warwick | Dr Pratap Kumar |
| <p>Africa Health Agenda International Conference (AHAIC)</p> <p>This event was held in Kigali, Rwanda from 5th to 8th March 2019. It brought together health policy makers, medical practitioners, and public health researchers to discuss the role of technology in primary healthcare.</p> | Amref Health Africa | Dr Pratap Kumar |
| <p>Project Management Congress 2019</p> <p>Held from 10th to 12th April, this event focused on how to improve the connection between industry, academia, and professional organisations to address the skill gaps of the future in project management. The main goal was to bring the discussion into business outcomes, beyond project processes, and take to the real value of project to all the stakeholders.</p> | Delft University of Technology. Project Management Institute (PMI), Netherlands Chapter. | Diana Ominde |
| <p>Gender Assessment Tool training workshop</p> <p>This workshop was held from 2nd to 6th April 2019. Participants were sensitised about a new gender assessment tool developed by WHO and UNAIDS Geneva have developed to be used by countries applying for Global Fund money.</p> | UNAIDS | Mary Nyikuri |
| <p>African Health Economics and Policy Association (AfHEA) Conference</p> <p>This conference brought scholars together to discuss the foundation of making progress on universal health coverage in Africa. It was held from 11th to 14th March 2019 in Accra, Ghana.</p> | African Health Economics and Policy Association (AfHEA) | Tecla Kivuli |
| <p>Health Interventions and Technology Assessment Programme (HITAP)</p> <p>This training was held at Strathmore University Business School in March 2019. It was formulated to support the UHC agenda in Kenya. Additional funds were secured by IHM to institutionalise this training at SBS and expand the training to other African countries.</p> | KEMRI-Wellcome Trust Programme, Nairobi | Prof Gilbert Kokwaro Dr Ben Ngoye Dr Francis Wafula Dr Joseph Onyango Sylvia Anyika |
| <p>Association of Supply Chain Management Leadership Forum</p> <p>This event was held at the Radisson Blu Hotel, Nairobi on 25th March 2019. Dr. Onyango and Prof Kokwaro were the coordinators and participated in the forum discussion.</p> | Association of Supply Chain Management | Dr. Joseph Onyango Prof Gilbert Kokwaro |
| <p>5th International Conference of Public Health</p> <p>This event was held in Kuala Lumpur, Malaysia and attended by 250 participants from over 40 countries. Dr. Onyango presented a paper titled "the effects of patent expiry on the performance of innovator multinational pharmaceutical companies in Kenya."</p> | Undisclosed | Dr. Joseph Onyango |
| <p>9th Africa Accounting and Finance Association Conference (AAFA)</p> <p>This was an academic conference in accounting and finance. It drew about 80 participants and was held from 4th to 6th September 2019.</p> | Africa Accounting and Finance Association (AAFA) | Dr. David Mathuva |
| <p>Pan-African Federation of Accountants (PAFA) Forum</p> <p>This took place in Maputo, Mozambique, from 26th to 28th November and drew about 60 participants. It was a professional and academic forum centred on the theme "Integrated Thinking and Reporting in Education."</p> | Pan-African Federation of Accountants (PAFA) The World Bank Group | Dr. David Mathuva |

| Event name and description | Organiser(s) | Attending staff |
|--|--|---|
| <p>Road safety research partners meeting This event was convened in November 2019 to review the progress of the STARS project in Kenya, UK, China, Bangladesh, and Vietnam.</p> | STARS project | Brenda Bunyasi, James Oyoo, Gilbert Kokwaro |
| <p>2nd African Conference on Operations and Supply Chain Management This was held in Addis Ababa on 1st and 2nd November 2019. Prof Kokwaro and Dr Onyango presented a paper.</p> | Mekele University, Addis Ababa, Ethiopia | Dr. Joseph Onyango Prof Gilbert Kokwaro |
| <p>The 1st East African Community Science Technology and Innovation Conference and Academia-Public-Private Partnership Forum Dialogue Session and Exhibitions 2019 This event was convened to explore science, technology, and innovation (STI) as a catalyst towards achievement of East African Community Vision 2050. It was held in Kampala Uganda in October 2019. Dr Onyango presented a paper.</p> | East African Science and Technology Commission (EASTECO) East African Community. | Dr. Joseph Onyango |





FACULTY OF INFORMATION TECHNOLOGY - FIT

MISSION

To be a leading teaching, training and research department, offering superior quality and affordable academic, professional training, and research in Information and Communication Technology (ICT), promoting entrepreneurship and business growth globally.



VISION

To be a world-class ICT trainer, promoting integration between academia, research, and industry in order to promote assimilation and use of technology in business environments in an atmosphere of high ethical and professional performance.



DR. JOSEPH ORERO - DEAN, FIT

Staff statistics

| Staff | No. |
|---------------------|-----------|
| Faculty (Full-time) | 56 |
| Administration | 7 |
| Total | 63 |

Student Statistics:

| Area of study | Total |
|---|------------|
| Bachelor of Business Information Technology (BBIT) | 924 |
| Bachelor of Science in Informatics & Computer Science (ICS) | 620 |
| Bachelor of Science in Telecommunications | 97 |
| Master of Science in Information Technology (MSIT) | 72 |
| Master of Science in Computing & Information Systems (MSIS) | 18 |

| Activity | Description |
|-------------------------------|---|
| International Academic Trip | A team of 40 students from the class of 2019 accompanied by five (5) members of staff travelled to Switzerland, Germany and France from 3rd to 10th February 2019. They visited top universities and research centres, which include Saarland University in Saarbrücken, NEC laboratories in Heidelberg, Germany, Sessions at Max Planck and Cisca in Saarbrücken and ETH Zurich University, Switzerland. Visits to the Heritage sites in Saarbrücken, tour of the heritage sites in Zurich and in Paris which included a one-hour boat cruise and a visit to the Eiffel Tower. Students were allowed to explore the other heritage sites in Paris. |
| Class of 2019 Farewell Dinner | The Faculty hosted the class of 2019 to a farewell dinner on 27th April, 2019 at the Mara café. Though the event was fun filled, it was also attended by several Faculty and Administrative staff who imparted goodwill messages begun to the students who were setting off into industry ready to start their careers. |
| CISCO Training | The Department sponsored five (5) new Faculty for the IT Essentials course, CISCO training and CISCO instructors courses at AFRALTI. The professional trainings equip the lecturers with the current skills required for the networking courses taught in the undergraduate and professional courses. |
| Career Fair | The Faculty, in conjunction with Careers Services and the Strathmore Institute of Mathematical Sciences, hosted its annual mini-career fair at the University's graduation square. The companies that took part were Cloud Factory, Jumia Kenya, KCB group, AAA Growers, Mo-De, Greenbell Communications, Digital Leo, McKinsey & Co., Sanlam EA, Aerosafe, Credit Factory, and Standard Chartered. The fair gives the students an opportunity to network and seek out internships during the long holidays which run from December to April. |
| Parents' Seminar | The Faculty was able to host the parents for the annual parents' seminars divided into academic groups. These seminars create a forum for the parents to gain more insights from the guest speakers invited, and find out more from their children's academic progress as well as interact and share experiences. |

RESEARCH ACTIVITIES

PUBLICATIONS

Journal papers

1. Kenga M.D., Omwenga, V.O. & Ogao, P.J. (2019). The Effect of Cloud Workload Consolidation on Cloud Energy Consumption and Performance in Multi-Tenant Cloud Infrastructure. *International Journal of Computer Applications*, 181(37), 47-53. <https://doi.org/10.5120/ijca2019918353>.
2. Kenga M.D., Omwenga, V.O., & Ogao, P.J. (2019). Statistical Techniques for Characterising Cloud Workloads: A Survey. *International Journal of Computer and Information Technology*, 8(1). ISSN: 2279-0764.
3. Khakata, E., Omwenga, V. & Msanjila, S. (2019) Student Performance Prediction on Internet Mediated Environments using Decision Trees. *International Journal of Computer Applications*, 181(42), 1-9. <https://doi.org/10.5120/ijca2019918466>.
4. Muchiri, H., Ateya, I., & Wanyembi, G. (2018). Human Gait Indicators of Carrying a Concealed Firearm: A Skeletal Tracking and Data Mining Approach. *International Journal of Scientific Research in Computer Science, Engineering and Information Technology*, 3(8), 2456-3307. <https://doi.org/10.32628/CSEIT1838106>.
5. Muchiri, H., Ateya, I., & Wanyembi, G. (2019), Concealed firearm detection in male and female on video using machine learning classification: A comparative study. *International Research Journal of Advanced Engineering and Science*, 4(1).187-194.
6. Omondi, O.A., Ateya, I.L., & Wanyembi G.W. (2019), A Variated Monte Carlo Tree Search Algorithm for Automatic Performance Tuning to Achieve Load Scalability in InnoDB Storage Engines. *International Research Journal of Advanced Engineering and Science*, 4(1), 100-110. <https://doi.org/10.5281/zenodo.2558084>.

Conference Papers

1. Adulu, M., Kamau R. & Gathenya, E. (2019) .Homesense: Low Cost Home Monitoring System. 2019 Strathmore University ICT Conference.
2. Ateya, M.S. & Orero, J. (2019). Fall Armyworm Invasion Prediction and Warning Model on the Maize crop in Kenya. 2019 Strathmore University ICT Conference.
3. Chemjor, K., Kiplel, I., Kirui, J. & Chemjor, E. (2019). Blood and Organ Donation System With K-nearest Neighbors Algorithm. 2019 Strathmore University ICT Conference.
4. Githogori S. & Shibwabo B. (2019). Optimization of Context Data using Mixed Integer Programming to Aid in Blood Appeal for Emergencies and Disaster Response. 2019 Strathmore University ICT Conference.
5. Kasereka, G. & Kenga, D. Towards Integrated Patient Health information statistics collected in different Health Information Systems (HIS). 2019 Strathmore University ICT Conference.
6. Kinyua, A. & Ateya, I.L. (2019) A Vision-based Approach to Fall Detection for Elderly Patients Receiving Home-based Care. 2019 Strathmore University ICT Conference.
7. Kiragu, P. & Omwenga, V. (2019). A Travel Destinations and Route Prediction Algorithm: Case of Dynamic and Personalised Ecosystem. 2019 Strathmore University ICT Conference.
8. Kurui, D. & Joseph Orero J. (2019). A Mobile Based HIV Patients Immunity Level Remote Monitoring System. 2019 Strathmore University ICT Conference.
9. Loyatum, D. & Shibwabo, B. (2019). An Algorithm for Consumer-to-Consumer Trust on Social Media. 2019 Strathmore University ICT Conference.
10. Lwanga, V. K. & Orero, J. (2019). Stock Market Price Prediction Using Sentiment Analysis: A Case Study of Nairobi Stock Exchange Market. 2019 Strathmore University ICT Conference.
11. Muchiri H., Ateya I.L., & Wanyembi G.W. (2019). A Concealed Firearm Detection Approach using Human Motion Tracking and Computer Vision Techniques. 2019 Strathmore University ICT Conference.
12. Muchiri, H.M., Ateya, I.L., & Wanyembi, G.W. (2019). Determining the Location of a Concealed Handgun on the Human Body using Marker-Less Gait Analysis and Machine Learning. *Conference on Next Generation Computing Applications*.
13. Mugambi, C. (2019). An Interactive Web Based Social Media Platform. 2019 Strathmore University ICT Conference.

14. Mumo, K. & Orero, J. (2019). ARTEMIS (Augmented Reality Teaching Module with Image Recognition System) For Elementary School Science. 2019 Strathmore University ICT Conference.
15. Munene, J. & Alaka, B. (2019). An Automated System for Measuring the Level of Fuel in Underground Tanks. 2019 Strathmore University ICT Conference.
16. Muriithi, A. (2019). Phishing Detection Using Random Forests. 2019 Strathmore University ICT Conference.
17. Muriuki, I. & Orero, J. (2019). Fuzzy Expert Based Real Time Monitoring System For Patients with Chronic Heart Failure Through IOT. 2019 Strathmore University ICT Conference.
18. Musembi, K. (2019). Question Answering System. 2019 Strathmore University ICT Conference.
19. Mwangi, B., Kimutai, K & Kenga, D. (2019). On Building a Private IaaS Cloud in Institution of Learning Using Open Source Software. 2019 Strathmore University ICT Conference.
20. Obonyo, S. & Ruiru, D. (2019). Application of transfer learning in cancer medical imaging. 2019 Strathmore University ICT Conference.
21. Odanga, E. & Shibwabo, B. (2019). A Noticeboard Application Using Context Aware Services: Case of Strathmore University, Kenya. IST-Africa 2019 Conference.
22. Odundo, I., Munyui, J. & Gathenya, E. (2019). Tenderama. 2019 Strathmore University ICT Conference.
23. Omondi, A., Keynan, A. & Gathenya E. (2019). Breakdown Services Locator. 2019 Strathmore University ICT Conference.
24. Omondi O.A., Ateya I.L., & Wanyembi G.W. (2019). Adaptive energy proportional computing: a storage and database systems perspective. 2019 Strathmore University ICT Conference.
25. Omwando, S. & Chemiat, S. (2019). Hudumisha Services. 2019 Strathmore University ICT Conference.
26. Otieno, D. & Orero, J. (2019). Predicting rental house prices in Kenya using regression analysis: case of Hassconsult Pricing Index. 2019 Strathmore University ICT Conference.
27. Owuor, H. & Markendahl J.I. (2019). Analysis of the future of mobile telecommunication market in Kenya minus mobile money: Safaricom and M-Pesa Case. 2019 Strathmore University ICT Conference.
28. Owuor, H. & Ozianyi, V. (2019). Apache-based server security event monitoring logging and alerting system. 2019 Strathmore University ICT Conference.
29. Owuor, H. & Ozianyi, V. (2019). MPLS (Multi-Protocol Label Switching) assisted routing procedure in software defined networking (SDN). 2019 Strathmore University ICT Conference.
30. Ozianyi, V. & Omwenga, V. (2019) Detecting Rogue DHCP and Man-in-the-Middle Controllers in Local Area Networks. 2019 Strathmore University ICT Conference.
31. Ozianyi, V. & Totona, B. (2019) Virtualised Network Functions to Support IP Roaming with Local Breakout. 2019 Strathmore University ICT Conference.
32. Shabaya P, Ateya I. L., & Wanyembi G. W. (2019). Understanding Healthcare Provider Assimilation of e-Health Systems: A Systems Thinking Approach. 2019 Strathmore University ICT Conference.
33. Tumuhimbise, W. & Musiimenta, A. (2019). Social Media is Feasible and Acceptable for Sexual Health Promotion among the Youth in Uganda. 2019 Strathmore University ICT Conference.
34. Tunduny, T. & Shibwabo, B. (2019) A HIV/AIDS Viral Load Prediction System Using Artificial Neural Networks. 2019 Strathmore University ICT Conference.
35. Vikiru, A., Nyairo, C.C. & Kirui, J. (2019). Automated Estate Services Management System. 2019 Strathmore University ICT Conference.
36. Wanjuki, L. & Tunduny, T. (2019) Radio Frequency Based Patient Tracking System. 2019 Strathmore University ICT Conference.
37. Waweru, M., Karungo J. & Kenga, D. (2019) Improving Communication in Higher Institutions of Learning Using Push Notifications. 2019 Strathmore University ICT Conference.

Mass Media

Ateya, I.L. (3rd July 2019). The State of Manufacturing in Kenya. <https://citizentv.co.ke/videos/?video=BHM4GNWL3bY>

NEW GRANTS

| Grant name and description | Recipient(s) | Amount (KShs) |
|---|--|---------------|
| KTH GDH Scholarship This funding was awarded as part of Challenge-Directed Education, a joint project of Strathmore University and the Swedish KTH Royal Institute of Technology. Each recipient received KShs 771,174. The funding extended from 14th August 2019 to 14th January 2020. | Daniel Kurui Phillis Kiragu Andrew Kinyua | 2,313,522 |
| CB4ICTD Fellowship Programme | Anne Chemutai | Undisclosed |
| European Union Erasmus Plus Grant This grant was awarded by Brno University to facilitate a staff mobility and exchange programme. It ran from 11th to 21st November 2019 | Dr Vitalis Ozianyi | 191,660 |
| Initiate Impact Challenge This was awarded by Spintelligent to enable the recipient's participation at the Africa Utility Week in South Africa. | Raymond Kiyegga | 200,000 |
| Qiskit Camp 2019 This grant was awarded by IBM Research (South Africa) to fund the recipient's attendance at a quantum computing hackathon from 11th to 15th December 2019. Each recipient received KShs 258,162. | Titus Tunduny Kevin Omondi Tiberius Tabulu | 774486 |

EVENTS

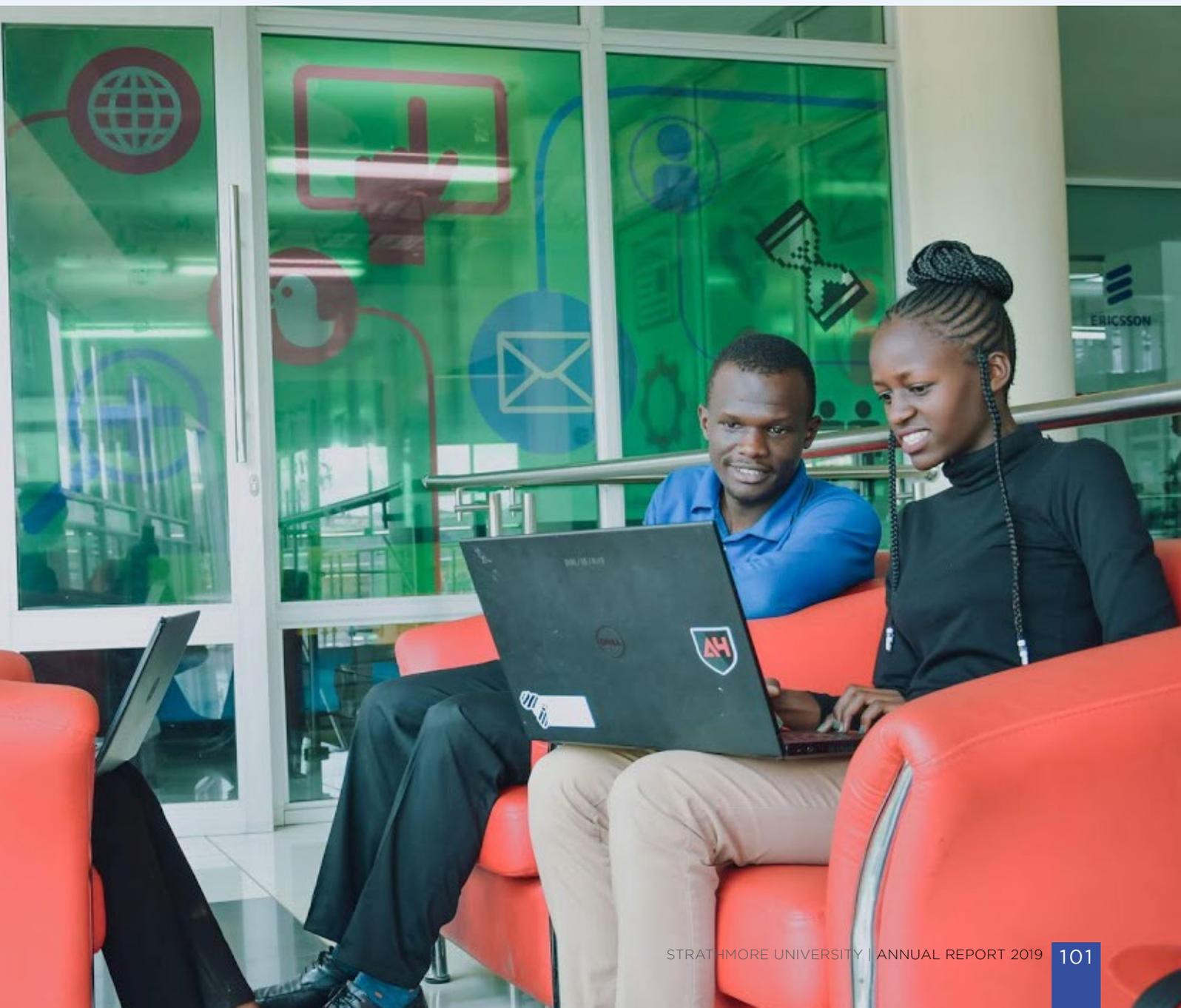
Organised Events

| Event name and description | Staff involved | Attendee(s) |
|--|----------------|--|
| Strathmore University ICT Conference 2019 The event, organised by FIT, took place on 21st and 22nd March 2019. In addition to funds from FIT, it was supported by a sponsorship from VMware Corp. Researchers and technologists, including industry partners, students and staff presented advances and contributions in the form of papers, keynotes, demos, corporate showcases as well as regular and special sessions. The conference sought to address and capture highly innovative and modern research from academia and industry. | FIT staff | Most faculty at FIT (alongside external participants). |

Attended events

| Event name and description | Organiser(s) | Attending staff |
|--|--|----------------------|
| 2019 International Congress on Information and Communication Technology Conference This took place from 25th to 26th February 2019 in London (UK). ICICT 2019 targeted state-of-the-art as well as emerging topics in ICT and its Supported e-Agriculture and Rural Development Technologies, e-Education and Computing Technologies, e-Mining and Inclusive Technologies for implementation for Engineering and Managerial Applications through ICT. The objective was to provide opportunities for the Researchers, Academicians, Industry personnel and students to interact and exchange ideas, experience and expertise in the current trend and strategies for Information and Communication Technologies. Besides this, participants were also enlightened about vast avenues, and current and emerging technological developments in the field of ICT in this era and its applications. | Springer International Federation for Information Processing GR foundation | Dr. Bernard Shibwabo |
| The third International Conference on Medical and Health Informatics 2019 (ICMHI 2019) This event took place in Xiamen, China from 17th to 19th May 2019. | HongKong Chemical, Biological & Environmental Engineering Society | Danny Nyatuka |
| Event name and description | Organiser(s) | Attending staff |

| | | |
|--|-----------------------|---------------------|
| <p>IST Africa Conference This event took place at the Laico Regency, Nairobi, from 8th to 10th May. The organiser was supported by the European Commission and African Union Commission, IEEE Society on Social Implications of Technology, IEEE Region 8, and IEEE Kenya Section.</p> | Ministry of Education | Dr Bernard Shibwabo |
| <p>International Conference on Fuzzy Systems This event took place from 23rd to 26th June 2019 in Louisiana, USA.</p> | IEEE | Dickson Owuor |
| <p>2019 International Symposium on Advanced Electrical and Communication Technologies This event took place at the University of Rome Tor Vergata, Italy from 27th to 29th November 2019. The attendee presented a paper.</p> | IEEE | Esther Khakata |
| <p>IEEE Symposium Series on Computational Intelligence This event took place from 6th to 9th December 2019 in Xiamen, China. The attendee presented a paper titled “Distress Recognition from Speech Analysis: A Pairwise Association Rules-Based Approach.”</p> | IEEE | Daniel Machanje |
| <p>4th International Conference on Soft Computing: Theories and Applications This event, part of the IEEE Symposium Series on Computational Intelligence, took place at the National Institute of Technology, Patna, India, from 27th to 29th December 2019. The attendee presented a paper.</p> | IEEE | Nelson Ochieng’ |





SCHOOL OF HUMANITIES AND SOCIAL SCIENCES - SHSS

MISSION

To support the advancement of the overall Strathmore University mission by: providing an all-rounded education through the teaching of humanities; by creating continuous improvement in character, culture, integrity, professionalism, good citizenship; the enhancement of educators; education for effective communication; facilitating development, consciousness and openness to all people through international studies.



VISION

To enhance the general teachings of the University through the Humanities.



DR. MAGDALENE DIMBA - DEAN, SHSS

Staff statistics

| Staff | No. |
|-------------------|-----------|
| Full-time Faculty | 31 |
| Part-time Faculty | 36 |
| Administration | 9 |
| Total | 76 |

Student Statistics:

| Area of study | Total |
|--|------------|
| Bachelor of Arts in Development Studies and Philosophy (BDP) | 40 |
| Bachelor of Arts in Communication (BAC) | 95 |
| Bachelor of Arts in International Studies (BIS) | 298 |
| Masters in Applied Philosophy and Ethics (MAPE) | 14 |
| Master of Science in Education Management (MEM) | 15 |

Key Activities

| Activity | Description |
|--|---|
| Communication and Life Skills Training | In January 2019 the Writing Centre conducted a Communication and Life Skills training, a short course conducted every year for students who have completed their O and A-levels of education and are transitioning to college. 28 students enrolled for the programme and graduated after the four-weeks training. |
| Writing Centre Recording Studio | In September 2018, the Writing Centre recording studio officially began its operations by training a team from South Sudan. |
| Training of Trainers (ToT) Training of BAT Staff | The Writing Centre conducted a Training of Trainers (ToT) Training of BAT Staff. |
| International Mediation Singapore Competition | Katherine Mumo, a Bachelor of Arts in International Studies (BIS), student won Silver at International Mediation Singapore Competition. |
| Europe Trip 2019 | Students from the Strathmore University School of Humanities and Social Sciences (SHSS) toured Vienna and Berlin and passed through Prague in Czech Republic. The international academic 10-day trip was taken by 22 students from Bachelor of Arts in International Studies & Bachelor of Arts in Communications degree programmes. The unique aspect of Vienna and Berlin - history, religion, food, currency, people, laws & governance, war and reclamation - made the cities an ideal destination for international studies & communication students to learn from the founding fathers of diplomacy. They were accompanied by the Dean Emeritus Prof. Christine Gichure and a team of lecturers: Dr. Maureen Syallow, Caroline Maingi and Caleb Kandagor. |

| Activity | Description |
|----------------------|--|
| Public Lecture | The Strathmore School of Humanities and Social Sciences (SHSS) was honored to host Her Excellency Cecilia Altamiranda, the Deputy Head of Mission, Embassy of the Argentine Republic to Kenya as a guest speaker to the B.A. International Studies first years' Diplomacy class. |
| Aristotle Breakfast | The school, through MAPE, hosted An Aristotle Breakfast themed "The Evils of Creative Accounting on behalf of Politicians" moderated by Dr. James Mcfie. |
| New Dean Appointment | Following the resignation of Prof. Christine Gichure, Dr. Magdalene Dimba assumed the post of the dean of Strathmore School of Humanities and Social Sciences (SHSS). |

International Collaborations

Strathmore University and the University of Helsinki

Strathmore University through the School of Humanities and Social Sciences (SHSS) and the University of Helsinki's Faculty of Educational Sciences signed a Memorandum of Understanding (MoU) on May 27th, 2019. The purpose of this MoU is to develop academic and educational cooperation on the basis of equality and reciprocity and to promote relations and mutual understanding between both universities. This is through capacity building in higher education in to upgrade Kenya and of teachers' pedagogical and methodological skills in education and research.

Strathmore students to obtain double degree in deal with Sciences Po

On Monday, February 24, 2020, Strathmore University and Sciences Po, signed an agreement on double degree programmes in humanities and social sciences. This followed the signing of a Memorandum of Understanding on March 14, 2019, in the presence of Cabinet Secretary for Education, Amb. (Dr.) Amina Mohamed and Mrs. Frédérique Vidal, Minister for Higher Education, Research and Innovation of the French Republic.

RESEARCH ACTIVITIES

Publications

Journal papers

1. Marube, W.N. (2019). A Normative Reflection on the Practice of Public Relations and or Corporate Communication in Kenya. *International Journal of Communication and Public Relation*, 4(1), 1-17. <https://www.iprjb.org/journals/index.php/IJCPR/article/view/832>.
2. Catacutan, M.R. (2019). Attitudes toward cheating among business students at a private Kenyan university. *Journal of International Education in Business*. <https://doi.org/10.1108/JIEB-01-2019-0001>.

Books and chapters

1. Morumbasi, K. (2019). Re-Emerging Pan Africanism and the Dissolution of Borders in Africa. In R. Anyona, & M. Mwagiru, (Eds.), *Re-Emerging Pan-Africanism, Vol 1 (Implications for Foreign and Security Policy in Africa)*. ISBN 978-9966-123-94-7.

Conference Papers

1. Catacutan, MRG. (2019). Ethics and Development: The ethical dimension of development pornography. The Ethics of African Development and the Development of African Ethics, 18th Annual BEN-AFRICA conference.
2. Catacutan, MRG. (2019). Ethical decision making and behavioural ethics: Exploring the link between organisational culture and ethical behavior. International Conference on Ethics, Catholic University of Eastern Africa.

Mass Media

1. **Dean, C. & Dinda, G.** (July 2019). How can you practically embed an ethical culture in your workplace? *Strathmore University*. <https://www.strathmore.edu/news/aristotles-breakfast-how-can-you-practically-embed-an-ethical-culture-in-your-workplace/>.
2. **Dinda, G.** (July 2019). Could there be ethical alternatives to banking? *Strathmore University*. <https://www.strathmore.edu/news/aristotles-breakfast-could-there-be-ethical-alternatives-to-banking/>.

3. **Dinda, G.** (March 2019). How sustainable is our world? *Strathmore University*. <https://www.strathmore.edu/news/how-sustainable-is-our-world/>
4. **Dinda, G.** (February 2019). What is the philosophy of the new Education Curriculum in Kenya? *Strathmore University*. <https://www.strathmore.edu/news/what-is-the-philosophy-of-the-new-education-curriculum-in-kenya/>.
5. **Dinda, G.** (February-July 2019). What does Virtuous Leadership have to offer? *Strathmore University*. <https://www.strathmore.edu/news/what-does-virtuous-leadership-have-to-offer/>.

New Grants

| Grant name and description | Recipient(s) | Amount (KShs) |
|--|------------------|---------------|
| Writing Beyond University Research This was a travel grant from the Centre for Engaged Learning, Elon University, meant to run from July 2019 to July 2021. It funds the recipient's investigations into how alumni negotiate prior writing knowledge at work. | Stephen Macharia | 318,780 |

Events

Attended Events

| Event name and description | Organiser(s) | Attending staff |
|--|--|---|
| Conference on Value Creating Education and Critical Thinking in a Global World This international education conference took place at the University of Nairobi from 23 rd to 25 th October 2019. | University of Nairobi | Dr. Maria Rosario Catacutan |
| International Business Ethics Conference This conference took place at Serena Hotel, Mombasa on 7 th and 8 th November 2019. It was a meeting between academics and practitioners who are keen to promote good business practices in Africa. | BEN (Business Ethics Network) Africa | Dr. Maria Rosario Catacutan |
| Isooko Workshop This event was held at Strathmore University on 13 th March 2019. It focused on how digital technologies can transform peace and values education, the ways of mapping a conflict and using digital technologies to save lives and report incidences to relevant authorities in an area. | Ushahidi Kenya | Dr. Maureen Syallow |
| East Africa Research Fund (EARF) Early Market Engagement (EME) Training This event was held at the PwC Offices, Westlands, Nairobi on 27 th March. It was meant to offer potential research suppliers with sufficient and concrete information on proposals the EARF's meant to launch under its Country Office Research Programme. | East Africa Research Fund (EARF) | Dr. Maureen Syallow |
| BIEA Graduate Conference This was held at the British Institute in East Africa, Nairobi, on 22 nd and 23 rd March 2019. The participants presented a paper on urban futures in Africa. | British Institute in Eastern Africa | Lilian Owuor; Emerenziana Oduor |
| UNIV Inter-University Female Students Conference This was held in Strathmore University on 23 rd February 2019. The theme was: "The transformative power of work" | Kianda Foundation | Lilian Owuor; Dr. Rosario Catacutan; Sandra Mututi; Some undergraduate students |
| Critical Reading and Writing Seminar for Post-graduates This event was held at Strathmore University on 29 th March 2019. It covered the theoretical and practical aspects of critical reading and writing. | Strathmore University Doctoral Academy | Cyrus Muthumbi; Sara Mehrgut; Patrick Micheni |
| International Solidarity Forum Held in New York from 25 th to 30 th March, this event was centred on governance issues. | World Youth Alliance | Caroline Shisubili Maingi |

| Event name and description | Organiser(s) | Attending staff |
|--|---|------------------------|
| <p>Qualitative Research Methods Workshop This training was held at Gracia Gardens, Nairobi, from 23rd to 27th September 2019</p> | RTCI/ACEPHEM | Dr. Catherine Dean |
| <p>Conference on Critical Perspectives on Everyday Uses of New Media and Social Changes This conference took place on 16th and 17th October 2019 at Moi University, Eldoret, Kenya. Stephen presented a paper.</p> | Arrhus University (Denmark); Moi University | Stephen Macharia |
| <p>Aga Khan University Conference on Embracing Innovation Surviving Disruption This took place on 30th August 2019. Dr Njeru presented a paper on new ways of looking at communication.</p> | East African Communication Association | Beatrice Njeru |
| <p>Kenya Agenda 4 Symposium This event took place at the Kabarnet Campus of the Kenya School of Government on 28th and 29th November. Dr Syallow presented a paper on affordable housing.</p> | Kenya School of Government | Maureen Syallow |
| <p>UKRI Peer Review Seminar This event took place from 12th to 14th February 2019 at the Radisson Blu, Bangkok, Thailand. Attendees shared their experiences with members of the United Kingdom Research and Innovation (UKRI) Peer Review College.</p> | UKRI International Development Peer Review College | Kigen Morumbasi |
| <p>Round table discussion on Education Research and Practice This discussion was held at the Radisson Blu, Nairobi, on 1st and 2nd August 2019.</p> | British Council; the UK Department for International Development (DFID) | Kigen Morumbasi |
| <p>Workshop on the application of text analysis models for Asia and beyond in international relations This event was held on 11th and 12th January 2019.</p> | Center for International Studies and the Marshall School of Business, University of Southern California | Kigen Morumbasi |





STRATHMORE
LAW
SCHOOL - SLS

MISSION

To achieve legal excellence through providing a support learning environment that inspires innovation and critical thinking, promoting ground-breaking research, actively pursuing justice and nurturing virtuous and entrepreneurial leaders.



VISION

To be a school renowned for excellence in legal education and research, guided by a commitment to pursue justice, to cultivate lawyers of professional competence and moral conviction, and to be the region's hub for change agents.



PROF. FRANCISCO BORJA LOPEZ-JURADO
- ACTING DEAN, SLS

Staff statistics

| Staff | No. |
|----------------|-----------|
| Faculty | 57 |
| Administration | 6 |
| Total | 63 |

Student Statistics:

| | |
|-----------------------|------------|
| Total Students | 749 |
|-----------------------|------------|

| Activity | Description |
|--|--|
| 7th CB Madan Awards & Memorial Lecture & Strathmore Law School Student Awards 2019 | <p>In collaboration with The Platform for Law, Justice & Society magazine, SLS held its annual prize giving fete on 11 December 2019. The event recognised the best performing students in the 2018/2019 academic year, with a special focus on the graduating Class of 2019, and marked the annual CB Madan Awards & Memorial Lecture.</p> <p>In the SLS awards segment, best overall student Andrew Valentino Orieko Ojowi celebrated multiple awards. He was recognised alongside best overall female student Minna Mumma. Other graduating class prize recipients in the subject and experiential learning categories were Jean Lyona Makaka, Abdullahi Abdi Abdulrahman, Olivia Wambui Njoroge, Galma Godana Godana, Carey Barasa Nabang’i, Jason Irungu Gikungu and Einadine Mumji Sinyo. First year prizes were won by Nduta Wanjiru Muhindi and Ryan Wamae Mwaniki.</p> <p>The awards were generously sponsored and presented on behalf of participating law firms: Bowman Coulson Harney, IKM Advocates, Muma & Kanjama Advocates, KN Law LLP, Anjarwalla & Khanna, Dentons Hamilton, Harrison and Mathews, TripleOKLaw, Nyiha Mukoma & Company Advocates, Ngatia & Associates and Chelanga Chambers Advocates. CB Madan Student Awards went to Ryan Wamae Mwaniki, Tali Israel Tali and Lillian Wamaitha Wachira.</p> <p>In a unique appreciation of SU’s excellence in education, Prof Luis G. Franceschi was awarded the 7th CB Madan Award. Prof Franceschi’s role as founding Dean was acknowledged as key in the establishment of the vibrant, successful Law School at SU. The Law School’s consistent growth over seven years to become regarded as one of the most reputable and innovative law schools in Africa was particularly noted. The establishment of research centres in innovative areas and Strathmore University (Legal) Press contribution to African indigenous legal knowledge were identified as marked features of the Law School. The prize committee distinguished these features as having created an enabling environment for the formation of the next generation of African law students who will safeguard and play a role in the creation of a just society and a fair governance system, in line with that envisioned and embodied by CB Madan.</p> |

| Activity | Description |
|--|---|
| ALN- Anjarwalla & Khanna Law Library Launch | <p>After approximately one year of the signing of the memorandum of understanding between A&K and Strathmore University Law School, the “ALN- Anjarwalla and Khanna Law Library” was officially opened on the sixth floor of the Sir Thomas More Building. This 15 million shilling facility is a state-of-the-art library designed to support legal academic and professional work whose aim is to extend SLS’s ability to impact society through social empowerment.</p> <p>The launch of the ultra-modern library was officiated by retired Honourable Chief Justice Willy Mutunga on the 27th of June 2019. Other key attendees at the occasion were Dr. Vincent Ogutu, Vice Chancellor Designate of Strathmore University; Karim Anjarwalla, Managing Partner ALN Kenya, Anjarwalla & Khanna LLP and Rosa Nduati Mutero Partner at ALN Kenya, A&K LLP; Dr Marisella Ouma PhD, Head of Legal Services at the Central Bank of Kenya; and Gerald Abila, Founder of Barefoot Law.</p> |
| Legal Aid Clinics | <p>The Strathmore Law Clinic (SLC) is a student-run organisation. It affords law students an opportunity to apply the legal knowledge gained in class to real-life social issues, with the aim of promoting access to justice through pro bono work. In 2019, the Clinic undertook various projects aimed at promoting access to justice. These include Legal Aid Week, an annual activity held in September 2019, at which practicing advocates offered legal advice to the staff and students at Strathmore University. Earlier, in February 2019, SLS and CrimeSipoa (CSP) officially embarked on the Sheria Mashinani Programme, a community awareness project that sought to entrench sustainable legal empowerment within Kibra. The impact following this training, was the conducting of two outreach sessions at Shining Hope for Communities (SHOFCO) Hall in Gatwekera, Kibra on 10 August and 21 September 2019, respectively. On 26 April 2019, through the support of the Global Alliance for Justice Education (GAJE), the SLC convened a roundtable discussion on the role of Law clinics in furthering access to justice. The discussion built on the progress made during the first annual roundtable held in the previous year. On 4 October, the Small-to-Microbusinesses Division of the Entrepreneurship Unit also held a panel discussion on the hurdles faced by entrepreneurs. The focus was informed by the fact that most startups fail as a result of insufficient knowledge (particularly legal knowledge). The team convened a distinguished panel consisting of John Allan Namu (African Uncensored), Ribin Ondwari (Ashitva Advocates LLP) and Ms. Kaluhi (Kaluhi’s Kitchen).</p> |
| Strathmore Law Clinic Graduates First Cohort Of Paralegals | <p>Conceived as an idea by student-clinicians of the Strathmore Law Clinic, Sheria Mashinani was officially launched on 8th February 2019. The conception of the initiative was anchored and motivated by the Law Clinic’s longstanding objective of maximizing its impact in Kibra through the provision of accurate legal information.</p> <p>Sheria Mashinani was envisioned as a “training for trainers” culminating in the graduation of paralegals. In conjunction with CrimeSiPoa, the Strathmore Law Clinic recruited 40 youth leaders from all 13 villages in Kibra. Over a 14 week period, they were equipped with knowledge from various areas of law including criminal procedure, human rights, labour laws and business law. The curriculum of the programme was enshrined in the Sheria Mashinani manual, authored by members of the clinic.</p> <p>The first Sheria Mashinani cohort is the product of a partnership between Strathmore Law Clinic, CrimeSiPoa, the Kenya National Commission on Human Rights (KNCHR), Shining Hope for Communities (SHOFCO) and Nairobi Law Monthly under the vision: Access to Legal Information for all.</p> |
| Academic Trip, March-April 2018 | <p>The Hague, The Kingdom of the Netherlands</p> <ul style="list-style-type: none"> • International Court of Justice • Permanent Court of Arbitration • International Criminal Court • Organisation for the Prohibition of Chemical Weapons • International Residual Mechanisms for Criminal Tribunals • Kenyan Embassy • Leiden University • Palace of Justice in The Hague <p>Rome, Italy</p> <ul style="list-style-type: none"> • World Food Programme (WFP) • Food and Agriculture Organisation (FAO) • Pontifical University of the Holy Cross • LUISS University • International Institute for the Unification of Private Law (UNIDROIT) <p>Dubai</p> <ul style="list-style-type: none"> • Dispute Resolution Authority (DRA) |

| Activity | Description |
|-------------------------|--|
| Moot Court Competitions | <p>a) The 32nd Jean Pictet Competition 2019 Strathmore Law School were Runners-up in the finals and were represented by Annette Kamumbu Muindi, Kimberly Muriithi and Olivia Njoroge. The team was sponsored by the International Committee of the Red Cross Kenya office.</p> <p>Strathmore won the African Regional Round, which was held in Nairobi, Kenya, in April 2019. The University of the Witwatersrand (South Africa), Kenyatta University (Kenya), and Kabarak University (Kenya) also qualified from the African Regional Round and distinguished themselves in the opening stages of the final round in Geneva. Catherine Penda won the award for the Best Oralist for the preliminaries; Mishael Wambua won the award for the Best Oralist for the Semi Finals; there was a tie in the Best Oralist in the finals between Mishael and Maleehah.</p> <p>b) The 2019 African Regional Round of the John H. Jackson Moot Competition on WTO Law - Strathmore Law School were the winners.</p> <p>c) The 2019 International Rounds of the John H. Jackson Moot Competition on WTO Law On 15 June, a team from Strathmore University, won the 2019 John H. Jackson Moot Court Competition on WTO Law. They also won the Best Oralist award. The final rounds of the competition were held at the WTO. The Strathmore team of Maleehah Khandwalla, Mishael Wambua, and Catherine Penda, defeated Universidad Javeriana from Colombia in the semi-final round and Harvard University of the USA in the final. The team was coached by Harrison Mbori of Strathmore and the ACWL's Christian Vidal-Leon. The Strathmore team's overall victory is all the more remarkable because it is also the first time that an African team has advanced to the knockout stages of the final round.</p> <p>d) The 2019 International Mediation Singapore August 2019 A team comprising Catherine Mumo, a fourth-year Bachelor of Arts in International Studies student, and three Strathmore Law School (SLS) students - Maleehah Khandwalla, Pauline Omoto and Leona Asiema - won Silver in both mediation and mediation advocacy at the International Mediation Singapore Competition held in August 2019. This time Strathmore had a multidisciplinary team and incorporated one student from a different school apart from Law. This competition sought to bring together the best teams from around the world to celebrate a shared passion for mediation, and also to commemorate the signing of the Singapore Convention on mediation also known as the United Nations (UN) Convention on International Settlement Agreements Resulting from Mediation.</p> <p>The quartet was trained by Jack Owino from the Strathmore Dispute Resolution Centre (SDRC), and Nicola Muriuki, Rubin Mukkam-Owuor and Arooj Sheikh, a team from JMiles & Co, a legal consultancy that provides specialised advice on international arbitration, mediation, fraud investigation and asset chasing, in addition to legal consulting. The Strathmore team was the only African team that was invited for the moot.</p> <p>e) The 2019 Foreign Direct Investment Moot Competition - African Rounds Strathmore Law School were the runner's up in the finals. The Skadden FDI Moot Court Competition is the biggest and most prestigious moot court competition touching on International Investment Law. This year, SLS' team, composed of Mishael Wambua, Joy Mvatie and Kelly Nyagah (coached by Minna Mumma, Harrison Mbori, Cecil Yongo and Balla Galma), won the Kenyan rounds at the Africa Nazarene University Law School. The moot was held on 16th and 17th July 2019, and brought together several teams from Law Schools in Kenya including the University of Nairobi, JKUAT, Riara Law School, Kenyatta University and Africa Nazarene University.</p> <p>e) International Conference on Corruption at Kabarak University Law School- 10 October 2019 The Strathmore Law School sponsored a multidisciplinary team of students as part of their commitment to ensuring competitive excellence and exposure among students. The team of four won top awards at a two-day debate held as part of the International Conference on Corruption at Kabarak University Law School.</p> <p>The debate focused on the "socialisation of the anti-corruption war" analysing whether the war on corruption can be solved by using social institutions such as schools, churches, and families or whether the fight should remain with government institutions such as the Director of Public Prosecutions and the courts.</p> <p>At the end of the two-day debate, Jabez Magomere and Njuguna Macharia (SLS) received the Best Team Award, while Antonia Wangechi and Collins Okoh received the Runners Up Award. The Best Finalist Orator Award went to Njuguna Macharia of the Law School.</p> |

| Activity | Description |
|---------------------------|---|
| Public Lecture | <p>Contribution of Chile to the Law of the Sea- 3rd October 2019 Strathmore Law School, in conjunction with the Embassy of the Republic of Chile, held a public lecture on the Contribution of Chile to the Law of the Sea at the Microsoft Policy Innovation Center, Sir Thomas More Building on 3rd October 2019. The lecture brought together professionals and academics in the field of Public International Law.</p> <p>Her Excellency, Ms. Carolina Valdivia Torres, the Vice Minister for Foreign Affairs of Chile began by highlighting how International Law of the Sea has impacted ocean governance in Chile. She also mentioned how Chile and Kenya have, on previous occasions, partnered on the international plane. In particular, she revisited the joint position held by Chile and Kenya on the establishment of the Exclusive Economic Zone in the 1970s. This played a significant role in the adoption of the concept 'Exclusive Economic Zone' in the United Nations Convention on Law of the Sea. She acknowledged the steps that Kenya has undertaken in recent history to promote ocean governance such as co-hosting the global Blue Economy Conference with Canada and hosting the inaugural Africa Climate Week in 2019.</p> |
| Conferences and Workshops | <p>Book Launch: The Constitution of Kenya: A Commentary' (2nd Edition) - May 14 2019 The launch of the book by Prof. Luis Franceschi and Prof. PLO Lumumba was necessitated by the developments in the Judiciary, Executive and Parliament in both theory and practice of governance, rule of law and human rights. Through this second edition, they affirm that implementation of each of the provisions of the Constitution is core to the realisation of the hopes, desires and aspirations of the Kenyan people for a society that is founded on social justice, respect for human rights, good governance and sustainable development.</p> <p>Roundtable on the principles of leadership and integrity- 10th of July 2019 Strathmore University in conjunction with Warwick University hosted a roundtable on the principles of leadership and integrity at the Microsoft Policy Innovation Centre (PIC), Strathmore Law School on the 10th of July 2019. Topics of discussion included the history and context of chapter 6 of the Kenyan constitution, chapter 14 of Uganda's Constitution and the introduction of the 5th Schedule of the Nigerian Constitution</p> <p>Biennial Conference of the African International Economic Law Network -17th- 19th July 2019 The African International Economic Law Network hosted its fourth biennial conference on the theme of Africa's Participation in International Economic Law at Strathmore Law School in Nairobi, Kenya from July 18-21, 2019. The conference attracted more than 100 participants from Africa, Europe, the US, Asia, and Australia. Relevant figures included Justice Emmanuel Ugirashebuya and Prof. Sylvia Kang'ara. The purpose of this conference was to bring together scholars and foster scholarship that highlights original and innovative thinking in IEL as it pertains to the continent. In doing so, the Conference aimed not only to encourage collaboration and create a network that challenges, engages and addresses Africa's marginality in global economic governance but also to encourage critical scholarship on the various emerging innovative platforms on the continent.</p> <p>Child Labour, Juvenile and Restorative Justice Forum- 25 July 2019 Strathmore Law School hosted the Juvenile and Restorative Forum on 25th July 2019. The Centre for International and Security Affairs through its outreach programme, the Know Your World Initiative, Strathmore University Law School and The European Committee for Training and Agriculture (CEFA-Kenya) engaged youths in creating awareness on Juvenile and Restorative Justice. The Italian Agency for Development Cooperation, Fondazione Albergo della Vita (FADV) also partnered in the project.</p> <p>The Forum was organised with the theme: 'Engaging youth and creating awareness on child labour, juvenile and restorative justice'. A screening of the film, Capernaum started the discussion on Juvenile justice. The film debuted at the 2018 Cannes Film Festival, where it was selected to compete for the Palme d'Or and won the Jury Prize.</p> <p>The panel discussion was comprised of; Mr. Brian Odongo, LSK Representative -Advocate of the High Court- Partner CALO Law LLP Mr. Henry Ohanga, Founder, Octopizzo Foundation Mr. Patrick Wachira, Programme Manager, CEFA-Kenya Ms. Mukami Wangai, Doctoral Fellow, SLS, Centre for Law and Policy Ms. Wambui Kahara, UNODC, Head of Youth Programme</p> |

| Activity | Description |
|---------------------------|---|
| Conferences and Workshops | <p>Insolvency and Corporate Rescue Seminar 30th July 2019 Strathmore Law School in conjunction with Citadel Law Africa, Ashitiva Advocates and K&O Associates held the Insolvency and Corporate Rescue Seminar 2019 at the Microsoft Auditorium, Sir Thomas More Building on 30th July 2019. The seminar brought together experts and high-level professionals from banking, business, professional, legal fields and regulatory bodies to discuss and share insights on corporate restructuring and insolvency options and trends in Kenya.</p> <p>The topics covered ranged from: an overview of the different insolvency procedures and their effects; debt restructuring options; regulatory oversight in corporate restructuring and insolvency process; key issues arising from restructuring through the insolvency process; remuneration of director shareholders and the dangers of unlawful dividends and personal guarantees which included the discussion of a case law.</p> <p>The first Public Participation Disability Inclusion Index social lab- 3rd -4th September 2019 The first Public Participation Disability Inclusion Index social lab was held at Strathmore University on the 3rd and 4th September as part of a two-year project - Participation Disability Inclusion Index (PPDII). PPDII's overall exercise is implemented by Agency for Disability and Development in Africa - ADDA, Strathmore University - Law School and Persons with Disabilities - Kitui (PEWDAK), and will run from January 2019 to December 2020, with funding from VOICE Kenya.</p> <p>This social lab is the result of efforts made to end exclusion of PWDs from public participation. The participants at the exercise were representatives of the partner entities and key beneficiaries of the project. Notable attendees included Stephen Kiema, Executive Director, Pewdak. Prof. Borja Lopez-Jurado, Ag. Dean, Senator Dr. Gertrude Musuruve and Senator Isaac Mwaura.</p> <p>SDRC Seminar on Alternative Justice Systems- 21st November 2019 Strathmore Dispute Resolution Centre (SDRC) hosted a seminar on Alternative Justice Systems (AJS) on 21st November, 2019 at the Microsoft Auditorium. The seminar brought together about 50 experts, academics, researchers and practitioners working in various disciplines related to AJS practices in Kenya. The seminar was organised by the Judiciary Alternative Justice Systems taskforce with funding from the United Nations Office on Drugs and Crime (UNODC).</p> <p>The participants represented a range of stakeholders including Strathmore University, Kabarak University, Moi University, University of Nairobi, Kenyatta University, the Judiciary, the Office of the Director of Public Prosecutions, the National Police Service, the Law Society of Kenya, the National Land Commission, Kenya National Commission on Human Rights, the Federation of Women Lawyers Kenya, the National Council of Elders, Civil Society Organisations including Legal Resources Foundation, Kituo Cha Sheria, ICJ Kenya, and Development Partners including UNDP Kenya, GIZ Kenya, UNODC, World Bank and IDLO.</p> <p>Globalization, Lawyers & Emerging Economies: The African Legal Profession in the Age of Globalization – 9th -10th December 2019 Strathmore University Law School in partnership with the Centre for the Legal Profession, Harvard University, hosted a conference on Globalization, Lawyers and Emerging Economies (GLEE): The African Legal Profession in the Age of Globalization. The conference brought together leaders from the legal profession, the private sector, government and academia to discuss globalisation impact on the growth and development of the corporate legal sector in Kenya and across Africa.</p> <p>As background for this event, the Harvard Law School Center on the Legal Profession has been conducting the project on Globalization, Lawyers, and Emerging Economies (GLEE), for the past 10 years. GLEE is a multinational, multidisciplinary, and multi-institutional collaboration of scholars, practitioners, and policymakers committed to conducting original empirical research on how globalisation is reshaping the legal services market in important emerging economies around the world. To date, the GLEE project has produced major books on India, Brazil, and China (forthcoming), all published by Cambridge University Press.</p> |

RESEARCH ACTIVITIES

Publications

Journal Papers

1. Mukuki, A.M. (2019). Reimagining the Concept of Forced Migration in The Face of Climate Change. *Groningen Journal of International Law*, 7(1), 73-98. <https://doi.org/10.21827/5d5141d53f710>.
2. Mukuki, A.M. (2019). The sacrosanct? The challenge in holding the United Nations responsible for the failure to prevent genocide. *Strathmore Law Journal*, 7.
3. Mungai, M. (2019). Testing Alternatives: Private Prosecutions as a Useful Anti-Corruption Tool in Kenya. *Kabarak Journal of Law and Ethics*, 4.
4. Sipalla, H. (2019). (In)Validity, in African international law, of Egypt's reservations to the African Charter on the Rights and Welfare of the Child. *Kabarak Journal of Law and Ethics*, 4(2019) 193-224. <https://kabarak.ac.ke/downloads/journal%20of%20law%20and%20ethics%20vol%204/Invalidity%20of%20Egyp%20.pdf>.

Conference Papers

1. **Ouma, P.** (2019). The EU-EAC Economic Partnership Agreement: Defective agreement or defective system? <http://www.afronomicslaw.org/2019/04/02/the-eu-eac-economic-partnership-agreement-defective-agreement-or-defective-system/>

Mass Media

1. Kariuki, F., Kerecha, G. & Ombaki, J. (28th August 2019). Handling Community Related Grievances in Kenya's Mining Sector. *Extractives Baraza*. <http://www.extractives-baraza.com/resources/publication/handling-community-related-grievances-in-kenyas-mining-sector>
2. Bogere, J. (26th September 2019). Kenya's Legal Framework on Gender Equality in the Petroleum Sector. *Extractives Baraza*. <http://www.extractives-baraza.com/resources/publication/kenya%E2%80%99s-legal-framework-on-gender-equality-in-the-petroleum-sector>.
3. Wabuke, E. (22nd May 2019). Regional Organisations' Application of R2P: The ECOWAS Military Intervention into the Gambia. *Lawfare Blog*. <https://www.lawfareblog.com/regional-organisations-application-r2p-ecowas-military-intervention-gambia>.
4. Wabuke, E. (15th May 2019) The Kenya-Somalia Maritime Dispute and Its Potential National Security Costs. *Lawfare Blog*. <https://www.lawfareblog.com/kenya%E2%80%93somalia-maritime-dispute-and-its-potential-national-security-costs>.
5. Bogere, J. (18th December 2019) Addressing Existing Gender Gaps in Kenya's Petroleum Sector. *Extractives Baraza*. <http://extractives-baraza.com/resources/publication/addressing-existing-gender-gaps-in-kenya%E2%80%99s-petroleum-sector>.
6. Otieno, H.M. (4th December 2019). Three Reasons why Kenya should not enact the Alternative Dispute Resolution Bill, 2019. *Strathmore Dispute Resolution Centre Blog*. <https://sdrcentre.wordpress.com/2019/12/04/symposium-on-the-regulation-of-mediation-part-4-its-not-broken-yet-why-fix-it-badly-three-reasons-why-kenya-should-not-enact-the-alternative-dispute-resolution-bill-2/>.

NEW GRANTS

| Grant name and description | Recipient(s) | Amount (KShs) |
|---|--------------------------------------|---------------|
| Security on our own terms – Developing Global South leaders in the fields of cybersecurity This grant was awarded by Privacy International and ran from January to June 2019. | CIPIT | 784,800 |
| CASEDATA Initiative: Coordinating Approaches to systemize and expand digital rights data Awarded by the Social Media Exchange Association (SMEX), this grant started running in January 2019 and will lapse in June 2020. | CIPIT | 82,747,200 |
| Investigating causes, conditions, and consequences of women’s incarceration in Kenya This grant was awarded by CleanStart Kenya and ran from June to November 2019. It funded a project that examined the incarceration of women and girls in Kenya | Emma Senge | 500,000 |
| Digital Identities Awarded by Omidyar Network and meant to run from May 2019 to April 2020, this grant supported a project titled “The Appropriate Use of Digital Identity.” | CIPIT | 18,064,200 |
| Strengthening cyber policy research centres in the global South This grant was awarded by the International Development Research Centre (IDRC) to support the work of the recipient from June 2019 to May 2021. | CIPIT | 47,073,180 |
| Civic Engagement for Open Contracting This grant was awarded by HIVOS and was meant to run from August 2019 to April 2020. It funded a project on open contracting and beneficial ownership in the energy sector. | A multi-disciplinary team | 2,500,000 |
| East African Political Federation Roundtable This grant from the NSSF ran from August 2019 to February 2020. It funded a project titled “East African Political Federation: Legal and Political Considerations for a Rule-Based Polity.” | Strathmore Centre for Law and Policy | 1,000,000 |
| Catalysing the Building Blocks of AGA-AAP’s – capacity building programme This grant was awarded by the Attorney General Alliance – Africa Network and was meant to run from 1st November to 31st December 2019. It supported a project involving stakeholder evaluation, curriculum development and design of a training manual on transnational crimes. | A multi-disciplinary team | 4,250,400 |

EVENTS

Organised Events

| Event name and description | Staff involved | Attendee(s) |
|--|---|--|
| Global Alliance for Justice Education Roundtable This was held on 26th April 2019 in collaboration with the Global Alliance for Justice Education. It brought together Clinical Legal Education (CLE) champions from law schools across the country to explore the opportunities available for university law clinics in Kenya. The discussion deepened the appreciation of both local and global university law clinic experiences. It also fostered synergies among CLE champions in the region. | SLS (Strathmore Law Clinic, Policy Innovation Centre) | 22 external, staff and students from universities around Kenya |
| Judicial Digitisation Roundtable This was held on 7 th March 2019 | SLS (Policy Innovation Centre) | Multiple internal and external participants. |
| Ford Foundation Roundtable This event was held at the Transcentury Auditorium, SBS, on 3rd May 2019. It featured the presentation of the findings of a report titled “The Nature of Information Controls during Electoral Processes: The Case of Kenya 2017 and Zimbabwe 2018 Elections.” | SLS staff | 40 professionals |
| Privacy International Forum This event was held on 21st June 2019 in collaboration with Privacy International. It featured the presentation a new report titled “Proportionality of Security Limitations on Privacy: A Checklist for Legislations in Kenya.” | SLS staff | 40 professionals |

Attended Events

| Event name and description | Organiser(s) | Attending staff |
|---|---|---|
| <p>Contextualising the Continental Free Trade Area Seminar Held on 18th February 2019, this seminar discussed the Continental Free Trade Area by situating it in the contemporary international and regional struggle for power.</p> | Africa International Economic Law Network | Patricia Ouma |
| <p>National Plea Bargain and Diversion Policy Stakeholders Validation Workshop This workshop was held at the Crowne Plaza, Nairobi on 14th February. It was convened to validate new proposed policies plea bargain and diversion.</p> | Office of the Director of Public Prosecution (ODPP) | Mukami Wangai |
| <p>Cyber policy meeting This convention was held in Sri Lanka from 11th to 15th January.</p> | IDRC | Grace Diida Dr Isaac Rutenberg |
| <p>Strategy Meeting on Legal Identity in Kenya This meeting, held on 16th and 17th January 2019 in Naivasha, Kenya, discussed the risks that come with integrated vital statistics systems</p> | Kenya Human Rights Commission | Dr Isaac Rutenberg |
| <p>Workshop on Protection of Traditional Knowledge and Traditional Cultural Expressions This was held on 24th January 2019. The main topic under discussion was the present design of protection of traditional knowledge and traditional cultural expressions.</p> | British Institute in East Africa | Chebet Koros |
| <p>Mission Billion Challenge Solveathon This was held at iHub, Nairobi, Kenya on 29th January 2019.</p> | The World Bank Group's Identification for Development (ID4D) | Dr Isaac Rutenberg |
| <p>Litigation Strategy Meeting This was held on 6th March 2019 at the Fairview Hotel, Nairobi. It was mainly concerned with the Miscellaneous Amendment Act that introduced the NIIMS.</p> | Kenya Human Rights Commission | Dr Isaac Rutenberg Grace Diida |
| <p>Roundtable on Cybersecurity in Kenya The purpose of the meeting, which was held on 19th March 2019 at the Sarova Panafric Hotel in Nairobi, was to bring together relevant stakeholders from government, civil society, academia, private sector and the technical community to increase their awareness of cybersecurity issues, and to identify common cybersecurity priorities for Kenya in 2019. The discussions also included a broad overview of the current state of play in cybersecurity globally, regionally and in Kenya; while providing space to identify stakeholder common priorities and to make recommendations for the year ahead.</p> | The Kenya ICT Action Network (KICTANet) in partnership with Global Partners Digital (GPD) | Robert Muthuri |
| <p>AfIELN Biennial Conference The theme of this conference was "Africa's Participation in International Economic Law in the 21st century." It brought together scholars and scholarship that highlighted original and innovative thinking in international economic law as it pertains to the continent, thus encouraging collaboration and networks that challenge, engage and address Africa's marginality in global economic governance, and creating critical scholarship on the various emerging innovative platforms on the continent. It took place from 18th to 20th July</p> | African International Economic Law Network | 10 staff 10 students |
| <p>East African Political Federation Roundtable The roundtable was held on 19th September 2019. Its purpose was to examine the implications of political federation on the EAC so as to create an objective policy brief outlining opportunities and concerns around political integration, as well as to provide recommendations on how to address the issues raised to the relevant policy-makers.</p> | | 15 staff 10 students |
| <p>The Cape Town Convention, MAC Protocol, and Rail Protocol Conference This was held on 22nd October 2019. It brought together diplomatic representatives, legal experts, and industry stakeholders to discuss the beneficial impact of both the MAC Protocol and the Rail Protocol, with a focus on developing countries and emerging markets. The conference provided an opportunity for states to learn more about the future treaty ahead of its adoption at the Diplomatic Conference in Pretoria, South Africa.</p> | SLS International Institute for the Unification of Private Law (UNIDROIT) | 5 staff 5 students 20 external participants |

| Event name and description | Organiser(s) | Attending staff |
|--|------------------------------|--|
| <p>2019 IALS Conference This event was held at the University of Gdansk, Poland, from 18th to 20th September 2019. The theme was “The Role of Law and the Rule of Law: Teaching Significant Issues in the 21st Century.”</p> | University of Gdansk | Prof. Luis Franceschi; Wilson Macharia; Allan Mukuki |
| <p>2019 LSK Conference This, the annual conference of the Law Society of Kenya, was held under the theme: “An Audit of the Constitution: The Quest for Constitutional Reform and Transformation” and sub theme: Embracing Technology in Legal Practice, Litigation and Commercial Practice.” It took place from 14th to 18th August 2019.</p> | Law Society of Kenya | Allan Mukuki; Francis Kariuki |
| <p>SDG/RBC Research and Academic Development Workshop This event took place at the University of Pretoria, South Africa, on 25th and 26th September 2019.</p> | University of Pretoria | James Ombaki; Kate Mavuti |
| <p>Extractives seminar This seminar was held with the theme “Unlocking Opportunities for Women and Business: Actions and Strategies for Oil, Gas and Mining Companies.” It took place on 7th and 8th October 2019.</p> | IFC/World Bank | Laura Muniafu, Jovia Bogere; Vanessa Wakasiaka |
| <p>LSK Nairobi Branch Legal Tech and Innovation Week This was held from 3rd to 5th July 2019 in Nairobi.</p> | Law Society of Kenya | Dr. Isaac Rutenberg |
| <p>The 5th Mining4i conference Held at the Fairview Hotel, Nairobi, this conference explored the theme “Championing Innovation amongst African Youth at the Grassroots to Promote Sustainable Development in the Mining Sector”</p> | Undisclosed | Caroline Wanjiru |
| <p>4th Annual ARNOVA-Africa/AROCSA Conference This event was held at Strathmore University from 22nd to 24th July 2019. It centred on the theme “Leveraging Technology for Effective Government and Civil Society: A Review of Africa’s Digital Renaissance and Innovations in Civil Society.”</p> | ARNOVA-Africa; AROCSA | Malcolm Kijirah Grace Bomu Jackline Akello |
| <p>GODAN Workshop on Open Data in Agriculture This event took place in Darmstadt, Germany, on 25th and 26th July 2019 and focused on the promise of open data in agriculture.</p> | Undisclosed | Caroline Wanjiru |
| <p>Masterclass on Legal Framework Governing Digital Cross-Border Trade This event took place at the Mint Hub, in Nairobi, on 26th July 2019.</p> | Undisclosed | Mercy King’ori |
| <p>7th Kenyan Entrepreneur Conference on Trade and Development This took place at Western Heights, Nairobi, on 2nd August 2019.</p> | Undisclosed | Caroline Wanjiru |
| <p>International Youth Day-Kenya This event was held under the theme: “Youth Dialogue on Transforming Education: IC, Industry Linkage and Popular Culture.” It took place on 8th August 2019</p> | University of Nairobi | Caroline Wanjiru |
| <p>IP for Creatives This event took place in Strathmore University, on 23rd and 30th August 2019.</p> | Ubunifu IP Law Clinic | Cynthia Nzuki; Aisha Ochwada; Caroline Wanjiru |
| <p>Deep Learning Indaba This event took place from 25th to 30th August 2019 at Kenyatta University, Nairobi.</p> | Kenyatta University, Nairobi | Jackie Akello Grace Mutung’u |
| <p>Forum on Cybercrime and Electronic Evidence This event took place at the Radisson Blu Hotel, Nairobi, from 4th to 6th September 2019.</p> | Undisclosed | Dr Isaac Rutenberg |



SCHOOL OF TOURISM
& HOSPITALITY
- STH

MISSION

To foster integral development through education, promoting excellence in service, upholding ethical principles and nurturing an entrepreneurial spirit to produce professionals of global standards.



VISION

To be the anchor of transformational education for a thriving hospitality and tourism industry leading to enhanced quality of life.



DR. DAVID CHIAWO
EXECUTIVE DEAN, STH

Staff statistics

| Staff | No. |
|----------------|-----------|
| Faculty | 13 |
| Administration | 7 |
| Total | 20 |

Student Statistics:

| Area of study | Total |
|---|------------|
| Bachelor of Science in Hospitality and Hotel Management | 104 |
| Bachelor of Science in Tourism Management | 24 |

| Activity | Description |
|---|---|
| International Academic Trip | Students from the class of 2019 accompanied by members of staff successfully completed an Arusha - Amboseli expedition. |
| Hotel Business Acumen EuroCHRIE University Challenge 2019 | Students of the School of Tourism and Hospitality participated in an intense Hotel Business Acumen training and managed to maintain first position as winners of the challenge for the second year running. |
| International placements for Alumni | The school Initiated international placements for alumni to train abroad programmes in the USA. |
| Food Euphoria | The school successfully hosted a third Food Euphoria - an initiative aimed at supporting the Elimisha Startizen campaign. |

RESEARCH ACTIVITIES

Publications

Journal papers

1. Njagi, G., & Chiawo, D. (2019). Implications of Climate Change to Niche Patterns of Rothschild's Giraffe in Africa. Biodiversity Information Science and Standards, 3(2019). <https://doi.org/10.3897/biss.3.38426>



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To provide an environment that promotes technological innovation and provides business supportive structures and policy direction to harness the potential of ICT as a genuine tool for sustainable development.



VISION

To be a Centre of Excellence in Research and Innovation in ICT for Development in Africa.



DR. JOSEPH SEVILLA - DIRECTOR, @ILAB AFRICA

Staff statistics

| Staff | No. |
|-------------------|------------|
| Full-time Faculty | 56 |
| Part-time Faculty | 20 |
| Administration | 10 |
| Program Managers | 11 |
| Research Fellow | 1 |
| Trainers | 15 |
| Total | 103 |

Student Statistics

| Area of study | Total |
|--|------------|
| Executive Education Certified Mobile | 15 |
| Executive Education Digikids Program | 134 |
| Executive Education Advanced Analysis and Visualization in Excel | 7 |
| Executive Education Safaricom Digital Academy | 60 |
| Femtechies Girls in ICT Fair Day | 63 |
| Data Science Certificate in Data Science | 93 |

Key Activities

| Event name and description | Staff involved | Attendee(s) |
|--|--|--|
| <p>Meet the Corporates Held on 20th February 2019, the objective of this event was to create a platform for start-ups to connect, interact and initiate meaningful engagement with industry players that lead to start-up business growth and linkages. It was supported by funding from Pangea.</p> | Bernard Chiira; Linda Kwamboka; Diana Tiren; Rael Kilonzo. (@iBizAfrica) | Undisclosed number of external participants. |
| <p>Talk with Norman Musengimana The talk was held on 26th March 2019. Norman Musengimana is the CEO and Founder of BizSkills Academy Inc.</p> | Bernard Chiira; Diana Tiren. (@iBizAfrica) | Undisclosed number of external participants. |
| <p>Kids' Entrepreneurship Day This event was organised to harness the power of storytelling and games to reinforce the lessons on problem-solving, responsibility, saving and investing, leadership, teamwork in children aged 3 to 7 years. It took place on 30th Mar 2019.</p> | Bernard Chiira; Linda Kwamboka; Diana Tiren. (@iBizAfrica) | Undisclosed number of children. |
| <p>Pitch Fridays Pitch Friday is a platform where innovators and entrepreneurs seeking incubation at @iBizAfrica pitch to a panel of experts, mentors, and investors for a chance to join the incubation programme. They were held once a month in 2019 and were facilitated by.</p> | Bernard Chiira; Linda Kwamboka; Diana Tiren. (@iBizAfrica) | Multiple start-up founders. |
| <p>Certified Mobile Developer Training This training course was delivered from 18th January to 18th April. It is designed to give students hands-on skills in mobile application development. It was delivered by</p> | Tracy Weru; Getrude Gichuhi. @iLabAfrica | Undisclosed number of students. |
| <p>Child Cyber Protection Training This was a half-day seminar targeted at parents who bring their children for the @iLabAfrica ICT workshops for children and teenagers. It took place on 23rd February and was supported by Digikids Limited. Another session was held in April 2019.</p> | Tracy Weru; Getrude Gichuhi. | 60 parents. |

| Event name and description | Staff involved | Attendee(s) |
|---|--|--|
| Digikids ICT Saturday Classes for Children and Teenagers This training course provides children and teenagers on basic and advanced knowledge on different aspects of ICT on Saturdays. It was offered on 12th January to 23rd March. It was supported by Digikids Limited. | Tracy Weru Getrude Gichuhi | Undisclosed number of children. |
| Digikids ICT Holiday Classes for Children and Teenagers These classes were held from 8 th to 12 th April. The course provides children and teenagers with basic and advanced knowledge on different aspects of ICT during school holidays. It is supported by Digikids Limited. | Tracy Weru; Getrude Gichuhi | Undisclosed number of children. |
| Girls in ICT Fair Day Held on 24 th April 2019, this event was organised to create awareness of, as well as to encourage girls to take up, STEM (Science, Technology, Engineering and Mathematics) courses. It was supported by the Communications Authority. | Getrude Gichuhi; Irene Gitangu; Tracy Weru; Lorna Mutegei; Margaret Njenga. | 60 high school students |
| Girls in ICT Meet Up This event was held in collaboration with SAP Next Gen in May 2019. Its aim was to inspire gender equality in tech. | @iBizAfrica staff | 20 university girls |
| Reality Talk This was a set of events held on 5 th April and 4 th May 2019. They consisted of talks given to start-up founders by @iBizAfrica mentors. It was supported by Reality Cheque. | @iBizAfrica staff | 20 entrepreneurs |
| Standard Chartered Demo Day and Finale This event was held on 8 th April 2019, in collaboration between Standard Chartered Bank and @iBizAfrica. The bank has created Africa's leading women-in-business tech support programme, implemented by @iBizAfrica. The programme targets female-led entrepreneurial teams and provides them with training and mentorship. At this event, the top five teams were selected to be awarded USD 10,000 seed funding each to invest in their business. | @iBizAfrica staff | 80 entrepreneurs and guests |
| Nairobi Tech Week 2019 Nairobi Tech Week is the largest tech event in Sub-Saharan Africa. @iBizAfrica collaborated with Moringa school to organise and hold the fourth edition from 24 th to 26 th April 2019 in Strathmore University. The aim of the event was to bring together all actors and influencers in the tech ecosystem, so as to foster conversations and learning around various relevant technology-related topics. The theme was "Technology in Africa: The Past, The Present and The Future." | @iBizAfrica staff | 500 participants per day |
| Google Teachers Workshop Held in collaboration with Google CS4Edu from 23 rd to 27 th April 2019, this event aimed to impart HTML, CSS, Javascript and digital foot-printing skills to secondary school teachers. | @iLabAfrica staff | 93 teachers |
| Amazon Web Services Workshop | @iLabAfrica staff | 70 participants |
| Launch of Africa Excellerator Innovation Lab This launch was conducted on 8 th April 2019 and was sponsored by the Standard Chartered Bank. | Bernard Chiira, Linda Kwamboka, Diana Tiren, Rapahel Kihato, Rael Kilonzo (@iBizAfrica) | Undisclosed number of participants |
| Ricoh Workshop This workshop was held on 23 rd and 24 th July, in collaboration with Ricoh Company Limited (Japan). It revealed Ricoh tech opportunities in education, FinTech, IoT, healthcare, agriculture, and logistics. | @iLabAfrica and @iBizAfrica staff. | 13 participants (6 staff and 7 external attendees) |
| Tech Educators Conference 2019 Held on 25 th September 2019 in partnership with Moringa School Limited, the theme of this conference was "Enhancing ICT practical skill-set training in Higher Education Institutions." It brought together tech educators from various universities and colleges across Kenya (lecturers, curriculum teams and IT clubs representatives) to discuss challenges faced in teaching tech, how to enhance practical skill training in higher learning institutions to address the market needs, and more. | @iLabAfrica staff | 80 participants |

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|--|---|------------------------------|
| BHC Training for Judges This workshop was held from 4 th to 6 th September 2019, in collaboration with the British High Commission, Judiciary Training Institute, and the AGA Africa Alliance Partnership. Its aim was to impart basic skills in cybercrime and electronic evidence to judges to help them expedite cases. | @iLabAfrica staff | 30 judges of the High Court. |
| Wazihub Bootcamp With the support of the European Commission, this bootcamp was held from 15 th to 18 th October 2019. Wazihub is a programme under the EU's H2020 grant that enables IoT enthusiasts to convert their ideas into working products using the Waziup technology. | @iLabAfrica staff | 25 participants |
| WaziHub Information Sessions These short information sessions were held to explain the benefits of the WaziUp technology and to give participants insights into the WaziHUB programme and encourage them to join it. Two sessions took place, on 12 th April and 4 th September 2019. | Margaret Njenga; Paul Wechuli; Joseph Shitote | At least 25 participants |
| SAP Dual Study Program This training was held to sensitise participants about SAP technologies and systems and to help them gain a competitive edge in pursuing various career paths among SAP's globally positioned customers and partners. It took place from 25 th to 29 th November 2019 and was supported by SAP. | @iLabAfrica staff | 13 participants. |

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RESEARCH ACTIVITIES

Publications

New grants

| Grant name and description | Recipient(s) | Amount (KES) |
|---|------------------------------------|--------------|
| Career Day This grant from Moringa School supported a career day organised by the recipient on 25th April 2019. | Diana Tiren | 24,728 |
| Nairobi Tech Week 2019 This grant from Moringa School, which ran from 24th to 26th April 2019, supported a hackathon organised by the recipients. | Bernard Chiira Diana Tiren | 1,394,520 |
| Ministry of Health Consultancy This grant was awarded by the World Bank and WHO in June 2019, and funded a consultancy to support the Ministry of Health to develop the Kenya Health and Research Observatory web portal for tracking and analysis of health data. | Margaret Njenga, Emmanuel Kweyu | 15,000,000 |
| Standard Chartered Women in Tech Cohort 3 Awarded by the Standard Chartered Bank Kenya Limited, this grant commenced on 5 th September 2019 and will run until 21 st December 2021. It supports the Standard Chartered Women in Technology Incubator Kenya. This is Africa's leading women in tech incubator, aligning with calls for more diversity in technology and for more opportunities for women to develop entrepreneurial and leadership excellence. | @iBizAfrica | 15,000,000 |

Research events attended

| Event name and description | Organiser(s) | Attending staff |
|--|-----------------|--|
| TEMS ICT Expo The exhibition brought together industry players in telecoms, electronics, mobiles & the ICT sector to showcase their innovative products. It took place on 25 th April 2019. | TEMS Africa | Philomena Mwangi |
| Women in Technology Huawei (WITH) Program Launch This event was held at the Huawei offices in Nairobi, on 26 th August 2019. | Huawei | Margaret Njenga-Birir; Irene Gitangu; Lorna Mutegi-Kamau |
| IST Africa Conference This conference was organised to enable participants to present on the implementation of the mHealth4Afrika project and the Digital Literacy Program conducted in Bungoma County. It took place in Nairobi. | IST Africa | Sharon Anyanga; Margaret Njenga-Birir; Anne Chemutai; Winnie Bahati; Kenneth Silla; Joseph Shitote; Paul Wechuli |
| CIO100 Awards This event was held on 21 st and 22 nd November 2019. @iLabAfrica was shortlisted for the awards in recognition of its mHealth4Africa project. | CIO East Africa | Dr Joseph Sevilla; Sharon Anyanga; Richard Otolo |
| Global Manufacturing and Industrialization Conference (GMIS) This conference was held on 14 th and 15 th November 2019 at the EAC Headquarters in Arusha, Tanzania. It was meant to enable a policy discussion on Industry 4.0 and the exhibition of an automatic generator monitoring system. | Undisclosed | Joseph Shitote; Stephen Ng'etich |
| TWIGA Days This event convened all partners in the TWIGA project for an annual review of the project. It took place from 11 th to 14 th November 2019. | TU Delft | Dr Joseph Sevilla; Irene Gitangu; Sharon Anyanga; Tanya Ogwel; Leonard Mabele |

Startup incubation at @BizAfrica

| Startup name and description | Founder(s) |
|---|-------------------------------------|
| Ride Neiba Limited Provides a platform for frequent travellers to make money. | Undisclosed |
| International Centre for Entrepreneurship and Wealth Creation Limited Consultancy company focused on entrepreneurship, small business management, M& E, promotion of innovation and creativity in organizations, advisory and counselling, training, and capacity building. | |
| Anisan Seeks to solve the problem of poaching, destruction of crops, injuries, and deaths caused by the elephants. We are girls who reside within the Tsavo National parks. Most affected by the wildlife are women because they are always out to look for food, water, and firewood and therefore vulnerable. Our idea is to innovative since it uses and integrates modern technology, especially mobile phones which have a 99.9% availability in the rural areas. | Nancy Mburu |
| Ukulima Digitech Makes a micro-controller kit that is able to remotely monitor activities in a farm and gives real time information on moisture level and soil nutrient status thus increasing food production. The Kit, through its moisture sensor, will help irrigate the farm automatically as soon as it detects low moisture status at the soil. The kit also has a sensor that reads the PH value of the soil. This means that when the PH value of the soil is high, the soil is alkaline and requires application of acidic fertilizer such as urea. When the PH value of the soil is too low, it means the soil is acidic and therefore requires application of lime or basic fertilizer. | Ashley Talu Nimrod Mwakiratwa |
| Jobsikaz An AI powered online job market-place with enterprise recruitment tools for facilitating efficient, timely, quality and affordable employer - job seeker connections in the sme sector. Jobsikaz delivers on its value proposition through a combination of a talent database, a powerful search engine, candidate assessment tests, and interview tools cutting down recruitment workload by up to 70% for overstretched small business owners, while enabling seamless job placement for job seekers. | Sophy Mwale |

| Startup name and description | Founder(s) |
|--|---|
| <p>DermiJoy Skincare A local skincare brand that manufactures all-natural cosmetics. Our lip balm contains locally sourced ingredients such as; beeswax, natural butters, and oils. We target the ever growing niche group comprising of health-conscious customers who support clean beauty and want all natural skincare products.</p> | Terry Wangechi, Felix Asenyi |
| <p>Bumpy Maternity Wear A fashion enterprise established in 2017 in Nairobi, Kenya with the aim of supplying measure to wear clothes for middle class working expectant mothers. It is an unexploited market space for maternity wear. There is high demand for clothes during pregnancy as the body keeps changing and after delivery mothers need clothes as well. Most working mothers have no time to shop, that's why we came with delivery services at the comfort of their homes and offices, at affordable rates.</p> | Kinya Mung'atia Boniface Koome |
| <p>Zarzi We are an e-commerce hub for creative, one-of-a-kind, handmade, personalized pieces. Our mission is to grow an appreciation for the creative Industry in Kenya, and Africa at large. In today's technology environment, the world has become a village, and we are committed to ensuring our creatives work grows beyond Africa. Zarzi, stems from the Swahili word mzazi. Zarzi as a brand is dedicated to nurturing creatives by doubling up and enhancing their marketing efforts to increase their sales.</p> | Stephen Kinyanjui June Kang'ata |
| <p>AfrikaZiara A travel-tech startup that provides a solution for tourism and hospitality enterprises to do data-driven and targeted marketing on multiple online travel agency sites and across all social media platforms.</p> | Elkana Rop Eve Kaberere Cavendish Mwangi |
| <p>Nature's Bowl Offers nutritious composite flours that are used to make meals for children and the whole family. Unlike our competitors, we have a range of five flours that are targeted for children of different ages, depending on their nutritional requirements. Additionally, we give nutritional advice on need basis. Our operations are mainly done via online platforms. We offer personalized customer experiences that results in happy customers who view us as caring partners.</p> | Sharon Ndegwa Grace Ezra |
| <p>Lugha Ishara A community-based organisation with a mission of achieving the transformational development of deaf children and youth through technology-based innovations.</p> | Penny Njeru Susan Thuo Nancy Wagi |
| <p>@Abantu A startup that focuses on the implementation of unique and innovative technology-based solutions to real-life problems. Our business has potential as we prioritize innovation and are driven to find new and creative solutions. Additionally, we have worked with businesses within our first year of operation and have been able to grow from these experiences.</p> | Carrie Kaumbulu, Kennedy Mumo |
| <p>A Homes</p> | Bernard Omega Moses Okumu |
| <p>MycoTile (under Archidatum) Archidatum works with the vegetative part of mushrooms called mycelium to bond agricultural waste, corn cobs, and coffee husks into suspended ceiling panels. The composite has efficient insulation and acoustic performance. It can grow into any shape and form depending on the container of the waste and its strength is achieved by hydraulically pressing the full-grown panels. Archidatum is testing with more fibrous waste such as sisal and coconut fibres to create wall partitions, wall insulation, and wall panels.</p> | Mtamu Kililo, Billy Mwangi |
| <p>Blue wave Insurance Bluewave is a microinsurance designed for the mass market of low-income Kenyans, powered by Bluewave's smart digital technology. Through Bluewave's portal, Kenyan low-income earners earning between \$60 and \$150 each month can access microinsurance products with ease from the simplest feature phone via a USSD code. Bluewave offers rates as low as KShs. 20 (\$0.02) per week and an easy enrolment and online claim process.</p> | Adelaide Odhiambo |
| <p>Bricky Enterprises Limited Bricky Enterprises makes soil compressed interlocking bricks for construction used in the construction of affordable housing. They also provide finished welding products, finished carpentry products, and general engineering services.</p> | Denis Oduor |
| <p>Capital World Holdings Limited</p> | Edgar Kalya |
| <p>Casa</p> | Walter Ombiro, Samuel Njenga, Anthony Gathogo |

| Startup name and description | Founder(s) |
|--|---|
| Cemex | Charles Nzioki |
| Ejenzi An online platform that enables users to buy and sell building and construction materials online. On Ejenzi, one can compare product prices, qualities, and options from the comfort of their couch. It is convenient as it saves one the trouble of moving around from one hardware to the other comparing prices and product qualities. | Seth Mundhe |
| Fingerprint Capital Investment Limited Fingerprint Capital Investment Limited is a professional project management consultancy building affordable housing throughout Kenya. Fingerprint Capital Investment is involved in Project Management, Project Direction, Procurement, Strategic Consulting, Developments, Property Planning, Building & Property Consulting, and real estate consulting | Daniel Mburu Chege |
| Fundi Chapchap Provides employment and job opportunities for artisans (fundis) and experts in the blue collar sector. Through their online platform, they tackle youth unemployment by making artisans accessible. To the customer (end user), they provide quality, reliable and affordable services at low cost. | Dorah Mkabili, George Okoth, Diana Nina |
| Fundi Mjanja Offering real time prices of building materials directly from big and small suppliers, Fundi Mjanja's Smart Targeting technology allows them to connect thousands of genuine clients with vetted suppliers every day. It also enables middle and low-income households to access quality construction materials from a trustworthy source. | Eric Kahiga |
| Fundislink With over 1000 artisans on their platform, Fundislink provides a convenient means for accessing vetted blue-collar workers. Services offered include masonry (i.e. construction), painting, plumbing, carpentry, welding, and others. | Emily Mumo |
| Funditech Service Co-operative Service Limited In an environment where workmanship in construction is often lacking, Funditech is offering labour services directly to clients and contractors, coming to the housing value chain as a complement to services offered by the contractors and other stakeholders in the construction industry. | Mike Kipng'eno |
| Genexe Engineering Uber kitchen for slums. | Francis Jura |
| Gjenge Makers Gjenge Makers is a social enterprise whose aim is to address the prevailing issues of plastic waste pollution by recycling and upcycling waste plastic into strong and beautiful construction products e.g. paving bricks, paving tiles, hatch, and manhole covers. | Nzambu Matee |
| Greenhub Greenhub offers design and consultancy services to home builders and investors looking to construct eco-friendly structures that are not resource intensive in their construction and operation. Guiding their clients from conceptual design to managing their construction projects in delivering buildings that are less destructive to the planet, beneficial to the people and are still profitable. | Brian Ouma, Brian Chege, Mwashimba Mtalaki |
| Kafum Engineering Kafum Engineering is solving housing and other construction problems in East Africa by providing construction contractors, builders and moulders with fairly priced construction machinery, equipment and moulds to create better home & living conditions particularly in low income communities. | Fredrick Obwar |
| Kensen | Stephen Migwi |
| KodiPoint Limited KodiPoint Limited facilitates landlords, serving the mid-to low income population, to access development loans at as minimal a cost as possible, with alternative forms of collateral (as compared to the regular title deeds). | Joyce Chitwa, Carolyne Shisia, Caleb Nasio, Julie Wanga, Beryl Angaka |
| Kuza Biashara Limited Kuza Biashara's Human-Digital SanTech platform, SANI MARK, is an ICT based intelligent platform which is reorganizing the fragmented sanitation value chain for efficiency and transparency and providing access to a variety of quality, affordable, and sustainable sanitation solutions, driven by an entrepreneur-led (B2B) model. From end-to-end, beyond sales, this digital platform continues to support sanitation entrepreneurs through training, marketing assistance, and continual R&D development to create additional value for them and their consumers. | Tim Smyth, Amina |

| Startup name and description | Founder(s) |
|---|--|
| <p>ManPro A web and mobile based Construction Management System that enables contractors to deliver high quality projects by providing them with a convenient and reliable way of tracking and controlling material theft at each site right from requisition through to purchase and usage. They system also enables the contractors to monitor labour at each site through biometrics to ensure there are no ghost workers or idle labour. ManPro also helps contractors to keep track of expenses for each/ all the project through real time reporting and alerts.</p> | Linus Wahome, Eddie Ngugi, Moses Mwai |
| <p>Megagas Enterprises In-door pollution causes over four million deaths, mostly among women and children across the world due to inhaling of harmful gases produced by solid fuels. Megagas provides affordable clean cooking gaseous fuel, manufactured from unsorted plastic waste through a clean process with no emissions. They compress this gaseous fuel in cylinders for convenient handling during use and transport to rural and slum communities.</p> | Emmanuel King, James Mulema |
| <p>Ndumboini Properties Limited Carries out low cost housing development in the Ndumboini area of Uthiru in Kiambu County. It completed phase I of a 30-unit project (single rooms and 1 BR units) whose theme is dignified living.</p> | Undisclosed |
| <p>Nawiri</p> | Maureen Amakabane, Mary Karoki, Brenda Owiti |
| <p>Nello Energy Limited Procures the material for building a biogas digester, designs the system in home compounds (relative to location of house and cattle shed), constructs it, and readies it for use in the homes.</p> | Chris Kago |
| <p>Orkidstudio Creates high quality, healthy and dignified buildings through an exceptional end-to-end design and construction process which uses local materials and promotes opportunities for women.</p> | Peninah Mutonga, James Mitchell |
| <p>Pesa Guide</p> | Kefa Mutuma |
| <p>Plan Smart Properties Provides affordable and good quality housing to fellow Kenyans. Plan Smart Properties was established in 2016, and has since been buying, selling, and constructing property.</p> | Omondi Goga |
| <p>Tamaville</p> | Albert Bokesia, Anthony Kimani, Jude Opondo, Ivan Mwavali |
| <p>Tile protech</p> | Anthony Mutua |
| <p>The VLage</p> | Isaac Kamau, Christine Mutisya, Gabriela Omia, Bonface Nyalwal |
| <p>Sunraserg Energy Experts Helps families save on electricity bills and reduce their carbon footprint through installation of locally manufactured solar water heaters tailored for the Kenyan climate and water conditions. They have completed eight installations in Nairobi and Nakuru.</p> | Raphael Osoro |
| <p>Tree_Sea.Mals Limited Is developing a fully renewable 15kW/42kWh solar mini-grid generation and distribution system that aims to introduce energy synergies that should enable a shift from traditional socio-economic livelihoods, improving development in rural areas.</p> | Tracy Mukami |
| <p>Usafi Sanitation Usafi Sanitation's Enviro Loo Toilet is a waterless toilet that uses natural biological process to breakdown the human waste into dehydrated compost like materials that can be further dried in the chambers and thereafter disposed as manure direct to the gardens or small disposed safely to the environment if not required for farming.</p> | Maureen Amakabane, Victor Yegon |
| <p>Technosol Africa Limited Technosol was derived from the words "technology" and "solutions". We are a technology solutions provider company based in Kenya. Our services include web development, hardware and software maintenance, network setup, mobile application development and software for business.</p> | Mark Makanga, Daniel Manyasi |

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|---|--|
| <p>Inclusion Media A Kenyan digital agency with the aim of providing timely technology solutions globally. They develop and implement specialised tech products.</p> | Steve Njooro, William Nguru |
| <p>Health E-Net Makes high-quality medical consultations accessible to everyone by linking medical skills all over the world to places where they are in desperately short supply.</p> | Dr. Pratap Kumar |
| <p>Planet Angaza Elimu Limited An ed-tech social enterprise primed to transform education across Kenya and Africa by delivering personalised learning experiences to students and addressing the problem of inefficient classrooms and inadequate educational material.</p> | Kiko Muua |
| <p>Writers Guild Kenya A home of where writers are guided, mentored, and grown with a view to equipping them with relevant skills to provide competitive content that influence humanity towards common good and true and holistic growth of individuals.</p> | Gabriel Dinda |
| <p>Jamuch Dev Provides solutions for greenhouse crop monitoring.</p> | Alexander Mutua, James Kitheka, Kelvin Cheruiyot |
| <p>The Kings Pyramid</p> | Victor Karume, Reuben Omwenga, John Malindi |
| <p>SmartCycles</p> | Brian Ndegwa |
| <p>Diabetes Visual Diagnosis A startup that provides medical diagnostic service for patients suspected to have diabetes with the use of images of the eye that is processed by a trained AI to give predictions on the condition of the patient.</p> | Juma Dominic Tabu |
| <p>Savanna Circuit (Maziwa Plus) A cooling on transit solar powered milk cooling system for small holder dairy farmers.</p> | Emmastella Gakuo |
| <p>ShambalIntel Limited (Nitron) ShambalIntel's main product is Shamba-Sensor™ which addresses the challenge of decreased farm yields that lead to financial losses either in the fields of production or storage. This is caused by insufficient environmental information available to the farmer. To solve this, the technology monitors the environment and sends alerts when the preset parameters' range of the specific crop have been superseded. This enables the farmers to make critical decisions based on the environmental information provided.</p> | Jamal Mohamed, Elisha Bwatuti |




STRATHMORE
INSTITUTE OF
**MATHEMATICAL
SCIENCES - SIMS**

MISSION

To nurture the growth of mathematical expertise among research scientists by fostering fundamental and multidisciplinary research and consultancies in areas of applied mathematics and mathematical sciences, and to improve the teaching and learning of mathematics.



VISION

To be a centre of excellence in applied research and innovation in mathematics and mathematical sciences, and to contribute to the quality of teaching of mathematics.



FERDINAND OTHIENO - DEAN, SIMS

Staff statistics

| Staff | No. |
|---------------------|-----------|
| Professor | 7 |
| Lecturers | 19 |
| Teaching Fellows | 19 |
| Doctoral Fellows | 11 |
| Administration | 7 |
| Graduate Assistants | 3 |
| Total | 66 |

Student Statistics:

| Area of study | Total |
|---|------------|
| BBS Actuarial Science | 163 |
| BBS Financial Engineering | 111 |
| BBS Financial Economics | 33 |
| BBS Finance | 279 |
| Master of Science in Mathematical Finance | 39 |
| Master of Science in Statistical Science | 14 |
| Master of Science in Biomathematics | 1 |

Key Activities

| Activity | Description |
|---|--|
| Bachelor of Business Science Students CFA Research Challenge East Africa Finals | Following rigorous analysis and a series of competitions for close to six months, Strathmore Institute of Mathematical Sciences (SIMS) students participated in the CFA Research Challenge East Africa edition. |
| Hong Kong and Macau Academic Trips | To enhance our undergraduate students' academic experience and global citizenship, the Institute organises an annual academic trip to a global financial hub for the final-year class. In March 2019, the fourth-year class had the opportunity to travel to Hong Kong and Macau to fulfill part of their academic experience in Strathmore University. |
| Bachelor of Business Science Family Day | In October 2019, the Institute came together for the 6th Annual BBS Family Day. This is a forum where students are given an opportunity to give their feedback (a score card) to the Institute's administration as well as share their experiences. The 2019 Family Day was coupled with entertainment and games. |
| Bachelor of Business Science Students Present Papers in Tunisia | Three BBS Actuarial Students had an opportunity to present their Research Papers which was part of their fourth year Research Projects at the 2019 International Conference on Digital Health Technologies held in Hammamet, Tunisia. The theme was "The future of P4 Medicine (Predictive, preventive personalised and participatory Medicine)". The students had a lifetime opportunity to interact with academicians from across the globe. |
| Bachelor of Business Science Student 1st runners up in CMA University challenge | A Financial Engineering Student, John Gitonga, was the 2019 CMA University Challenge 1 st runners up. This was the first time a BBS student participated in such a contest. John won cash prizes and a trip to major financial markets in Africa. |

RESEARCH ACTIVITIES

Publications

Journals

1. Adebola, S.S., Gil-Alana, L.A. & **Madigu, G.** (2019). Gold prices and the cryptocurrencies: Evidence of convergence and cointegration. *Physica A: Statistical Mechanics and its Applications*, 523(C), 1227-1236. <https://doi.org/10.1016/j.physa.2019.04.123>.
2. Aricha, S.A., Kingwara, L., Mwirigi, N.W., **Chaba, L.**, Kiptai, T., Wahogo, J., Otwabe, J. S., Onyango, P. O., Karanja, M., Ayieko, C. & Matu, S. W. (2019). Comparison of GeneXpert and line probe assay for detection of Mycobacterium tuberculosis and rifampicin-mono resistance at the National Tuberculosis Reference Laboratory, Kenya. *BMC Infectious Diseases*, 19, 852 (2019). <https://doi.org/10.1186/s12879-019-4470-9>.
3. **Bii, N.K., Onyango, C.O., & Odhiambo, J.** (2019). Boundary Bias Correction Using Weighting Method in Presence of Non-Response in Two Stage Cluster Sampling. *Journal of Probability and Statistics*, 2019. <https://doi.org/10.1155/2019/6812795>.
4. Nekesa, F., **Odhiambo, C. & Chaba, L.** (2019). Comparative Assessment of Zero-Inflated Models with Application to HIV Exposed Infants Data. *Open Journal of Statistics*, 9(6), 664-685. doi: 10.4236/ojs.2019.96043.
5. Ngana, J.J., **Luboobi, L.S.**, & Abonyo, J.O. (2019). Mathematical Model for the Serengeti Ecosystem under Normal Climate Conditions. *American Journal of Computational and Applied Mathematics*, 9(4), 97-101. <https://doi.org/10.5923/j.ajcam.20190904.01>.
6. Ngana, J.J., **Luboobi, L.S.**, & Abonyo, J.O. (2019). Mathematical Model for the Serengeti Ecosystem under Weather Variations. *American Journal of Computational and Applied Mathematics*, 9(3), 85-95. <https://doi.org/10.5923/j.ajcam.20190903.04>.
7. **Ngina, P., Mbogo, R.W. & Luboobi, L.S.** (2019). HIV drug resistance: Insights from mathematical modelling. *Applied Mathematical Modelling*, 75, 141-161. <https://doi.org/10.1016/j.apm.2019.04.040>.
8. Nyang'inja, R.A., Lawi, G.O., Okongo, M.O., & **Orwa, T.O.** (2019). Stability analysis of rotavirus-malaria co-epidemic model with vaccination. *Dynamic Systems and Applications*, 28(2), 371-407. <https://doi.org/10.12732/dsa.v28i2.10>.
9. Ochieng, R.C, Chikunj, C.J & **Onyango-Otieno, V.** (2019) Pythagorean Triples with Common Sides. *Journal of Mathematics*, 2019. <https://doi.org/10.1155/2019/4286517>.
10. **Odhiambo, C.** & Kareko, J.M. (2019). An Evaluation of Frequentist and Bayesian Approach to Geo-spatial Analysis of HIV Viral Load Suppression Data. *Journal of Statistics and Applications*, 9(6), 171-179. doi: 10.5923/j.statistics.20190906.01.
11. **Odhiambo, C.** & Kinoti, F. (2019). Evaluation and Comparison of Patterns of Maternal Complications Using Generalised Linear Models of Count Data Time Series. *International Journal of Statistics in Medical Research*, 8(3), 32-39. <https://doi.org/10.6000/1929-6029.2019.08.05>.
12. **Omondi, E.O., Mbogo, R. W., & Luboobi, L. S.** (2019). A mathematical modelling study of HIV infection in two heterosexual age groups in Kenya. *Infectious Disease Modelling*, 4(2019), 83-98. <https://doi.org/10.1016/j.idm.2019.04.003>.
13. **Orwa, T. O., & Nyabadza, F.** (2019). Mathematical modelling and Analysis of alcohol-methamphetamine-abuse in the Western Cape Province of South Africa. *Cogent Mathematics & Statistics*, 6(1). <https://doi.org/10.1080/25742558.2019.1641175>.
14. **Orwa, T.O., Mbogo, R. W., & Luboobi, L.S.** (2019). Multiple-Strain Malaria Infection and Its Impacts on Plasmodium falciparum Resistance to Antimalarial Therapy: A Mathematical Modelling Perspective. *Computational and Mathematical Methods in Medicine*, 2019. <https://doi.org/10.1155/2019/9783986>.
15. **Orwa, T.O., Mbogo, R. W., & Luboobi, L.S.** (2019). Uncertainty and Sensitivity Analysis Applied to an In-Host Malaria Model with Multiple Vaccine Antigens. *International Journal of Applied and Computational Mathematics*, 75, 141-161. <https://doi.org/10.1007/s40819-019-0658-3>.
16. Stockero, S.L., Leatham, K.R., **Ochieng, M.A.**, Van Zoest, L.R., & Peterson, B.E., (2019). Teachers' orientations toward using student mathematical thinking as a resource during whole-class discussion. *Journal of Mathematics Teacher Education*, 2019. <https://doi.org/10.1007/s10857-018-09421-0>.
17. **Weunda, S.O., Odhiambo, C.** & Orowe, I. (2019). Data-Driven Longitudinal Model with Application to HIV Differentiated Care. *International Journal of Statistics in Medical Research*, 8(4), 89-97. <https://doi.org/10.6000/1929-6029.2019.08.12>.

Books and Chapters

1. **Osiolo, H.**, Sartori, N., and Colantoni, L. (2019). Generating energy access. In L. Colantoni, G. Montesano, & N. Sartori (Eds.), *Empowering Africa: Access to Power in the African Continent*. Peter Lang. <https://doi.org/10.3726/b15292>.

Conference Papers

1. Ochieng, R.C., Chikunji, C.J. & Onyango-Otieno V.P. (2019). Quadratic Sequences in Pythagorean Triples. *Journal of Statistics: Conference Series*.
2. Stockero, S.L., Peterson, B.E., Ochieng M.A., Ruk, J.M, Van Zoest L.R., Leatham, K.R. (2019). Teachers' initial responses to high-leverage instances of student mathematical thinking. *Conference of the International Group for the Psychology of Mathematics Education*, 3, 335-342.
3. Ochieng, M.A., Ruk, J.M., Leatham, K.R., Peterson, B.E., Stockero, S.L., Van Zoest L.R. (2019). The Complexity of Interpreting Student Thinking and Inferring its Potential to foster learning. *Conference of the International Group for the Psychology of Mathematics Education*, 3, 161-168
4. Ochieng, M.A. (2019). How Pre-service Mathematics Teachers Learn: An Examination of Discourse During a Pedagogy of Enactment. *Conference of the International Group for the Psychology of Mathematics Education*, 4, 79.

NEW GRANTS

| Grant name and description | Recipient(s) | Amount (KES) |
|--|------------------------|--------------|
| Conference travel grant Awarded by the Kenya Education Network (KENET), this grant supported the recipient's attendance and participation at the 2019 Asia-Pacific Conference on Applied Mathematics and Statistics, held at University of Malaya, Petaling Jaya, Malaysia, from 20 th to 25 th February 2019. | Raymond Calvin Ochieng | 191,000 |
| Conference funding The International Group for the Psychology of Mathematics Education awarded this grant to help fund the "Math Ed" strand of SIMC 2019 conference. | Dr Mary Ochieng | 984,514 |
| Travel grant This grant was awarded by the Department of Statistics, Actuarial and Data Sciences in the College of Science and Engineering (CSE), Central Michigan University. Running from July to October 2019, it enabled the recipient to make a presentation at the International Conference on Statistical Distributions and Applications (ICOSDA), which took place from 10 th to 12 th October 2019, in Grand Rapids, Michigan, USA. | Dr Collins Odhiambo | 150,000 |
| Travel grant Awarded by the Institut de Recherche pour le Développement, this grant enabled the recipient to present a paper at the 5 th Dial Development Conference, which took place on 4 th and 5 th July 2019, in Paris. | Dr Helen Osiolo | 140,000 |

EVENTS

Organised Events

| Event name and description | Staff involved | Attendee(s) |
|--|----------------|--|
| Strathmore International Mathematics Conference (SIMC 2019) This event took place from 12 th to 16 th August 2019 and was supported by funding from DAAD and the International Group for the Psychology of Mathematics Education. It focused on promoting challenge-driven research in mathematical sciences and building collaborative research networks. | SIMS staff | 15 staff 115 external participants |
| SIMC 2019 Pre-conference schools These took place on 12 th and 13 th August 2019. They were facilitated by Prof Michael Ingleby and Dr Lucy Muthoni. | SIMS staff | 7 internal participants; 4 external attendees |

| Event name and description | Staff involved | Attendee(s) |
|--|--|--|
| Econometric Series Workshops These were held in July and August 2019. They covered these topics: Introduction to Econometrics; Time Series Data Analysis; and Panel Data Analysis. | SIMS staff (Centre for Applied Economics) | Multiple participants |
| Math Circle Leaders Training From 28th October to 1st November, participants at this event were trained on how to create engaging, accessible mathematical problems and guide the mathematical conversation towards a mathematical idea by incorporating conjectures from students. It was supported by funding from Global Math Circle, African Mathematics Initiative (AMI) and Kenyatta University. | SIMS staff | 15 teachers 5 SIMS staff 90 children |
| SPSS Training This training was organised by the Centre for Applied Economics. | SIMS staff (Centre for Applied Economics) | External participants |
| Excel Training in Barclays This training was held by the Centre for Applied Economics for staff of Barclays Bank. | SIMS staff (Centre for Applied Economics) | External participants |
| VSO-ICS Kenya and UK Partnership Active Citizenship Day (ACD) This event took place in Loitokitok, Kajiado County on 9th August. Dr Lucy Muthoni helped to organise it, in collaboration with VSO-ICS Kenya and UK. This is an NGO that deals with eradicating poverty through innovative volunteerism. This ACD focused on employability skills for participants. | SIMS staff | 16 external participants |
| Advanced Financial modelling training This training event was held from 5th to 8th August. It covered advanced financial modelling as applied to corporate finance to industry practitioners. | SIMS staff | 6 external participants |

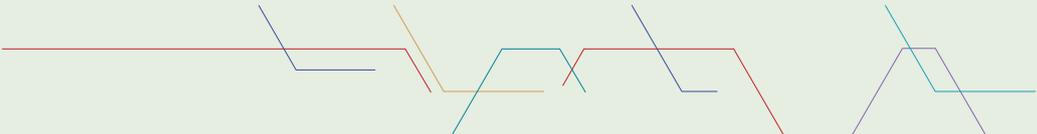
Attended Events

| Event name and description | Organiser(s) | Attending staff |
|---|---|-------------------------------|
| 2019 Asia-Pacific Conference on Applied Mathematics and Statistics This event took place from 21st to 24 th February. It provided researchers and industry experts with one of the best platforms to meet and discuss ground-breaking research and innovations in the field of applied mathematics and statistics. | University of Malaya, Petaling Jaya, Malaysia | Nelson Bii Raymond Ochieng |
| Visiting Research Fellowship This fellowship lasted from 1st February to 22nd March 2019 and was supported by the DFID's Migrating out of Poverty project. The focus was to carry out research in quality of life, migration and remittances in Ethiopia. | University of Sussex, U.K. | Dr Caroline Kariuki |
| AIMMSEC course This event, which took place from 8th to 11th January 2019, provided support for mathematics educators to develop skills leveraging student mathematical thinking to support learning. | Makerere University | Dr Mary Ochieng |
| Conference of the International Group for the Psychology of Mathematics Education Held from 7th to 12th July, this was the latest instalment of an annual conference that brings together mathematics educators from all over the world. Its focus was on improving access to the power of mathematics. | University of Pretoria, South Africa. | Dr Mary Ochieng' |
| The 2nd Workshop on Dynamical Systems and Their Applications 2019 This workshop was held from 26th to 29th August 2019 at the Kuantan Campus of the International Islamic University Malaysia. It provided a platform for researchers in dynamical systems, mathematical physics, engineering, and economics to exchange ideas, communicate, discuss, and promote research findings of new advancement in mathematics and its applications. | International Islamic University Malaysia. | Evans Omondi Titus Orwa |
| Future of Science Conference The purpose of this conference was to bring together top researchers from around the world to interact with postgraduate students and young researchers from Africa in a very informal and interactive setting. It took place from 7th to 9th July 2019 at AIMS, Rwanda. | Cambridge University, UK | Titus Orwa |

| Event name and description | Organiser(s) | Attending staff |
|---|---|--|
| <p>World Statistics Congress Held in Kuala Lumpur, Malaysia from 21st to 26th August 2019 this was part of a biennial series of congresses. It brought together the vibrancy and diversity of the international statistical community for invigorating presentations, discussion, gatherings, connections, and networking.</p> | International Statistics Institute | Dr Collins Odhiambo |
| <p>5th Dial Development This took place on 4th and 5th July 2019 at Université Paris-Dauphine. It focused on several angles of development, including infrastructure, natural disasters, global value chains, inequality, labour market, migration, public policy, corruption, international trade, agriculture, and education.</p> | Institut de Recherche pour le Développement | Dr Helen Osiolo |
| <p>8th Annual Kenya Bankers Association Banking Research Conference This event took place on 12th and 13th September 2019. It was an avenue through which the Kenyan banking sector convened researchers, policy makers and market practitioners for an engagement aimed at contributing to the financial sector. The attendees participated in various capacities.</p> | Kenya Bankers Association | Dr Caroline Kariuki Ferdinand Othieno Gillian Kimundi, Rogers Ochenge Some MSc Mathematical Finance students |
| <p>3rd Kenyatta University International Mathematics Conference This event took place from 17th to 20th June 2019. Dr Muthoni participated as a plenary speaker.</p> | Kenyatta University | Dr Lucy Muthoni |
| <p>CDE Partnership Conference Held from 23rd to 24th September 2019 at Strathmore University Business School, this was a meeting of stakeholders and partners in Challenge Based Education.</p> | Global Development Hub - KTH University, Sweden | Dr Lucy Muthoni |
| <p>4th Network Meeting for Sida and ISP Funded PhD and Postdocs in Mathematics This was held in Bishoftu, Ethiopia from 5th to 9th August 2019. It convened PhD students and Postdocs in complex analysis; PDEs and applications; operator theory and function spaces; financial mathematics, operations research, biomathematics; applied probability theory; and multivariate statistical inference. They presented the experience gained in their research.</p> | Sida and ISP | Prof. Livingstone S. Luboobi |
| <p>The 3rd International Conference on Statistical Distributions and Applications This event took place from 9th to 12th October 2019 at Eberhard Conference Center, Grand Rapids, Michigan, USA. It was organised to provide a platform for researchers and practitioners to share and discuss recent advancements in statistical distributions and their applications, and to provide opportunities for collaborative work. Dr Odhiambo made an oral presentation.</p> | Central Michigan University, USA | Dr Collins Odhiambo |
| <p>Expert Group Meeting on Fiscal Risks in Public Private Partnerships This meeting took place on 19 November 2019 in Addis Ababa, Ethiopia. It was meant to enhance and contribute to multi-stakeholder dialogue on, and understanding of, the critical role of fiscal risks in strengthening public private partnerships as a means of financing Agendas 2030 and 2063 and other internationally agreed development goals.</p> | United Nations Economic Commission | Dr Helen Osiolo |



STRATHMORE
ENERGY
RESEARCH
CENTRE -
SERC



MISSION AND VISION

To be the institution of choice for research, training and project development for renewable energies and energy efficiency in East Africa.



MS. SARAH ODERA - DIRECTOR, SERC

Staff statistics

| | |
|--------------|------------|
| Staff | 11. |
|--------------|------------|

Student Statistics:

| Staff | No. |
|--|------------|
| Tier1/Tier2 Solar PV Technical Training of Technicians | 76 |
| T3 Grid Tied Training | 95 |
| T3 Hybrid Training | 22 |
| Solar Water Pumping | 49 |

| Activity | Description |
|--|---|
| Powering Jobs Research for Distributed Renewable Energy | The Project focus was on the current jobs created by the DRE sector and the potential jobs that the sector will create in the next 3 years. The data collection tools deployed was quantitative data collection through surveys. The project was led by Power For all in partnership with Strathmore Energy Research Centre (SERC). |
| Preparing for Long Term EU AU Partnerships in Renewable Energy (Pre-LEAP RE) project | PRE-LEAP-RE prepared a Research and Innovation Action (RIA) and set the foundation for future collaborative African Union-European Union activities in the field of renewable energy. The project will form the basis for long-term African-European collaboration in renewable energy and will contribute to a better understanding of the AU-EU ecosystem. |
| Longitudinal Impact Evaluation of Rural Electrification in Africa-LIEREA | The study was conducted to evaluate the impact of rural electrification in Kenya. Primary data was collected by interviewing key policy makers and energy access practitioners to identify existing methods used to develop policies guiding electrification and research gaps in the area of electricity access. |
| Solar Cooling Assessment in Kismayo Somalia GIZ (GIZ, FNP, SRP, DRP) - April 2019 - Nov 2019 | SERC in collaboration with GIZ carried out a study in Kismayo Somalia, whose aim was to assess opportunities for off-grid cooling and processing in fish, milk, fruits and vegetables value chain, to establish a proposal for Solar Energy opportunities which can be adopted in water treatment and distribution and assess feasible financing options for the recommended off-grid technologies |
| Newton Utafiti fund (March 2018 - March 2019) | SERC in collaboration with University of Edinburgh, KEWI, KEFRI and KALRO received funding under the Newton Utafiti Fund with the objective of investigating novel methods for irrigation in the arid and semi-arid regions of Kenya, developing a prototype of a solar thermal fresh water generator that can be used to desalinate brackish water and identifying causes of failure of existing reverse osmosis desalination systems in the country over the period on March 2018 - March 2019. |

| Activity | Description |
|---|--|
| Global Challenges Research Fund (GCRF) Scoping studies on electric mobility and cook stoves (March 2019 – Aug 2019) | Strathmore University's Energy Research Centre in collaboration with Imperial College London (UK) and Jomo Kenyatta University of Agriculture and Technology (Kenya) received funding from GCRF to conduct scoping studies on Clean Cooking Solutions and Electric Mobility. The study took place for a period of six months from March 2019 – August 2019. |
| Solar Micro-Grids for Productive Enterprises Uses in Humanitarian Setting (October 2019 – July 2020) | This project focuses mainly on determining the economic viability of introducing solar micro-grids as an alternative form of energy. This solution will be offered at an operational fee that is more favourable and investment worthy than the diesel-powered generators in Mahama camp. The theory of change in this project is that refugees are connected to the solar micro-grids; this process provides increased access to electricity, which translates to reduced energy costs, increased productivity/business performance, reduced emissions, and the overall goal being increased global access to energy in a humanitarian setting. |

RESEARCH ACTIVITIES

Publications

Journals

1. **Da Silva, I., Maranga, I.,** Christen, R. and Burleson, G. (2019): Design and Testing of a Solar-Powered Bicycle in Nairobi, Kenya. *Proceedings of the ASME 2019 International Design Engineering Technical Conferences and Computers and Information in Engineering Conference*. <https://doi.org/10.1115/DETC2019-98015>.

Books and chapters

1. **Da Silva, I.** (2019). Energy in Eastern Africa. In L. Colantoni, G. Montesano, & N. Sartori (Eds.), *Empowering Africa: Access to Power in the African Continent*. Peter Lang. <https://doi.org/10.3726/b15292>.
2. **Da Silva, I., Ronoh, G., Maranga, I., Odhiambo, M., & Kiyegga, R.** (2019). Implementing the SDG 2, 6 and 7 Nexus in Kenya – A Case Study of Solar Powered Water Pumping for Human Consumption and Irrigation. In W.L. Filho, P.R. Borges de Brito & F. Frankenberger (Eds.), *International Business, Trade and Institutional Sustainability (World Sustainability Series)* (pp. 933-942). Springer. https://doi.org/10.1007/978-3-030-26759-9_55.

Conference Papers

1. Da Silva, I.P., Ronoh, G., Maranga, I., Odhiambo, M., & Kiyegga, R. (2019). Implementing the SDG 2, 6 and 7 Nexus in Kenya - A Case Study of Solar Powered Water Pumping for Human Consumption and Irrigation. *Proceedings of the 2nd World Symposium on Sustainability Science: Implementing the UN Sustainable Development Goals*.
2. Maranga, I., Burleson, G., Da Silva, I.P., & Roger, C. (2019). Design and Testing of a Solar – Powered Tricycle in Kenya. *Proceedings of the ASME 2019 International Design Engineering Technical Conferences and Computers and Information in Engineering*.
3. Maranga, I. (2019). Energy and Water Efficiency in Affordable Construction and Housing. 1st Sustainable and Affordable Construction Conference.

Mass Media

1. Odera, S. & Mwanzia, P. (2019). Enhanced Food Security and Afforestation through Novel Approaches to Irrigation. Strathmore University. <https://www.strathmore.edu/news/enhancing-food-security-and-afforestation-through-novel-approaches-to-irrigation/>.

NEW GRANTS

| Grant name and description | Recipient(s) | Amount (KES) |
|---|-----------------------------|--------------|
| GCRF Collaboration Network This grant was awarded by the Imperial College of London and ran from February to July 2019. It was meant to fund projects within collaboration network headed by ICL. | Prof Izael Da Silva SERC | 4,363,361 |
| Transforming Energy Access Learning Practice (TEA-LP) This grant was awarded by the University of Cape Town. Running from July 2019 to September 2021, it supports the development and introduction of a master's programme in Energy Transition at Strathmore University. | Prof Izael Da Silva | 12,740,000 |
| GCRF Collaboration Network This grant supported scoping studies on clean cooking and electric mobility. It was awarded by the Imperial College London and ran from February to July 2019. | Prof Izael Da Silva | 2,860,000 |
| GBEP This grant supported a research project on bioenergy indicators in Kenya. It was awarded by GBEP and ran from January to June 2019. | Prof Izael Da Silva | 750,000 |
| Solar micro-grids for productive enterprise uses in humanitarian settings This grant was awarded by GCRF through Imperial College London and started in October 2019. It supports a project investigating the impacts of sustainable energy provision in humanitarian settings (with a focus on Mahama Camp in Rwanda). | Prof Izael Da Silva | 1,615,000 |

EVENTS

Organised Events

| Event name and description | Staff involved | Attendee(s) |
|---|----------------|--------------------------|
| Breakfast Meeting on Sustainable Energy for Executives - Financing the Transition The aim of the session was to identify the challenges financiers face in funding sustainable energy projects, the areas they would like focused on as part of capacity building, the length of an ideal course for funding institutions and the most suitable mode of delivery. It was held on 11 th September with the support of SPV Training. | SERC staff | 4 Staff; 16 External |
| Energy for Development Workshop Held on 20 th May 2019 in collaboration with Imperial College London and Jomo Kenyatta University of Science and Technology, this workshop sought to identify key challenges and opportunities in the clean cooking sector and electric mobility, and to use them to develop a research agenda that will guide future collaborations. | SERC staff | 30 external participants |
| Food Energy Water Nexus Workshop This workshop was held on 22 nd May 2019 in collaboration with the University of Edinburgh, Kenya Agricultural and Livestock Research Organisation and Kenya Water Institute. Its aim was to launch the FEWA Collaboration Network for the sustainability of future research collaborations between the institutions to address all research work in the food, energy and water nexus as well as exploring what other organisations are undertaking in this nexus. | SERC staff | 20 external staff |
| TEA LP Workshop This workshop took place from 6 th to 8 th August 2019. It was organised in collaboration with the University of Cape Town, Moi University, University of Malawi, NUL, PAUWES, Mekelle University, University of Port Harcourt, Gulu University and University of Malawi DFID through University of Cape Town. These are all partners in the TEA-LP project, which is funded by the UK Department for International Development and aims to support universities to develop multidisciplinary master's-level curricula to bridge existing skills gaps in Sub-Saharan Africa's rapidly-growing renewable energy access sector. This kick-off partner workshop introduced the partners to each other and to the project team. It also served as the launch of the project. | SERC staff | 45 external participants |

| Event name and description | Staff involved | Attendee(s) |
|--|--------------------------------|------------------------------------|
| <p>Energy and Petroleum Regulation Authority (EPRA) Solar and Energy Management Workshop</p> <p>This workshop took place on 19th and 20th June 2019. Supported by EPRA and organised in collaboration with the Association of Energy Professionals, Eastern Africa (AEPEA), it was aimed at the continuous professional development of licensed solar PV technicians and energy auditors. Presentations on emerging trends and best practises in the solar and energy management field were made.</p> | Thomas Bundi; Ignatius Maranga | Undisclosed number of participants |

Attended Events

| Event name and description | Organiser(s) | Staff attending |
|---|--|--|
| <p>Newton Grant Workshop</p> <p>During this workshop, projects findings were presented to the participants and grantor (British Council) and discussions on the projects' future engagements and collaborations were discussed. The workshop took place on 29th January.</p> | The University of Edinburgh, KEWI, KARLO and KEFRI | Sarah Odera; Patrick Mwanzia; Hope Njoroge |
| <p>Newton Grant Lodwar Conference</p> <p>This conference was held at the Kenya Forestry Research Institute offices in Lodwar, Kenya, on 30th January and 1st February. It was intended to present the project findings to the local communities, county government officials, NGOs and other participants who did not manage to attend the workshop in Nairobi.</p> | The University of Edinburgh, KEWI, KARLO and KEFRI | Sarah Odera; Patrick Mwanzia |
| <p>Solar Cooling workshop & Conference</p> <p>This conference took place from 18th to 22nd March 2019. It brought together academia, entrepreneurs, and policymakers to discuss the challenges, opportunities, and future collaborations in the solar cooling sector.</p> | Hohenheim University | Samuel Ndung'u; Maureen Achieng; Kennedy Ongaga; Hope Njoroge; Sarah Odera |
| <p>Electricity Supply Monitoring Initiative (ESMI) Workshop</p> <p>Held at the offices of EED Advisory in Nairobi on 22nd January, this workshop was convened to discuss the results obtained from the ESMI pilot project. The objective of the project was to collect data on the reliability of power supply, as measured through the number of interruptions, duration of interruptions and number of times consumers experience a voltage supply greater or less than 240V.</p> | EED Advisory; World Resources Institute; Prayas Energy Group | Sarah Odera |
| <p>Neu Ulm Africa Week</p> <p>Taking place from 7th to 11th January at the HNU University in Germany, this workshop was tailored to give regional economic players easy access to economic engagement topics in Africa and share experiences among participants.</p> | HNU University Germany | Anne Wacera Wambugu |
| <p>E-Waste Workshop: Durham, UK 28th - 29th Jan UKERC, UKRI</p> <p>In this workshop, challenges and opportunities of E-Waste were discussed by experts from academia, industries and policymakers. Sustainability for off-grid solar products and batteries as well as systems approaches to recycling were key topics discussed.</p> | Durham University | Anne Wacera Wambugu |
| <p>PRE-LEAP-RE: Paris, France 26th - 27th Feb Horizon 2020</p> <p>This workshop was hosted to facilitate discussions for setting the foundation for future collaborative AU-EU activities in the field of renewable energy (RE). PRE-LEAP-RE project forms the basis for long-term AU-EU collaboration in RE and will contribute to a better understanding of the AU-EU ecosystem.</p> | CEA France | Anne Wacera Wambugu |

| Event name and description | Organiser(s) | Staff attending |
|---|---|--|
| <p>Second World Symposium on Sustainability Science and Research 1st to 3rd April 2019. Held to explore and present concrete case studies which illustrate how Sustainability Science and Research can help to achieve the 17 SDGs.</p> | <p>Pontifícia Universidade Católica do Paraná (Brazil), Hamburg University University of Applied Sciences (Germany), and the Inter-University Sustainable Development Research Programme (IUSDRP), in cooperation with various UN bodies, government offices and authorities, universities, enterprises, NGOs</p> | <p>Prof Izael Da Silva</p> |
| <p>Energy Resilience Workshop This workshop was held on 24th April 2019 with the support of GCRF. It was convened to discuss the resilience of African energy systems.</p> | <p>Mzuzu University (Malawi); GCRF</p> | <p>Undisclosed</p> |
| <p>Rural Water Quality and Management Workshop This workshop was held in India from 12th to 17th May 2019. Its main objective was to discuss management of water distribution systems and water quality in rural areas.</p> | <p>Indian Institute of Technology, Kharagpur; University of Edinburgh</p> | <p>Undisclosed</p> |
| <p>First Energy Reference Group Retreat This event took place in Naivasha, Kenya from 25th June to 28th June. It brought together key experts to work together towards the removal of barriers to a gender-just, inclusive, and sustainable energy future for Kenya.</p> | <p>Society for International Development (SID) and Heinrich Boll Stiftung (HBS)</p> | <p>Patrick Mwanzia</p> |
| <p>The National Clean Cooking Sector Study Validation Workshop Held at the Sarova Panafric Hotel, Nairobi, on 3rd July, this workshop brought together key stakeholders in the clean cooking sector to validate a study on the current status of clean cooking (stoves and fuels) adoption and market trends, and to identify key gaps in the policy and legal frameworks.</p> | <p>Clean Cooking Association of Kenya (CCAK), SNV, GIZ, Practical Action</p> | <p>Patrick Mwanzia, Ignatius Maranga, Thomas Bundi</p> |
| <p>HIVOS Open Contracting Mini Sprint Convoked by HIVOS and held from 9th to 13th May 2019, the objective of this workshop's was to induct the attendees into the open contracting process and sensitise them on how to incorporate the concept within the energy sector. Attendees also refined proposals they had submitted to HIVOS on open contracting in the renewable energy sector.</p> | <p>HIVOS</p> | <p>2 SERC staff</p> |
| <p>Africa Utility Week Held in Cape Town from 7th to 10th May 2019, this event was an assembly point, convention and trade exhibition for African energy and water utility professionals. Held annually, it aimed to offer a networking possibility for engineers, stakeholders, and resolution vendors.</p> | <p>Spintelligent</p> | <p>Ignatius Maranga</p> |
| <p>2nd PRE-LEAP RE Strategic Workshop This workshop took place in Stellenbosch, South Africa, from 24th to 26th June. It was held to open the PRE-LEAP RE project consortium's internal deliberations to the public</p> | <p>PRE-LEAP RE</p> | <p>Anne Wacera</p> |
| <p>Global Resilience Policies Conference This event took place from 14th to 18th July at the University of Essex, Colchester, UK. It served as a stakeholder engagement event for a joint proposal submitted.</p> | <p>University of Essex</p> | <p>Patrick Mwanzia</p> |
| <p>Student Energy Summit The summit was held at Imperial College, London, from 18th to 21st July. It brought together global researchers and students to discuss matters related to energy and climate change.</p> | <p>Student Energy Summit</p> | <p>Patrick Mwanzia</p> |
| <p>WEP Nexus Training Held at Strathmore University on 24th and 25th September, this was a training for researchers on WEP nexus matters and its synergies with climate change mitigation using case studies from different parts of the world.</p> | <p>UNESCO</p> | <p>Prisca Atieno Patrick Mwanzia</p> |

| Event name and description | Organiser(s) | Staff attending |
|---|---|-----------------------|
| <p>ASME International Design Engineering Technical Conferences & Computers and Information in Engineering Conference (IDETC/CIE 2019)</p> <p>This took place from 18th to 21st August 2019 in the USA. It highlighted emergent technologies that impact critical engineering issues like product design and development, manufacturing, and the management and integration of information systems throughout the product life cycle.</p> | American Society of Mechanical Engineers (ASME) | Ignatius Maranga |
| <p>AEE World Energy Expo and Conference 2019</p> <p>This conference took place in the USA from 25th to 27th September. It highlighted the latest developments from business, industry, and government sectors in energy.</p> | Association of Energy Engineers | Ignatius Maranga |
| <p>LEAP-RE Proposals Meeting</p> <p>Held at the National Industrial Research & Development Agency (NIRDA) in Kigali, Rwanda, this meeting was convened to discuss proposal submissions for LEAP-RE. It took place on 29th and 30th July.</p> | African Energy Services Group | Anne Wacera Wambugu |
| <p>Future Energy East Africa 2019</p> <p>This event was held at KICC, Nairobi, on 18th September. Anne attended it as a delegate of the African Electrotechnical Standardisation Commission (AFSEC).</p> | Spintelligent | Anne Wacera Wambugu |
| <p>6th International Conference on Humanitarian Transition in Kenya</p> <p>Held at the Boma Hotel, Nairobi, on 29th and 30th October, this conference brought together around 70 personalities and experts of international aid. The conference provided a space for dialogue about practices of local, national and international actors, with a view to clarifying the realities and challenges of the humanitarian system in Kenya, the modalities of its humanitarian transition and related ethical issues.</p> | French Red Cross Foundation | Patrick Kioko Mwanzia |
| <p>1st Sustainable and Affordable Construction Conference</p> <p>This conference was held in Nairobi from 16th to 18th October. It offered a platform for discussions on green building technologies in Kenya.</p> | National Construction Authority (NCA) | Ignatius Maranga |

International Collaborations/ Partnerships

The PRE-LEAP-RE consortium gathered 17 African and European partners from 14 countries





FINANCIAL
STATEMENTS

11

CORPORATE INFORMATION

PRINCIPAL PLACE OF BUSINESS

Strathmore University

Ole Sangale Road, Madaraka
P.O. Box 59857 – 00200
NAIROBI

BANKERS

NCBA Bank Kenya Limited

Industrial Area Branch
P.O. Box 30437 – 00100
NAIROBI

Equity Bank Limited

Community Branch
P.O. Box 8181 – 00100
NAIROBI

Standard Chartered Bank Kenya Limited

Karen Branch
P.O. Box 24601 – 00502
NAIROBI

Barclays Bank of Kenya Limited

Barclays Plaza Branch
P.O. Box 46661 – 00200
NAIROBI

Citibank Kenya

Citibank House, Upper Hill
P.O. Box 30711 – 01200
NAIROBI

Co-operative Bank of Kenya Limited

Upper Hill Branch
P.O. Box 30415 – 00100
NAIROBI

I & M Bank Limited

Industrial Area Branch
P.O. Box 30238 – 00100
NAIROBI

SBM Bank Kenya

P.O. Box 34886 – 00100
NAIROBI

Stanbic Bank Kenya Limited

P.O. Box 30550 – 00100
NAIROBI

AUDITOR

Deloitte & Touche

Certified Public Accountants
P. O. Box 40092 - GPO 00100
NAIROBI

LAWYERS

A F Gross Advocates

P.O. Box 57792 – 00200
NAIROBI

Nyiha, Mukoma and Advocates

P.O. Box 28491-00200
NAIROBI

Kaplan & Stratton Advocates

P.O. Box 4011
NAIROBI

Ochieng, Oduol, Kibet & Ohaga Advocates

PO Box 43170-00100,
NAIROBI

MANAGEMENT BOARD

Prof. John Odhiambo

Vice Chancellor - Chair

Dr. Vincent Ogutu

VC Designate

Dr. Elizabeth Gachenga

DVC Academic Affairs

Prof. Izael Da Silva

DVC Research and Innovation

Dr. Edward Mungai

DVC Planning and Development

Mr. Anthony Kahindi

University Secretary

Ms. Dorina Telaide

Director Administration Services

Mrs Betty Ngala

Director University Relations

Mr. Vincent Ndoloka

Executive Director Finance

REPORT OF THE UNIVERSITY COUNCIL

The University Council present their report together with the audited financial statements of Strathmore University (the "University") for the year ended 31 December 2019, which disclose its state of affairs.

ACTIVITIES

The principal activities of the University continue to be provision of higher education.

FINANCIAL RESULTS FOR THE YEAR

The Surplus for the year was Shs 178,653,000: (2018: Shs 12,880,000) has been added to the accumulated surplus

UNIVERSITY COUNCIL

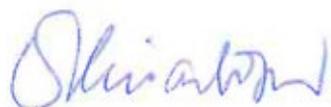
The current members of the Council are as shown on page below.

| | |
|-------------------------|---|
| Mrs. Bernadette Musundi | Chair |
| Dr. Caesar Mwangi | Vice Chair |
| Prof. John Odhiambo | Vice Chancellor and Secretary |
| Mr. Fernando Aizpun | Member |
| Prof. Timothy Waema | Member |
| Dr. Susan Kibue | Member |
| Mr. David Owino | Member |
| Mrs. Christine Ochieng | Member |
| Ms. Margaret Osure | Member |
| Dr. Vincent Ogutu | VC Designate – Ex-Official Member |
| Dr. Elizabeth Gachenga | DVC Academic Affairs – Ex-Official Member |
| Prof. Izael Da Silva | DVC Research and Innovation – Ex-Official Member |
| Dr. Edward Mungai | DVC Planning and Development – Ex-Official Member |
| Mr. Anthony Kahindi | University Secretary – Ex-Official Member |

AUDITORS

Deloitte & Touche have expressed their willingness to continue in office.

BY ORDER OF THE UNIVERSITY COUNCIL



Professor John Odhiambo

Secretary

Nairobi, Kenya

29 May 2020

STATEMENT OF UNIVERISTY COUNCIL’S RESPONSIBILITIES

It is the responsibility of the University Council to prepare financial statements for each financial year that give a true and fair view of the financial position of the university as at the end of the financial year and of its profit or loss for that year. The University Council is also responsible for ensuring that the university maintains proper accounting records that are sufficient to show and explain the transactions of the university and disclose, with reasonable accuracy, the financial position of the university. The University Council is also responsible for safeguarding the assets of the university, and for taking reasonable steps for the prevention and detection of fraud and error.

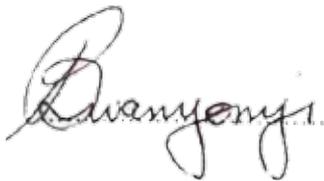
The University Council accepts responsibility for the preparation and presentation of these financial statements in accordance with the International Financial Reporting Standards. They also accept responsibility for:

- i) designing, implementing and maintaining such internal control as they determine necessary to enable the presentation of financial statements that are free from material misstatement, whether due to fraud or error;
- ii) selecting suitable accounting policies and applying them consistently; and
- iii) making accounting estimates and judgements that are reasonable in the circumstances.

Having made an assessment of the university’s ability to continue as a going concern, the University Council is not aware of any material uncertainties related to events or conditions that may cast doubt upon the university’s ability to continue as a going concern.

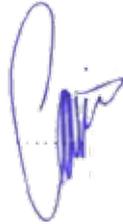
The University Council acknowledge that the independent audit of the financial statements does not relieve them of their responsibilities.

Approved by the University Council on 29 May 2020 and signed on its behalf by:



Mrs. Bernadette Musundi

Chairperson



Mr. David Owino

Council Member



Deloitte & Touche
Certified Public Accountants (Kenya)
Deloitte Place
Waiyaki Way, Muthangari
P.O. Box 40092 - GPO 00100
Nairobi
Kenya

Tel: +254 (0) 20 423 0000
Cell: +254 (0) 719 039 000
Dropping Zone No.92
Email: admin@deloitte.co.ke
www.deloitte.com

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF STRATHMORE UNIVERSITY

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Strathmore University (the "University") and its subsidiary (together, the "group"), set out on pages 8 to 51, which comprise the consolidated statement of financial position as at 31 December 2019, and the consolidated statements of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statements of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the group and university's financial position as at 31 December 2019 and of their consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRS").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the University in accordance with the Institute of Certified Public Accountants of Kenya Code of ethics (ICPAK Code of Ethics), which is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants, together with other ethical requirements that are relevant to our audit of the financial statements in Kenya, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The University Council is responsible for the other information. Other information comprises the information included in the Report of the university Council, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF STRATHMORE UNIVERSITY (Continued)

University Council responsibility for the financial statements

The University Council is responsible for the preparation of the financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal controls as the University Council determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the University Council is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the University Council either intend to liquidate the University or to cease operations, or have no realistic alternative but to do so. The University Council and those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the University Council.
- Conclude on the appropriateness of the University Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the overall University's audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF STRATHMORE UNIVERSITY (Continued)

Auditor's Responsibilities for the Audit of the financial statements (Continued)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Certified Public Accountants (Kenya)

Nairobi, Kenya

CPA Anne Muraya, Practising certificate No. 1697

Signing partner responsible for the independent audit

29 May 2020

Consolidated Statement of profit or loss and other comprehensive income

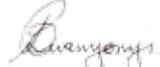
| | Notes | 2019 Shs '000 | 2018 Shs '000 |
|--|---------|------------------|------------------|
| Tuition fees | 6 | 3,013,675 | 2,668,005 |
| Donations | 7 | 35,138 | 59,965 |
| Deferred income | 8 | 8,526 | 8,394 |
| Other operating income | 9 | 872,505 | 835,479 |
| | | 916,169 | 903,838 |
| Total income | | 3,929,844 | 3,571,843 |
| Administrative expenses | 10(a,b) | (3,369,329) | (3,216,264) |
| Establishment expenses | 11 | (323,951) | (295,597) |
| Total expenses | | (3,693,280) | (3,511,861) |
| Operating surplus | | 236,564 | 59,982 |
| Finance costs | 12(a) | (67,187) | (64,308) |
| Finance income | 12(b) | 13,449 | 16,469 |
| Revaluation (loss)/gain on investment property | 14 | (4,173) | 737 |
| Surplus for the year | | 178,653 | 12,880 |

The notes on pages 155 to 195 are an integral part of these financial statements.

Consolidated Statement of financial position as at 31 December 2019

| ASSETS | NOTES | 2019 Shs '000 | 2018 Shs '000 |
|-------------------------------------|--------------|--------------------------------|--------------------------------|
| Non-current assets | | | |
| Property and equipment | 13 | 2,539,845 | 2,524,299 |
| Investment property | 14 | 99,131 | 103,304 |
| Right of use Asset | 15 | 2,446,438 | - |
| Prepaid operating leases | 15 | - | 2,449,411 |
| Intangible assets | 16 | 70,991 | 67,614 |
| Endowment fund deposits | 17 | 121,387 | 27,633 |
| Designated funds deposits | 18 | 2,719 | 32,925 |
| | | 5,280,511 | 5,205,186 |
| Current assets | | | |
| Term deposits | 19 | 17,116 | 24,489 |
| Inventory | 20 | 45,520 | 44,837 |
| Trade and other receivables | 21 | 978,608 | 748,907 |
| Short term deposits | 22 | 168,395 | 78,735 |
| Cash and bank balances | 22 | 95,306 | 106,190 |
| | | 1,304,945 | 1,003,158 |
| TOTAL ASSETS | | 6,585,456 | 6,208,344 |
| CAPITAL FUND AND LIABILITIES | | | |
| Capital and reserves | | | |
| Capital investment fund | 24 | 148,832 | 148,732 |
| Revaluation reserve | 25 | 2,811,965 | 2,847,375 |
| Designated funds | 26(a) | 70,742 | 105,763 |
| Accumulated surplus | | 478,571 | 307,429 |
| | | 3,510,110 | 3,409,299 |
| Non-current liabilities | | | |
| Deferred income-Capital grants | 8 | 302,434 | 282,140 |
| Designated funds | 26(b) | 208,993 | 120,843 |
| Endowment funds | 27 | 120,393 | 96,660 |
| Long term loans | 28 | 606,796 | 707,068 |
| Lease Liability | 30 | 23,204 | - |
| | | 1,261,820 | 1,206,711 |
| Current liabilities | | | |
| Amounts due to related parties | 23(a) | 7,287 | 11,771 |
| Contribution to SERT | 23(b) | 88,940 | 89,856 |
| Short term borrowings | 28 | 165,352 | 159,423 |
| Trade and other payables | 29 | 1,543,133 | 1,331,284 |
| Lease Liability | 30 | 8,814 | - |
| | | 1,813,526 | 1,592,334 |
| TOTAL EQUITY AND LIABILITIES | | 6,585,456 | 6,208,344 |

The financial statements on pages 145 to 195 were approved by the University Council on 29 May 2020 and signed on its behalf by:--


Mrs. Bernadette Musundi
Chairperson


Mr. David Owino
Council Member

Statement of changes in Equity

| | Notes | Capital investment fund Shs '000 | Accumulated surplus Shs '000 | Revaluation surplus Shs '000 | Designated Funds Shs '000 | Total equity Shs '000 |
|---|-------|-------------------------------------|---------------------------------|---------------------------------|------------------------------|--------------------------|
| Year ended 31 December 2018 | | | | | | |
| As start of the year | | 148,732 | 544,755 | 2,882,785 | 105,763 | 3,682,035 |
| Day 1 adjustment | 21 | - | (256,816) | - | - | (256,816) |
| Surplus for the year | | - | 12,880 | - | - | 12,880 |
| Additional funds set aside | | - | - | - | - | - |
| Other comprehensive income | | - | - | - | - | - |
| Excess depreciation on revaluation | 25 | - | 35,410 | (35,410) | - | - |
| Total comprehensive income for the year | | 148,732 | 336,229 | 2,847,375 | 105,763 | 3,438,099 |
| Contributions to trustees declared | | - | (28,800) | - | - | (28,800) |
| At end of year | | 148,732 | 307,429 | 2,847,375 | 105,763 | 3,409,299 |
| Year ended 31 December 2019 | | | | | | |
| As start of the year | | 148,832 | 327,469 | 2,847,375 | 105,763 | 3,429,439 |
| Surplus for the year | | - | 178,653 | - | - | 178,653 |
| Additional designated funds | 26(a) | - | - | - | (35,021) | (35,021) |
| Other comprehensive income | | - | - | - | - | - |
| Excess depreciation on revaluation | 25 | - | 35,410 | (35,410) | - | - |
| Total comprehensive income for the year | | 148,832 | 541,532 | 2,811,965 | 70,742 | 3,573,071 |
| Contributions to trustees declared | 23(b) | - | (62,961) | - | - | (62,961) |
| At end of year | | 148,832 | 478,571 | 2,811,965 | 70,742 | 3,510,110 |

The notes on pages 155 to 195 are an integral part of these financial statements.

Consolidated Statement of cash flows

| Cash flows from operating activities | Notes | 2019 Shs '000 | 2018 Shs '000 |
|--|--------------|--------------------------|--------------------------|
| Cash receipts from customers | | 3,630,203 | 3,346,854 |
| Cash paid to suppliers | | (1,264,044) | (1,036,789) |
| Cash paid to employees | 10(a) | (1,856,634) | (1,787,190) |
| Cash paid for other operating expenses | | (19,027) | (130,440) |
| Interest paid | 12(a) | (67,187) | (64,308) |
| Net cash from operating activities | | 423,311 | 328,127 |
| Cash flows from investing activities | | | |
| Interest received | 12(b) | 9,587 | 4,317 |
| Purchase of Property and equipment | 13 | (145,531) | (76,472) |
| Purchase of Leasehold Land | 15 | - | (2,600) |
| Purchase of Computer Software | 16 | (4,377) | (400) |
| Investment in Endowment Fund | 17 | (93,754) | - |
| Proceeds on disposal of equipment | | 1,040 | 1,820 |
| Net cash used in investing activities: | | (233,035) | (73,335) |
| Cash flows from financing activities | | | |
| Capital Grants received | 8 | 28,819 | 6,892 |
| Contribution to trustees | 23(b) | (63,877) | (60,980) |
| Loan received | 28 | 95,758 | 127,023 |
| Loans repaid | 28 | (180,505) | (177,528) |
| Net cash from financing activities | | (119,805) | (104,593) |
| Net increase in cash and cash equivalents | | 70,471 | 150,199 |
| Cash and cash equivalents at the beginning of the year | | 184,925 | 34,726 |
| Cash and cash equivalents at the beginning of the year -SRCC | | 8,305 | - |
| Cash and cash equivalents at the end of the year | 22 | 263,701 | 184,925 |

The notes on pages 155 to 195 are an integral part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

1 General information

Strathmore University (the “University”) was awarded a charter under the University Act (Cap 210B) on 23 April 2008. It is sponsored by Strathmore Educational Registered Trust (SERT), a charitable non-profit making Trust incorporated in Kenya for the advancement of education, religion, social welfare and relief from poverty and distress. The address of its registered office and principal place of business is:

Strathmore University

Ole Sangale Road, Madaraka

P.O. Box 59857 - 00200

NAIROBI

2 Accounting policies

The principle accounting policies applied in the preparation of the University’s financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Statement of compliance

The University financial statements have been prepared in compliance with International Financial Reporting Standards (IFRS). The measurement basis applied is the historical cost basis, except where otherwise stated in the accounting policies below. The University financial statements are presented in Kenya Shillings (Shs), rounded to the nearest thousand.

Application of new and revised International Financial Reporting Standards (IFRSs)

(i) Relevant new standards and amendments to published standards effective for the year ended 31 December 2019

The following new and revised IFRSs were effective in the current year but had no material impact on the amounts reported in these financial statements.

Impact of initial application of IFRS 16 Leases

In the current year, the University has applied IFRS 16 Leases (as issued by the IASB in January 2016) that is effective for annual periods that begin on or after 1 January 2019.

IFRS 16 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets when such recognition exemptions are adopted. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. The impact of the adoption of IFRS 16 on the University’s consolidated financial statements is described below.

The date of initial application of IFRS 16 for the University is 1 January 2019.

The University has applied IFRS 16 using the cumulative catch-up transition method, without restating the comparative information. The University has recognized lease liabilities at the date of initial application for leases previously classified as an operating lease applying IAS 17. The lease liabilities have been measured at the present value of the remaining lease payments, discounted using the lessee’s incremental borrowing rate at the date of initial application.

The University has recognised a right-of-use asset at the date of initial application for leases previously classified as an operating lease applying IAS 17. The University has, on a lease-by-lease basis, measured the right-of-use asset at its carrying amount as if the Standard had been applied since the commencement date, but discounted using the University’s incremental borrowing rate at the date of initial application.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

(i) Relevant new standards and amendments to published standards effective for the year ended 31 December 2019 (Continued)

Impact of initial application of IFRS 16 Leases (Continued)

(a) Impact of the new definition of a lease

The University has made use of the practical expedient available on transition to IFRS 16 not to reassess whether a contract is or contains a lease. Accordingly, the definition of a lease in accordance with IAS 17 and IFRIC 4 will continue to be applied to those contracts entered or modified before 1 January 2019.

The change in definition of a lease mainly relates to the concept of control. IFRS 16 determines whether a contract contains a lease on the basis of whether the customer has the right to control the use of an identified asset for a period of time in exchange for consideration. This is in contrast to the focus on 'risks and rewards' in IAS 17 and IFRIC 4.

The University applies the definition of a lease and related guidance set out in IFRS 16 to all contracts entered into or changed on or after 1 January 2019. In preparation for the first-time application of IFRS 16, the University has carried out a review of all the lease contracts. The review has shown that the new definition in IFRS 16 will not significantly change the scope of contracts that meet the definition of a lease for the University.

(b) Impact on Lessee Accounting

(i) Former operating leases

IFRS 16 changes how the University accounts for leases previously classified as operating leases under IAS 17, which were off balance sheet.

Applying IFRS 16, for all leases (except as noted below), the University:

- a) Recognises right-of-use assets and lease liabilities in the statement of financial position, initially measured at the present value of the future lease payments;
- b) Recognises depreciation of right-of-use assets and interest on lease liabilities in profit or loss;
- c) Separates the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within financing activities) in the statement of cash flows.

Lease incentives (e.g. rent-free period) are recognised as part of the measurement of the right-of-use assets and lease liabilities whereas under IAS 17 they resulted in the recognition of a lease incentive, amortised as a reduction of rental expenses generally on a straight-line basis.

Under IFRS 16, right-of-use assets are tested for impairment in accordance with IAS 36.

(ii) Former finance leases

The main differences between IFRS 16 and IAS 17 with respect to contracts formerly classified as finance leases is the measurement of the residual value guarantees provided by the lessee to the lessor. IFRS 16 requires that the Society recognises as part of its lease liability only the amount expected to be payable under a residual value guarantee, rather than the maximum amount guaranteed as required by IAS 17. This change did not have a material effect on the University's financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

(i) Relevant new standards and amendments to published standards effective for the year ended 31 December 2019 (Continued)

Impact of initial application of IFRS 16 Leases (Continued)

(c) Impact on Lessor Accounting

IFRS 16 does not change substantially how a lessor accounts for leases. Under IFRS 16, a lessor continues to classify leases as either finance leases or operating leases and account for those two types of leases differently. However, IFRS 16 has changed and expanded the disclosures required, in particular regarding how a lessor manages the risks arising from its residual interest in leased assets.

The University is not a lessor in any lease arrangement therefore there is no impact on lessor accounting.

(d) Financial impact of the initial application of IFRS 16

The weighted average lessees incremental borrowing rate applied to lease liabilities recognised in the statement of financial position on 1 January 2019 is 9%

Impact on assets, liabilities and equity as at 1 January 2019;

| | As previously reported Sh'000 | IFRS 16 adjustments Sh'000 | After IFRS 16 adjustments Shs'000 |
|---------------------|-------------------------------------|----------------------------------|---|
| Right-of-use assets | - | 31,643 | 31,643 |
| Lease liabilities | - | (32,018) | (32,018) |
| Retained earnings | - | (375) | (375) |

The application of IFRS 16 has an impact on the statement of cash flows of the University. Under IFRS 16, lessees must present cash payments for the principal portion for a lease liability, as part of financing activities. Under IAS 17, all lease payments on operating leases were presented as part of cash flows from operating activities.

In the current year, the University has applied a number of amendments to IFRS Standards and Interpretations issued by the IASB that are effective for an annual period that begins on or after 1 January 2019. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

Amendments to IFRS 9 Prepayment Features with Negative Compensation

The University has adopted the amendments to IFRS 9 for the first time in the current year. The amendments to IFRS 9 clarify that for the purpose of assessing whether a prepayment feature meets the 'solely payments of principal and interest' (SPPI) condition, the party exercising the option may pay or receive reasonable compensation for the prepayment irrespective of the reason for prepayment. In other words, financial assets with prepayment features with negative compensation do not automatically fail SPPI.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

(i) Relevant new standards and amendments to published standards effective for the year ended 31 December 2019 (Continued)

Impact of initial application of IFRS 16 Leases (Continued)

(d) Financial impact of the initial application of IFRS 16 (Continued)

Amendments to IAS 28 Long-term Interests in Associates and Joint Ventures

The University has adopted the amendments to IAS 28 for the first time in the current year. The amendment clarifies that IFRS 9, including its impairment requirements, applies to other financial instruments in an associate or joint venture to which the equity method is not applied. These include long-term interests that, in substance, form part of the entity's net investment in an associate or joint venture. The University applies IFRS 9 to such long-term interests before it applies IAS 28. In applying IFRS 9, the University does not take account of any adjustments to the carrying amount of long-term interests required by IAS 28 (i.e., adjustments to the carrying amount of long-term interests arising from the allocation of losses of the investee or assessment of impairment in accordance with IAS 28).

Annual Improvements to IFRS Standards 2015–2017 Cycle Amendments to IFRS 3 Business Combinations, IFRS 11 Joint Arrangements, IAS 12 Income Taxes and IAS 23 Borrowing Costs

The University has adopted the amendments included in the Annual Improvements to IFRS Standards 2015–2017 Cycle for the first time in the current year. The Annual Improvements include amendments to four Standards:

IAS 23 Borrowing Costs

The amendments clarify that if any specific borrowing remains outstanding after the related asset is ready for its intended use or sale, that borrowing becomes part of the funds that an entity borrows generally when calculating the capitalisation rate on general borrowings.

IFRS 11 Joint Arrangements

The amendments clarify that when a party that participates in, but does not have joint control of, a joint operation that is a business obtains joint control of such a joint operation, the University does not remeasure its PHI in the joint operation.

Amendments to IAS 19 Employee Benefits Plan Amendment, Curtailment or Settlement

The University has adopted the amendments of IAS 19 for the first time in the current year. The amendments clarify that the past service cost (or of the gain or loss on settlement) is calculated by measuring the defined benefit liability (asset) using updated assumptions and comparing benefits offered and plan assets before and after the plan amendment (or curtailment or settlement) but ignoring the effect of the asset ceiling (that may arise when the defined benefit plan is in a surplus position). IAS 19 is now clear that the change in the effect of the asset ceiling that may result from the plan amendment (or curtailment or settlement) is determined in a second step and is recognised in the normal manner in other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

(i) Relevant new standards and amendments to published standards effective for the year ended 31 December 2019 (Continued)

Financial impact of the initial application of IFRS 16 (Continued)

Amendments to IAS 19 Employee Benefits Plan Amendment, Curtailment or Settlement (Continued)

The paragraphs that relate to measuring the current service cost and the net interest on the net defined benefit liability (asset) have also been amended. The University will now be required to use the updated assumptions from this remeasurement to determine current service cost and net interest for the remainder of the reporting period after the change to the plan. In the case of the net interest, the amendments make it clear that for the period post plan amendment, the net interest is calculated by multiplying the net defined benefit liability (asset) as remeasured under IAS 19:99 with the discount rate used in the remeasurement (also taking into account the effect of contributions and benefit payments on the net defined benefit liability (asset)).

IFRIC 23 Uncertainty over Income Tax Treatments

The University has adopted IFRIC 23 for the first time in the current year. IFRIC 23 sets out how to determine the accounting tax position when there is uncertainty over income tax treatments. The Interpretation requires the University to:

- determine whether uncertain tax positions are assessed separately or as a University; and
- assess whether it is probable that a tax authority will accept an uncertain tax treatment used, or proposed to be used, by an entity in its income tax filings:
 - If yes, the University should determine its accounting tax position consistently with the tax treatment used or planned to be used in its income tax filings.
 - If no, the University should reflect the effect of uncertainty in determining its accounting tax position using either the most likely amount or the expected value method.

The application of this interpretation has had no effect on the University's financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

ii) New and revised IFRS Standards in issue but not yet effective for the year ended 31 December 2019

At the date of authorisation of these financial statements, the University has not applied the following new and revised IFRS Standards that have been issued but are not yet effective:

| <i>New and Amendments to standards</i> | <i>Effective for annual periods beginning on or after</i> |
|--|--|
| IFRS 17-Insurance | 1 January 2021, with earlier application permitted |
| Amendments to IAS 10 and IAS 28 <i>Sale or Contribution of Assets between an investor and its Associate or Joint Venture</i> | Yet to be set, however earlier application permitted |
| Amendments to <i>IFRS 3 Definition of a business</i> | 1 January 2020, with earlier application permitted |
| Amendments to IAS 1 and IAS 8- <i>Definition of material</i> | 1 January 2020, with earlier application permitted |
| Conceptual Framework: <i>Amendments to References to the Conceptual Framework in IFRS standards</i> | 1 January 2020, with earlier application permitted |

The University Council do not expect that the adoption of the Standards listed above will have a material impact on the financial statements of the University in future periods, except as noted below:

IFRS 10 and IAS 28 (amendments) Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The amendments to IFRS 10 and IAS 28 deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognised in the parent's profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognised in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture.

The effective date of the amendments has yet to be set by the IASB; however, earlier application of the amendments is permitted. The University Council anticipate that the application of these amendments may have an impact on the financial statements in future periods should such transactions arise.

The University Council are currently assessing the impact of these amendments and plan to adopt the amendments on the required effective date if necessary.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

ii) New and revised IFRS Standards in issue but not yet effective for the year ended 31 December 2019 (Continued)

Amendments to IFRS 3 Definition of a business

The amendments clarify that while businesses usually have outputs, outputs are not required for an integrated set of activities and assets to qualify as a business. To be considered a business an acquired set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create outputs.

Additional guidance is provided that helps to determine whether a substantive process has been acquired.

The amendments introduce an optional concentration test that permits a simplified assessment of whether an acquired set of activities and assets is not a business. Under the optional concentration test, the acquired set of activities and assets is not a business if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or University of similar assets.

The amendments are applied prospectively to all business combinations and asset acquisitions for which the acquisition date is on or after the first annual reporting period beginning on or after 1 January 2020, with early application permitted.

The University Council are currently assessing the impact of these amendments and plan to adopt the amendments on the required effective date if necessary.

Amendments to IAS 1 and IAS 8 Definition of material

The amendments are intended to make the definition of material in IAS 1 easier to understand and are not intended to alter the underlying concept of materiality in IFRS Standards. The concept of 'obscuring' material information with immaterial information has been included as part of the new definition.

The threshold for materiality influencing users has been changed from 'could influence' to 'could reasonably be expected to influence'.

The definition of material in IAS 8 has been replaced by a reference to the definition of material in IAS 1. In addition, the IASB amended other Standards and the Conceptual Framework that contain a definition of material or refer to the term 'material' to ensure consistency.

The amendments are applied prospectively for annual periods beginning on or after 1 January 2020, with earlier application permitted. The University Council are currently assessing the impact of these amendments and plan to adopt the amendments on the required effective date if necessary.

Amendments to References to the Conceptual Framework in IFRS Standards

Together with the revised Conceptual Framework, which became effective upon publication on 29 March 2018, the IASB has also issued Amendments to References to the Conceptual Framework in IFRS Standards. The document contains amendments to IFRS 2, IFRS 3, IFRS 6, IFRS 14, IAS 1, IAS 8, IAS 34, IAS 37, IAS 38, IFRIC 12, IFRIC 19, IFRIC 20, IFRIC 22, and SIC-32.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

Application of new and revised International Financial Reporting Standards (IFRSs)

ii) New and revised IFRS Standards in issue but not yet effective for the year ended 31 December 2019 (Continued)

Amendments to References to the Conceptual Framework in IFRS Standards (Continued)

Not all amendments, however, update those pronouncements with regard to references to and quotes from the framework so that they refer to the revised Conceptual Framework. Some pronouncements are only updated to indicate which version of the Framework they are referencing to (the IASC Framework adopted by the IASB in 2001, the IASB Framework of 2010, or the new revised Framework of 2018) or to indicate that definitions in the Standard have not been updated with the new definitions developed in the revised Conceptual Framework.

The amendments, where they actually are updates, are effective for annual periods beginning on or after 1 January 2020, with early application permitted.

iii) Early adoption of standards

The University did not early-adopt any new or amended standards in 2019.

(a) Basis of preparation

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"). The measurement basis applied is the historical cost basis, except where otherwise stated in the accounting policies below. The financial statements are presented in Kenya Shillings (Shs), rounded to the nearest thousand.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires the University Council to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in Note 3.

In preparation of the year 2019 financial statements the University Council consolidated the operations of the University with Strathmore Research and Consultancy Centre (SRCC) as a wholly owned subsidiary, thus including group share of results of the associate company as disclosed in note 23. SRCC was acquired in November 2018 hence the performance of year 2018 was not consolidated.

(b) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the Functional Currency'). The financial statements are presented in Kenya Shillings in thousands (Shs) which is the University's Functional Currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the Functional Currency using the exchange rates prevailing at the dates of the transactions or valuations where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(b) Foreign currency translation (Continued)

(ii) Transactions and balances (Continued)

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in profit or loss within 'finance income or cost'. All other foreign exchange gains and losses are presented in profit or loss within 'other income or expenses'.

(c) Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the sale of services in the ordinary course of the University's activities. Revenue is shown net of rebates and discounts.

The University recognises revenue to depict the transfer of promised services to students in an amount that reflects the consideration to which the University expects to be entitled in exchange

for those services. The University bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is recognised as follows:

- (i) Revenue from tuition fees are accounted for over the period in which they relate. Fees paid in advance are carried forward under trade and other payables.
- (ii) Interest income is recognised on a time proportion basis using the effective interest method.
- (iii) Donations received are recognised as and when they are received and utilized. Unutilized donations are treated as a payable since they are tied to specific purpose. Revenue grants are recognised when received.
- (iv) Capital donations are recognised over the useful life of the assets they relate to. The portion not due is accounted for under non-current liability.

(d) Property and equipment

Property and equipment are initially reported at cost. Subsequently land and building are shown at fair value, based on periodic, but at least every five years valuations by external independent valuers, less subsequent depreciation for buildings and amortisation of leasehold land. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and buildings are credited to other comprehensive income and shown as a revaluation reserve in equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against the revaluation reserve; all other decreases are charged to the income statement. Each year the difference between depreciation based on the revalued carrying amount of the asset (the depreciation charged to the income statement) and depreciation based on the asset's original cost is transferred from the revaluation reserve to retained earnings.

Leasehold land is amortised over remaining lease period. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(e) Property and equipment

Annual depreciation and amortisation rates are as follows:

Right of use Asset

| | |
|-----------|----|
| Buildings | 2% |
|-----------|----|

Motor vehicles

| | |
|-------|----|
| Buses | 7% |
|-------|----|

| | |
|----------------------|-----|
| Other motor vehicles | 10% |
|----------------------|-----|

Library bookss

| | |
|----------|-----|
| IT books | 20% |
|----------|-----|

| | |
|-------------|-------|
| Other books | 14.3% |
|-------------|-------|

Furniture, fittings and other equipment

| | |
|-----------|-------|
| Computers | 33.3% |
|-----------|-------|

| | |
|----------------------|-----|
| Computer accessories | 20% |
|----------------------|-----|

| | |
|-------------------|-----|
| Kitchen equipment | 15% |
|-------------------|-----|

| | |
|-------------------------|-----|
| Telephone and shredders | 10% |
|-------------------------|-----|

| | |
|------------------|-----|
| Graduation gowns | 20% |
|------------------|-----|

| | |
|-----------------------------------|----|
| Furniture, fittings and equipment | 7% |
|-----------------------------------|----|

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Property and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are included in the income statement. When revalued assets are sold, the amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(g) Leases

The University has applied IFRS 16 using modified cumulative catch up approach; the University has not restated its comparative figure but recognises the cumulative effect of adopting IFRS 16.

Policy applicable from 1 January 2019

The University assesses whether a contract is or contains a lease at inception of the contract. The University recognises a right of use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the University recognises the lease payments as an operating expense on a straight line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which the economic benefits from the leased assets are consumed.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(g) Leases (continued)

Discount rate

The lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate. The discount rate used is the incremental borrowing rate at 9 % the rate that the University will be charged if it borrows at the current market.

Lease term/period

The lease period/term is determined by reviewing the signed lease contract i.e. the start of the lease and end of lease period.

Lease payments

The lease payments are paid in advance at the beginning of each quarter from start of the lease date. The lease payments varies with lessors some fixed payments others variable with escalation clauses. The University re-measures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

The lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in floating interest rate, in which case a revised discount rate is used) a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The University did not make any such adjustments during the periods presented.

The right-of-use asset comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use asset is depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the University expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use asset is presented as a separate line in the statement of financial position.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Operating expenses' in the statement of the profit or loss.

In addition, the right of use asset is periodically reduced by impairment losses if any and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the University's incremental borrowing rate.

The University has elected not to recognise right of use assets and lease liabilities for leases less than 12 months and leases of low value assets.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(h) Intangible assets

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the University are recognised as intangible assets when the following criteria are met:

- (i) it is technically feasible to complete the software product so that it will be available for use;
- (ii) management intends to complete the software product and use or sell it;
- (iii) there is an ability to use or sell the software product;
- (iv) it can be demonstrated how the software product will generate probable future economic benefits;
- (v) adequate technical, financial and other resources to complete the development and to use or sell the software product are available; and
- (vi) the expenditure attributable to the software product during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

Computer software development costs recognised as assets are amortised over their estimated useful lives, which does not exceed five years.

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised on the basis of the expected useful lives. Software has a maximum expected useful life of 5 years.

Software is amortised on a straight line basis over the expected/estimated useful life.

(i) Inventories

Inventories are stated at the lower of cost and net realisable value. Costs are determined using the weighted average cost method. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Obsolete, slow moving and defective inventories are written off through profit or loss.

(j) Financial instruments

(i) Definition of default

Irrespective of the above analysis, the University considers that default has occurred when a financial asset is more than 90 days past due unless the University has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

The University write-offs debt only when there is objective evidence that the debt will not be recovered and after it has exhausted its collection avenues.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(j) Financial instruments (Continued)

(ii) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above.

As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the University in accordance with the contract and all the cash flows that the University expects to receive, discounted at the original effective interest rate.

The University recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

Interest income is recognised on a time proportion basis using the effective interest method.

Dividends are recognised as income in the period in which the right to receive payment is established.

Derecognition of financial assets

The University derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the University neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the University recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the University retains substantially all the risks and rewards of ownership of a transferred financial asset, the University continues to recognise the financial asset and recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument, which the University has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Financial liabilities

After initial recognition, the University measures all financial liabilities including at amortised cost. Liabilities held for trading (financial liabilities acquired principally for the purpose of generating a profit from short-term fluctuations in price or dealer's margin) are subsequently measured at their fair values.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(j) Financial instruments (Continued)

(ii) Measurement and recognition of expected credit losses

Derecognition of financial liabilities

Financial liabilities are derecognised when and only when the University's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

Borrowings

Borrowings are recorded at the proceeds received. Finance charges, including premiums payable on settlement or redemption, are accounted for on the accruals basis and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

(k) Trade receivables

Trade receivables are amounts due from customers (mainly students) for services rendered and merchandise sold in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method less provision for impairment.

(l) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

(m) Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

(n) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any differences between proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings, using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs.

To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates. Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(o) Provisions

Provisions are recognised when: the University has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

(p) Employee benefits

(i) Retirement benefit obligations

The University operates a defined contribution staff provident scheme. The University and all its employees also contribute to the appropriate National Social Security Fund, which is also a defined contribution scheme.

The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The University's contributions to the defined contribution schemes are recognized as an employee benefit expense in the year which it relates.

(ii) Other entitlements

All employees are expected to take their annual leave as and when it matures during the year. The estimated monetary liability for employees' accrued annual leave entitlement at the financial reporting date is recognized as an expense accrual.

Employee's entitlements to gratuity are recognised when they accrue to contractual employees. A provision is made for the liability for such entitlements as a result of services rendered by employees up to the statement of financial position date. Such employees become entitled to the gratuity on completion of their contracts and the payments out of this are charged to the accrued gratuity account.

(iii) Termination benefits

Termination benefits are payable when employment is terminated by the University before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits at the earlier of the following dates: (a) when the University can no longer withdraw the offer of those benefits; and (b) when the University recognises costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(q) Capital grants

Capital grants specific to acquisition or construction of assets are recognised as a long term liability and recognised in the income statement over the life of the related asset.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2 Accounting policies (Continued)

(r) Investment property

Property held for long-term rental yields that is not occupied by the University is classified as investment properties.

Investment property comprises of buildings. It is carried at fair value. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. These valuations are reviewed regularly by an independent valuation expert.

Changes in fair values are recorded in profit or loss.

Property located on land that is held under an operating lease is classified as investment property as long as it is held for long-term rental yields and is not occupied by the University. The initial cost of the property is the lower of the fair value of the property and the present value of the minimum lease payments. The property is carried at fair value after initial recognition.

If an investment property becomes owner-occupied, it is reclassified as property and equipment, and its fair value at the date of reclassification becomes its cost for subsequent accounting purposes.

If an item of property and equipment becomes an investment property because its use has changed, any difference arising between the carrying amount and the fair value of this item at the date of transfer is recognised in other comprehensive income as a revaluation of property and equipment. However, if a fair value gain reverses a previous impairment loss, the gain is recognised in the income statement. Upon the disposal of such investment property, any surplus previously recorded in equity is transferred to retained earnings; the transfer is not made through profit or loss.

(s) Comparatives

Where necessary, comparative numbers have been adjusted to conform to changes in presentation in the current year.

3 Critical accounting estimates and judgements

The University makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Useful lives of equipment

The University determines the estimated useful lives and related depreciation charges for its property, equipment and leasehold land. This estimate is based on projected asset life for its assets. Management will increase the depreciation charge where useful lives are less than previously estimated lives, or it will write-off or write-down technically obsolete or non-strategic assets that have been abandoned or sold.

Were the actual useful lives of the equipment to differ by 5% from management's estimates, the carrying amount of the equipment would be an estimated Shs 4,292,000 higher or Shs 4,744,000 lower.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

4 Capital management

Capital represent the non-current assets that were transferred from the trustees when the current campus was being set up. The University's objectives when managing capital are to Safeguard the University's ability to continue as a going concern in order to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the University may sell assets to reduce debt

The University monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents.

Total capital is calculated as equity plus reserves, as shown in the statement of financial position, plus net debt. The University's strategy was to maintain a gearing ratio between 0% and 50%.The gearing ratios at 31 December 2019 and 2018 were as follows:

| | 2019 Shs'000 | 2018 Shs'000 |
|---|-----------------|-----------------|
| Total borrowings (Note 28) | 772,147 | 866,492 |
| Less: cash and cash equivalents (Note 22) | (263,702) | (184,925) |
| Net debt | 508,445 | 681,567 |
| Total equity | 3,510,110 | 3,409,299 |
| Total capital | 4,018,555 | 4,090,866 |
| Gearing ratio | 13% | 17% |

5 Financial risk management objectives and policies

The University's activities expose it to a variety of financial risks: market risk (including foreign exchange risk and interest rate risk), credit risk and liquidity risk. The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance. The University does not hedge any of its risk exposures.

Financial risk management is carried out by the finance department under policies approved by the University Council.

Market risk

(i) Foreign exchange risk

Foreign exchange risk arises from recognized assets and liabilities. The University operates wholly within Kenya and its assets and liabilities are denominated in Kenya shillings. The University has limited transactions in foreign currency. The Council believes there is minimal risk of significant losses due to exchange rate fluctuations.

The University has transactional currency exposures. Such exposure arises from foreign currency denominated borrowings and cash and bank balances.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 Financial risk management objectives and policies (Continued)

Market risk (Continued)

(i) Foreign exchange risk (Continued)

The University manages foreign exchange risk by converting its foreign currency collections into local currency on an ongoing basis to cater for its operational requirements. As a result, the University does not hold large amounts of foreign currency deposits.

In addition, the University raises some bills in foreign currency and receives the settlements in the same currency to avoid the effect of swinging currency exchange rates. The University also negotiates its purchases in Kenya shillings and settles the equivalent in foreign currency.

At 31 December 2019 the balance of US dollars held were 89,792, if the Shilling had weakened/(strengthened) by 5% (2018: 5%) against the US dollar with all other variables held constant, surplus for the year would have been Shs 2,838,150 (2018: Shs 2,314,000) higher/(lower), mainly as a result of US dollar bank balances and loan.

At 31 December 2019 the balance of Sterling pounds held were 16,703, if the Shilling had weakened/(strengthened) by 5% (2018: 5%) against the Sterling pound with all other variables held constant, surplus for the year would have been Shs (111,022) (2018: Shs (1,079,759)) higher, mainly as a result of Sterling pounds bank balance

At 31 December 2019 the balance of Euros held were 16,070, if the Shilling had weakened/(strengthened) by 5% (2018: 5%) against the Euro with all other variables held constant, surplus for the year would have been Shs 15,318,732 (2018: Shs 17,377,623) higher, mainly as a result of Euro bank and loan balances.

At 31 December 2019 the balance of Ugandan Shillings held were 72,249,946, if the Shilling had weakened/(strengthened) by 5% (2018: 5%) against the Ugandan shilling with all other variables held constant, surplus for the year would have been Shs (99,885) (2018: 34,997) higher, mainly as a result of bank balances.

At 31 December 2019 the balance of Rwandan Francs held were 10,095,885, if the Shilling had weakened/(strengthened) by 5% (2018: 5%) against the Rwanda Franc with all other variables held constant, surplus for the year would have been Shs (53,955) (2017: Shs 216,775) higher, mainly as a result of bank balances.

At 31 December 2019 the balance of Tanzanian Shillings held were 6,608,114, if the Shilling had weakened/(strengthened) by 5% (2018: 5%) against the Tanzania shilling with all other variables held constant, surplus for the year would have been Shs (14,570) (2017: Shs 11,387) higher, mainly as a result of bank balances.

The following table sets out the carrying amount of the University's financial instruments that are exposed to foreign currency exchange risk:

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 Financial risk management objectives and policies (Continued)

Market risk (Continued)

(i) Foreign exchange risk (Continued)

| CURRENCY RISK | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| Assets in foreign currency | | |
| US dollars | 4,087 | 5,485 |
| Sterling pounds | 1,076 | 2,211 |
| Euros | 8,332 | 17,718 |
| Ugandan Shillings | 1,998 | 700 |
| Rwandan Francs | 1,079 | 4,323 |
| Tanzanian Shillings | 291 | 225 |
| | 16,863 | 30,662 |
| Liabilities in foreign currency | | |
| Co-operative Bank loan-USD | (66,193) | (79,433) |
| Formento Loan-Euros | (316,566) | (352,373) |
| | (382,759) | (431,806) |
| Net foreign currency exposure as at 31 December | (365,896) | (401,144) |

(ii) Price risk

The University does not hold any financial instruments subject to price risk.

(iii) Cash flow and fair value interest rate risk

The University's interest rate risk arises from long-term borrowings. Borrowings issued at variable rates expose the University to cash flow interest rate risks which is partially offset by cash held at variable rates. The University regularly monitors financing options available to ensure optimum interest rates are obtained. The rate of interest for solar project loan from cooperative bank was 5.8% in 2018 and later revised upwards to 6.5% in 2019, the other rates of interests on the loans have not changed from previous years

As at 31 December 2019, an increase/decrease of 15 basis points (2018: 15 basis points) would have resulted in a decrease/increase in surplus of Shs 4,107,000 (2018: Shs 4,613,000).

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 Financial risk management objectives and policies (Continued)

Market risk (Continued)

(i) Foreign exchange risk (Continued)

The table sets out the carrying amount of the University's financial instruments with predetermined terms and are thus not exposed to interest rate risks.

| | Effective in- terest rate % | 2019 Shs'000 | 2018 Shs'000 |
|--|-----------------------------------|-----------------|-----------------|
| Cooperative Bank of Kenya Limited loan: - Solar project | | | |
| Non-current portion | 6.50% | 52,632 | 66,193 |
| Current portion | 6.50% | 13,240 | 13,240 |
| EADB Bank | | | |
| Non-current portion | 13.50% | 241,310 | 279,412 |
| Current portion | 13.50% | 38,102 | 38,102 |
| EADB Bank 2nd Loan | | | |
| Non-current portion | 13.50% | 14,807 | 17,145 |
| Current portion | 13.50% | 2,338 | 2,338 |
| Cooperative Bank of Kenya Limited loan: -laptop loan 2nd Loan | | | |
| Non-current portion | 13.00% | - | 2,451 |
| Current portion | 13.00% | 2,451 | 14,704 |
| Avenue Laptops Lease | | | |
| Non-current portion | 13.00% | 25,702 | 25,302 |
| Current portion | 13.00% | 73,414 | 55,232 |

Credit risk

Credit risk arises from cash and cash equivalents and deposits with banks and financial institutions as well as credit exposures to students, including outstanding receivables and committed transactions. Credit risk is the risk that counterparty will default on its contractual obligations resulting in financial loss to the University.

Credit risk is managed by the finance director, except for credit risk relating to accounts receivable balances which is managed by the credit controller. The credit controller is further responsible for managing and analysing credit risk for each new client before standard payment and delivery terms are offered. The University does not have any significant concentrations of credit risk.

For banks and financial institutions, only reputable well established financial institutions are accepted. For trade receivables, the credit controller assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. The University does not grade the credit quality of receivables. The utilisation of credit limits is regularly monitored. The University had negotiated and guaranteed a student loan scheme with SBM Bank (former Chase Bank) on behalf of the students of Shs 15 million. The students were thus able to procure student loans from the Bank at competitive rates thus ensuring reduced default risk on their fees balances. However, SBM Bank (K) Limited was later placed under receivership and the facility could not be utilised for new student loans.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 Financial risk management objectives and policies (Continued)

Credit risk (Continued)

The amount that best represents the University's maximum exposure to credit risk at 31 December is made up as follows:

| | Fully perform- ing Shs 000 | Past due Shs 000 | Impaired Shs 000 | Total Shs 000 |
|-------------------|----------------------------------|---------------------|---------------------|------------------|
| Cash equivalents | 263,702 | - | - | 263,702 |
| Trade receivables | 467,976 | - | 645,374 | 1,113,350 |
| Other receivables | 527,748 | - | - | 527,748 |
| Endowment fund | 121,387 | - | - | 121,387 |
| Designated fund | 2,719 | - | - | 2,719 |
| | 1,383,532 | - | 645,374 | 2,028,906 |

| At 31 December 2018 | Fully perform- ing Shs'000 | Past due Shs'000 | Impaired Shs'000 | Total Shs'000 |
|---------------------|----------------------------------|---------------------|---------------------|------------------|
| Cash equivalents | 184,925 | - | - | 184,925 |
| Trade receivables | 466,024 | - | 479,154 | 945,178 |
| Other receivables | 307,371 | - | - | 307,371 |
| Endowment fund | 27,633 | - | - | 27,633 |
| Designated fund | 32,925 | - | - | 32,925 |
| | 1,018,879 | - | 479,154 | 1,498,033 |

Cash and bank balances, endowment fund deposits and designated fund deposits are fully performing.

The student debtors and customers under the fully performing category are paying their debts as the students are currently enrolled for University courses and other customers continue trading. The default rate is low. Past due amounts are those beyond the maximum established credit period, and represents low but paying customers. These receivables continue to be serviced even though this is not done on the contractual dates. Impaired debt is fully provided for.

Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. Prudent liquidity risk management includes maintaining sufficient cash balances, and the availability of funding from an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the finance department maintains flexibility in funding by maintaining availability under committed credit lines.

Management perform cash flow forecasting and monitor rolling forecasts of the University's liquidity requirements to ensure it has sufficient cash to meet its operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities at all times so that the University does not breach borrowing limits or covenants (where applicable) on any of its borrowing facilities.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 Financial risk management objectives and policies (Continued)

Liquidity risk (continued)

The University's approach when managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, without incurring unacceptable losses or risking damage to the University's reputation.

The maturity period for the University's financial obligations as at the reporting date is as disclosed below in Shs '000.

| At 31 December 2019 | Borrowings | Trade and other payables | Contribution to SERT | Total |
|----------------------------|----------------|--------------------------|----------------------|------------------|
| Less than three months; | 48,079 | 941,649 | - | 989,728 |
| 3 months - one year; | 117,273 | 96,337 | 88,940 | 302,550 |
| one year - five years; and | 380,362 | 507,824 | - | 888,186 |
| Over five years | 226,433 | - | - | 226,433 |
| Total | 772,147 | 1,545,810 | 88,940 | 2,406,897 |

| At 31 December 2018 | Borrowings | Trade and other payables | Contribution to SERT | Total |
|----------------------------|----------------|--------------------------|----------------------|------------------|
| Less than three months; | 41,763 | 912,857 | - | 954,620 |
| 3 months - one year; | 117,660 | 66,165 | 89,856 | 273,681 |
| one year - five years; and | 385,700 | 352,262 | - | 737,962 |
| Over five years | 321,369 | - | - | 321,369 |
| Total | 866,492 | 1,331,284 | 89,856 | 2,287,632 |

The University's current liabilities exceed the current assets by Shs 528,738,000 (2018: Shs 589,176,000). Trade and other payables above include contract liabilities totalling Shs 465,309,000 (2018: Shs 446,834,000) which, based on management's experience, do not result in cash outflows as these are recognised in income statement after the fees are earned by the University. When excluded, the University is in a net current asset position.

The maturity analysis excluding deferred fees within the next year is as below:

| At 31 December 2019 | 0 - 3 months | 3 months - 1 year | Total |
|------------------------------------|------------------|-------------------|------------------|
| Expected outflows from obligations | (511,615) | (117,273) | (628,888) |
| Expected inflows from: | | | |
| Cash and cash equivalents | 47,916 | - | 47,916 |
| Amounts from related parties | - | 47,788 | 47,788 |
| | 47,916 | 47,788 | 95,704 |
| Net inflows | (463,699) | (69,485) | (533,184) |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

5 Financial risk management objectives and policies (Continued)

Liquidity risk (continued)

The maturity analysis excluding deferred fees within the next year is as below:

| At 31 December 2018 | 0 - 3 months | 3 months - 1 year | Total |
|------------------------------------|-----------------|----------------------|-----------|
| Expected outflows from obligations | (507,786) | (117,660) | (625,446) |
| Expected inflows from: | | | |
| Cash and cash equivalents | 111,199 | - | 111,199 |
| | 111,199 | - | 111,199 |
| Net inflows | (396,587) | (117,660) | (514,247) |

6 Tuition fees

| | 2019 Shs '000 | 2018 Shs '000 |
|--------------------------------|------------------|------------------|
| Certificate course | 70,013 | 53,894 |
| Professional courses | 122,318 | 104,702 |
| Diploma programs | 121,908 | 114,325 |
| Degree programs | 1,783,396 | 1,588,881 |
| Executive programs | 484,927 | 415,855 |
| Masters programs | 234,751 | 194,494 |
| Masters programs for executive | 169,288 | 163,278 |
| PHD programs | 27,074 | 32,574 |
| | 3,013,675 | 2,668,005 |

7 Donations received

| | 2019 Shs '000 | 2018 Shs '000 |
|--------------------------------------|------------------|------------------|
| LEAP Fellow Fund | 5,595 | 3,752 |
| Karibu Sana Initiative | 15,639 | - |
| Strathmore University Endowment Fund | 5,068 | 3,697 |
| Centres of Excellence | 3,759 | - |
| Staff Giving Fund | 2,351 | 2,855 |
| Guinness scholarship | 2,308 | 5,185 |
| Other Donations | 418 | 44,476 |
| | 35,138 | 59,965 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

8 Capital Grants

| | 2019 Shs '000 | 2018 Shs '000 |
|---------------------------------|------------------|------------------|
| At 1 January | 282,140 | 283,642 |
| Received during the year | 28,820 | 6,892 |
| Transferred to income statement | (8,526) | (8,394) |
| At 31 December | <u>302,434</u> | <u>282,140</u> |

Capital grants are recognized at their fair value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

(i) Revenue Grants

Grants received to compensate expenses or for the purpose of giving immediate support to the University with no future related costs recognized in the statement of comprehensive income in the year of receipt.

(ii) Capital Grants

Where a grant is related to an asset, the grant is presented in the statement of financial position as a long term liability and is credited in the statement of comprehensive income over the periods and in the proportions in which depreciation expense on those assets are used to finance is recognized.

9 Other operating income

| | 2019 Shs '000 | 2018 Shs '000 |
|---------------------------------|------------------|------------------|
| Cafeteria income | 61,990 | 55,802 |
| Clinic income | 22,282 | 23,233 |
| Profit on disposal of equipment | (3,267) | 1,122 |
| Short courses and books sales | 102,616 | 170,684 |
| Corporate training | 451,126 | 331,409 |
| Rental income | 33,936 | 34,801 |
| Research income | 143,022 | 181,568 |
| Interviews | 4,432 | 4,349 |
| Conference Fees | 16,822 | 9,836 |
| Sundry income | 39,546 | 22,675 |
| | <u>872,505</u> | <u>835,479</u> |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

Research income relate to donor funded research projects.

10 Administrative expenses

The average number of employees during the period was 749 (2018 - 713).

Staff gratuity is payable after successful completion of contract. It is computed as 10% of basic salary and accrued on a monthly basis. The payments are done through accrued expenses account.

(a) Staff cost

| | 2019 Shs '000 | 2018 Shs '000 |
|---|------------------|------------------|
| Salaries and wages academic staff | 832,446 | 833,980 |
| Salaries and wages administrative staff | 334,306 | 310,428 |
| Part time teaching | 435,765 | 396,963 |
| Gratuity | 1,531 | 1,175 |
| Provident fund contributions | 54,436 | 52,733 |
| NSSF contributions | 2,345 | 3,832 |
| Medical expenses | 39,316 | 32,232 |
| Staff scholarship | 39,402 | 36,525 |
| Bursaries and staff training | 28,896 | 25,789 |
| Staff welfare | 88,191 | 93,533 |
| | 1,856,634 | 1,787,190 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

10 Administrative expenses (Continued)

(b) Other administrative expenses

| | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| Legal fees | 2,843 | 2,653 |
| Food, cleaning and laundry services | 162,197 | 148,169 |
| Student scholarship | 204,407 | 181,230 |
| Telephone, Internet and Postage | 39,725 | 45,577 |
| Stationery and Supplies | 181,749 | 200,693 |
| Bus Expenses | 7,956 | 8,509 |
| Bad and doubtful debts expense (note 21) | 182,460 | 114,767 |
| Auditors' remuneration - External auditors | 4,013 | 3,599 |
| Advertising expenses | 48,876 | 40,879 |
| Administration transport expenses | 35,052 | 36,555 |
| Research expenses | 8,593 | 3,852 |
| Air tickets | 117,476 | 105,587 |
| Students accommodation | 89,469 | 73,723 |
| Conferences & seminar | 6,444 | 9,310 |
| Other consultancies | 210,855 | 253,528 |
| Subscriptions And Gifts | 30,387 | 25,459 |
| Photo. & Duplication-Outsourced | 18,109 | 13,471 |
| Software License & Support | 15,526 | 11,102 |
| Bank Charges Expenses | 12,764 | 10,162 |
| Sports equipment and clubs | 4,531 | 7,181 |
| Hire of facilities and equipment | 66,561 | 37,865 |
| Separation Cost | - | 5,023 |
| Entertainment | 2,997 | 3,559 |
| Graduation & Open Day | 7,356 | 4,078 |
| Students Expenses | 18,703 | 24,865 |
| Students learning materials | 17,798 | 4,965 |
| Gas expenses | 2,613 | 4,162 |
| Sitting Allowance | 4,527 | 4,530 |
| Accreditation | 96 | 1,260 |
| Rent Expenses | - | 16,186 |
| Contingency | 963 | 392 |
| Other administrative expenses | 7,649 | 26,182 |
| | 1,512,695 | 1,429,074 |

11 Establishment expenses

| | 2019 Shs '000 | 2018 Shs '000 |
|------------------------------------|------------------|------------------|
| Depreciation | 133,671 | 128,341 |
| Water and Electricity | 33,725 | 32,865 |
| Depreciation of right of use Asset | 34,616 | 34,572 |
| Amortisation of intangible assets | 1,102 | 1,264 |
| Repairs & Maintenance | 61,260 | 43,658 |
| Security expenses | 30,929 | 24,450 |
| Insurance expenses | 18,038 | 17,421 |
| Other establishment expenses | 10,610 | 13,025 |
| | 323,951 | 295,597 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

12 (a) Finance costs

Finance costs
Interest on loan

| | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| | 67,187 | 64,308 |
| | <u>67,187</u> | <u>64,308</u> |

(b) Finance Interest income

Unrealised exchange gain- Euro & dollar loan
Interest receivable

| | | |
|--|-----------------|-----------------|
| | (3,862) | (12,152) |
| | (9,587) | (4,317) |
| | <u>(13,449)</u> | <u>(16,469)</u> |

13 Property, plant and equipment

As at 31 December 2019

| | Buildings | Motor vehicles | Library books | Furniture, fittings & other equipment | Building work in progress | Total |
|--------------------------------------|------------------|----------------|---------------|---------------------------------------|---------------------------|------------------|
| | Shs '000 | Shs '000 | Shs '000 | Shs '000 | Shs '000 | Shs '000 |
| At 1 January 2019 | | | | | | |
| Cost | 2,286,176 | 29,416 | 184,802 | 845,848 | - | 3,346,242 |
| Accumulated depreciation | (167,304) | (21,788) | (139,409) | (493,442) | - | (821,943) |
| Net book amount | <u>2,118,872</u> | <u>7,628</u> | <u>45,393</u> | <u>352,406</u> | <u>-</u> | <u>2,524,299</u> |
| Year ended 31 December 2019 | | | | | | |
| Opening net book amount | 2,119,042 | 7,628 | 45,393 | 352,406 | - | 2,524,469 |
| Additions | 11,128 | 1,230 | 8,174 | 87,436 | 37,564 | 145,532 |
| Disposals | - | (2,303) | - | (1,939) | - | (4,242) |
| Depreciation charge for the year | (47,421) | (1,595) | (9,981) | (69,915) | - | (128,912) |
| Depreciation eliminated on disposals | - | 2,303 | - | 695 | - | 2,998 |
| Closing net book amount | <u>2,082,749</u> | <u>7,263</u> | <u>43,586</u> | <u>368,683</u> | <u>37,564</u> | <u>2,539,845</u> |
| As at 31 December 2019 | | | | | | |
| Cost | 2,297,474 | 28,343 | 192,975 | 931,345 | 37,564 | 3,487,701 |
| Accumulated depreciation | (214,725) | (21,080) | (149,389) | (562,662) | - | (947,856) |
| Net book amount | <u>2,082,749</u> | <u>7,263</u> | <u>43,586</u> | <u>368,683</u> | <u>37,564</u> | <u>2,539,845</u> |

Buildings were revalued in December 2014 by Ryden International Limited. Furniture and equipment was revalued in 2008 by Safety Surveyors Limited. Valuations are made on the basis of the recent market transactions on arm's length terms (i.e. open market value). The book values of the properties were adjusted to the revaluations and the resultant surplus was credited to other comprehensive income and is shown in the revaluation reserve in accumulated fund. If the cost model had been used to measure property, plant and equipment, the carrying amount would have been Shs 668,875,000 (2018: 697,580,000).

Bank borrowings are secured on properties to the value of Shs 1,342,493,000 (2018: Shs 1,361,989,000) (Note 28).

NOTES TO THE FINANCIAL STATEMENTS (Continued)

13 Property, plant and equipment (Continued)

As at 31 December 2018

| | Buildings | Motor vehicles | Library books | Furniture, fittings & other equipment | Total |
|--------------------------------------|------------------|----------------|---------------|---------------------------------------|------------------|
| | Shs '000 | Shs '000 | Shs '000 | Shs '000 | Shs '000 |
| At 1 January 2018 | | | | | |
| Cost | 2,267,774 | 27,635 | 177,393 | 800,510 | 3,273,311 |
| Accumulated depreciation | (120,057) | (20,199) | (129,853) | (419,811) | (689,919) |
| Net book amount | 2,147,718 | 7,437 | 47,540 | 380,697 | 2,583,392 |
| Year ended 31 December 2018 | | | | | |
| Opening net book amount | 2,147,718 | 7,437 | 47,540 | 380,697 | 2,583,392 |
| Additions | 18,402 | 2,480 | 7,409 | 48,181 | 76,472 |
| Disposals | - | (698) | - | (2,843) | (3,541) |
| Depreciation charge for the year | (47,248) | (2,078) | (9,556) | (75,204) | (134,086) |
| Depreciation eliminated on disposals | - | 488 | - | 1,574 | 2,062 |
| Closing net book amount | 2,118,872 | 7,629 | 45,393 | 352,405 | 2,524,299 |
| As at 31 December 2018 | | | | | |
| Cost | 2,286,176 | 29,417 | 184,802 | 845,847 | 3,346,242 |
| Accumulated depreciation | (167,304) | (21,788) | (139,409) | (493,442) | (821,943) |
| Net book amount | 2,118,872 | 7,629 | 45,393 | 352,405 | 2,524,299 |

14 Investment property

| | 2019 Shs '000 | 2018 Shs '000 |
|-------------------------|------------------|------------------|
| As at start of the year | 103,304 | 102,567 |
| Fair value gains | (4,173) | 737 |
| At end of the year | 99,131 | 103,304 |

The rental income earned by the University from its investment properties leased out under operating lease amounted to Shs 16,471,000 (2018 Shs 18,461,000).

The properties were valued by Ryden International Limited, professional independent valuers in December 2019 on the basis of determining the open market value of the investment property. The open market value of all properties was determined using the cost approach based on the principle that the price that a buyer would pay for the property would not be more than the cost to purchase or construct an equivalent property.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

15 Right-of-use Asset

| COST | Shs'000 |
|--|----------------|
| At 1 January as previously reported | - |
| • Adjustment on adoption of IFRS 16 | |
| • Property leases | 31,643 |
| Transfer from Prepaid operating lease | 2,449,411 |
| At 31 December | 2,481,054 |
| DEPRECIATION | |
| At 1 January | - |
| Charge for the year | (34,616) |
| At 31 December 2019 | (34,616) |
| NET BOOK VALUE | |
| At 31 December 2019 | 2,446,438 |
| Amounts recognised in profit and loss | Shs'000 |
| Depreciation expense on right-of-use assets | 34,616 |
| Interest expense on lease liabilities | 8,994 |
| At the end of the year | 43,610 |

Right of use Asset relate to leasehold land owned by the University

Prepaid operating leases

| | 2019 | 2018 |
|--------------------------------|-----------------|------------------|
| | Shs '000 | Shs '000 |
| As at 1 January 2019 | | |
| Opening net book amount | 2,449,411 | 2,481,422 |
| Transfer to Right-of-use Asset | (2,449,411) | (32,011) |
| At end of the year | - | 2,449,411 |
| Cost | - | 2,587,715 |
| Accumulated amortisation | - | (138,304) |
| Net book amount | - | 2,449,411 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

16 Intangible assets

| | Computer software | Blended Learning | Computer software Total |
|-------------------------------|------------------------------|-----------------------------|--|
| | 2019 | 2019 | 2019 |
| | Shs '000 | Shs '000 | Shs '000 |
| At 1 January 2019 | | | |
| Cost | 70,335 | 66,383 | 136,718 |
| Accumulated depreciation | (69,104) | - | (69,104) |
| Net book amount | 1,231 | 66,383 | 67,614 |
| As at 31 December 2019 | | | |
| Opening net book amount | 1,231 | 66,383 | 67,614 |
| Additions | 4,377 | - | 4,377 |
| Charge for the year | (1,000) | - | (1,000) |
| Closing net book amount | 4,608 | 66,383 | 70,991 |
| As at 31 December 2019 | | | |
| Cost | 74,712 | 66,383 | 141,095 |
| Accumulated depreciation | (70,104) | - | (70,104) |
| Net book amount | 4,608 | 66,383 | 70,991 |

Academic Management System (AMS) software was revalued in December 2010 by management. Revaluation surplus at the beginning and at the end of the period was Shs 11,950,715. This was credited to other comprehensive income and is shown in the revaluation reserve in accumulated fund. Due to lack of similar systems, the valuations were made by estimating the extended useful life that the software will have, the capacity to handle the University's transactions and technological change. If the cost model had been used to measure the computer software, the carrying amount would have been nil (2018: nil). Included in the SBS computer software is digital and blended learning management systems (real-time videography of ongoing lectures for the Business School) which was work in progress from 2015 to 2018, however it was capitalised in the current year.

17 Investment in endowment fund

| | 2019 | 2018 |
|--------------------------------------|-----------------|-----------------|
| | Shs '000 | Shs '000 |
| Drakard fund | 1,650 | 1,538 |
| Kamaljeet fund | 4,629 | 2,870 |
| Nyeri High Strath Alumni | 723 | |
| Msgr Clemente Faccani | 4,562 | (1) |
| George Mbugua | 1,157 | - |
| Clinic revolving fund | 4,991 | 13 |
| Strathmore University Endowment Fund | 102,682 | 22,286 |
| Luis Borallo bursary | 993 | 927 |
| Total Endowment fund investment | 121,387 | 27,633 |

The endowment fund deposits represents grants received from various donors for the purpose of generating interest income for award of bursaries to financially needy students.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

18 Investment in designated fund

| | 2019 Shs '000 | 2018 Shs '000 |
|------------------------------------|------------------|------------------|
| Staff development Fund | - | 92 |
| Staff medical fund | - | 1 |
| Capital Contribution Fund | - | 22,250 |
| | - | 22,343 |
| 40 Anniv. E Fund | 2,719 | 2,541 |
| Auditorium Pa System | - | (3) |
| Land Development | - | 17 |
| Asset Replacement Fund | - | 2 |
| Collateral For Student Loan Scheme | - | 8,025 |
| | 2,719 | 10,582 |
| Total designated fund | 2,719 | 32,925 |

These are funds held in current and fixed deposit accounts with various banks.

Maturity analysis of designated fund deposits

| | 2019 Shs '000 | 2018 Shs '000 |
|-------------------|------------------|------------------|
| a) Within 30 days | - | 2,652 |
| b) Within 60 days | - | - |
| c) Within 90 days | 2,719 | (3) |
| d) After 90 days | - | 30,276 |
| | 2,719 | 32,925 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

19 Term deposits

| | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| As at January | 24,488 | 32,609 |
| Transfers to current and savings account | (7,372) | (8,120) |
| | 17,116 | 24,489 |
| Held as follows: | | |
| Bank and Cash Balances | - | 22,573 |
| Short term deposit | 8,558 | 20,905 |
| Long term deposits | 8,558 | - |
| Impairment | - | (10,869) |
| Transfers to current and savings account | - | (8,120) |
| | 17,116 | 24,489 |

These are funds held in current and fixed deposit accounts at the rate of 6.3% with SBM bank (former Chase Bank (K) Limited) which was placed under receivership in April 2016. The Maturity of the Moratorium deposits is on every 15th day of August for years 2020 and 2021, and the University will access 50% of the funds for each of the dates indicated.

State Bank of Mauritius (SBM) took over 75% of Chase Bank through an offer made on 22nd December 2017 and accepted by Kenya Depositors Insurance Corporation (KDIC) on 4th January 2018. The remaining 25% has been impaired.

20 Inventories

| | 2019 Shs '000 | 2018 Shs '000 |
|---|------------------|------------------|
| Stationery stock | 14,195 | 8,054 |
| Food and beverage stock | 3,019 | 2,619 |
| Study materials | 7,693 | 13,949 |
| Medical Centre store | 2,890 | 1,630 |
| Building, furniture & equipment materials | 17,723 | 18,585 |
| | 45,520 | 44,837 |

21 Trade and other receivables

| | 2019 Shs '000 | 2018 Shs '000 |
|--------------------------------------|------------------|------------------|
| Student fees Debtors | 568,840 | 508,769 |
| Other debtors -Corporate receivable | 544,510 | 436,409 |
| Provision for bad and doubtful debts | (645,374) | (479,155) |
| Trade receivables - Net | 467,976 | 466,024 |
| Staff receivables | 47,550 | 50,806 |
| Other receivable | 397,074 | 183,449 |
| Prepayments | 55,983 | 38,235 |
| Utilities Deposits | 5,613 | 6,835 |
| Medical float | 4,412 | 3,558 |
| | 978,608 | 748,907 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

21 Trade and other receivables (Continued)

Movements on the provision for impairment of trade receivables are as follows:

| | 2019 Shs '000 | 2018 Shs '000 |
|---|------------------|------------------|
| At start of year | 479,154 | 153,072 |
| Day 1 Adjustment | - | 256,816 |
| Provision in the year | 182,460 | 114,767 |
| Receivables written off during the year | (16,240) | (45,502) |
| At end of year | 645,374 | 479,155 |

Receivables due within five years from reporting date and are not secured and interest free. The total amounts were impaired Kshs 39,302,000 (2018: Kshs 45,502,000).

The carrying amounts of the current receivables approximate to their fair value.

The Management estimate the loss allowance on trade receivables at the end of the reporting period at an amount equal to lifetime expected credit loss (ECL).

The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtors current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The following table details the risk profile of trade receivables based on the University's provision matrix:

| 31/12/2019 & 31/12/018 | Students receivables - days past due | | | | | | |
|--|--------------------------------------|---------|---------|---------|---------------|---------------|---------|
| | Current Balance | 30 Days | 60 Days | 90 Days | 120 Days Plus | 365 Days Plus | Total |
| | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 |
| Expected credit loss rate | 14% | 17% | 19% | 23% | 29% | 100% | |
| Estimated total gross carrying amount at default | 55,448 | 84,463 | 19,033 | 22,703 | 126,005 | 280,071 | 587,724 |
| | 55,448 | 84,463 | 19,033 | 22,703 | 126,005 | 280,071 | 587,724 |
| Lifetime ECL | 7,763 | 14,359 | 3,616 | 5,222 | 36,541 | 280,071 | 347,572 |

| 31/12/2019 & 31/12/2018 | Corporate receivables - days past due | | | | | | |
|--|---------------------------------------|---------|---------|---------|---------------|---------------|---------|
| | Current Balance | 30 Days | 60 Days | 90 Days | 120 Days Plus | 365 Days Plus | Total |
| | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 |
| Expected credit loss rate | 19% | 24% | 27% | 31% | 34% | 100% | |
| Estimated total gross carrying amount at default | - | 22,525 | 67,585 | 23,545 | 1,870 | 308,463 | 423,988 |
| | - | 22,525 | 67,585 | 23,545 | 1,870 | 308,463 | 423,988 |
| Lifetime ECL | - | 5,397 | 18,553 | 7,348 | 630 | 308,463 | 340,391 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

21 Trade and other receivables (Continued)

| 31/12/2019 & 31/12/2018 | County receivables – days past due | | | | | | | | |
|--|------------------------------------|---------|---------|---------|------------------|---------------------|---------------------|---------|---------|
| | Not past Due | 30 Days | 60 Days | 90 Days | 120 Days Plus | 150 Days Plus | 180 Days Plus | >180 | Totals |
| | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 | Shs'000 |
| Expected credit loss rate | | | | | | | | | |
| Kiambu | 67% | 67% | 68% | 69% | 71% | 71% | 71% | 71% | |
| Kilifi | 69% | 69% | 69% | 69% | 69% | 69% | 69% | 69% | |
| Busia | 71% | 71% | 71% | 71% | 71% | 71% | 71% | 71% | |
| Taita | 18% | 18% | 18% | 18% | 18% | 18% | 18% | 18% | |
| Estimated total gross carrying amount at default | | | | | | | | | |
| Kiambu | - | - | 21,412 | - | - | - | - | 143,812 | 165,224 |
| Kilifi | - | 4,698 | - | - | - | - | - | 315 | 5,013 |
| Busia | - | - | 1,778 | - | - | - | - | 25,560 | 27,338 |
| Taita | - | - | - | 2,208 | - | - | - | 30,086 | 32,293 |
| Kisumu | - | - | 7,534 | - | - | - | - | 73,729 | 81,263 |
| | - | 4,698 | 30,723 | 2,208 | - | - | - | 273,502 | 311,131 |
| Lifetime ECL | - | 3,222 | 15,746 | 392 | - | - | 21,622 | 126,021 | 167,003 |

The following table shows the movement in lifetime ECL that has been recognised for trade receivables in accordance with the simplified approach set out in IFRS 9.

| | Collectively assessed | Individually assessed | Total |
|---|--------------------------|--------------------------|---------|
| Balance at 1 January 2019 under IAS 39 and IFRS 9 | 479,154 | - | 479,154 |
| Loss allowance charge for the year | 210,379 | 88,370 | 298,749 |
| Balance as at 31 December 2019 | 689,533 | 88,370 | 777,903 |
| Loss allowance charge for the year | 49,275 | 19,990 | 69,265 |
| Balance as at 31 December 2019 | 738,808 | 108,360 | 847,168 |
| | Collectively assessed | Individually assessed | Total |
| Balance at 1 January 2018 under IAS 39 and IFRS 9 | 153,072 | - | 153,072 |
| Loss allowance charge for the year | 174,934 | 81,883 | 256,817 |
| Balance as at 31 December 2018 | 328,006 | 81,883 | 409,889 |
| Loss allowance charge for the year | 42,789 | 26,477 | 69,266 |
| Balance as at 31 December 2018 | 370,795 | 108,361 | 479,155 |

The carrying amounts of the above trade and other payables approximate their fair values.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

22 Cash and cash equivalent

For the purposes of the statement of cash flows, cash and cash equivalents comprise of the following amounts:-

| | 2019 Shs '000 | 2018 Shs '000 |
|------------------------|------------------|------------------|
| Bank and Cash Balances | 95,306 | 106,190 |
| Short term deposit | 168,395 | 78,735 |
| | <u>263,701</u> | <u>184,925</u> |

23 Related parties transactions

Strathmore Research & Consultancy Centre (SRCC) is an advisory centre of the University. The centre coordinates research and consultancy work of the University and ensures that clients receive high quality advice under generally accepted commercial arrangements. The mandate is to promote research and consulting activities within the University by leveraging faculty members. In addition, the centre is charged with the responsibility of commercializing University's innovation and in so doing support entrepreneurship. The Research centre is limited by share capital and the University owns 100% of the share. The transactions below relates to expenses incurred by the University on behalf of SRCC and vice versa.

Inter-company transactions, balances and unrealised gains or losses on transactions between Group companies are eliminated. Realised gains or losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.

The University was established by Strathmore Education Trust. It is a charitable education trust and they are the trustees of the University.

No other commitment was due from SRCC.

| | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| (a) Balances due from related parties:- | | |
| (i) Strathmore Research & Consultancy Center | | |
| At 1 January | (11,771) | 10,560 |
| Net transaction during the period | 4,484 | (22,331) |
| At 31 December | <u>(7,287)</u> | <u>(11,771)</u> |

In 2019, no provisions for doubtful debts was recognized. The amount of doubtful debt relating to the SRCC balance was Shs. 8,776,000 (2018: Shs 8,776,000). The balance is not secured and settlement is expected within the following financial year in cash.

The opening balances for SRCC was incorporated in Strathmore University in 2019, however a balance of kshs 7,287,000 arose from these transactions, these balances will eventually clear out in the following financial year.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

23 Related parties transactions (Continued)

| | 2019 Shs '000 | 2018 Shs '000 |
|----------------------------|------------------|------------------|
| (b) Due to trustee | | |
| At 1 January | 89,856 | 122,036 |
| Contributions for the year | 62,961 | 28,800 |
| Paid during the year | (63,877) | (60,980) |
| At 31 December | <u>88,940</u> | <u>89,856</u> |

The contribution to the trustees is arrived at, by taking into account 2.5% of the tuition fees received during the year excluding executive education fees.

24 Capital investment fund

Capital investment fund represent the non-current assets that were transferred from SERT when Strathmore college moved from Lavington to Madaraka campus in 1993 separating Strathmore school and Strathmore college.

| Capital investment fund | 2019 Shs '000 | 2018 Shs '000 |
|--------------------------------|------------------|------------------|
| Accumulated reserve - SERT | 148,732 | 148,732 |
| SRCC share capital | 100 | - |
| At 31 December | <u>148,832</u> | <u>148,732</u> |

25 Revaluation reserve

| | 2019 Shs '000 | 2018 Shs '000 |
|-------------------------------|------------------|------------------|
| At beginning of year | 2,847,375 | 2,882,785 |
| Depreciation transfer - gross | (35,410) | (35,410) |
| At end of year | <u>2,811,965</u> | <u>2,847,375</u> |

This arose from the revaluation of land, building, investment property and software.

26 (a) Designated funds

| | 2019 Shs '000 | 2018 Shs '000 |
|-------------------------------|------------------|------------------|
| Staff Development Fund | 13,265 | 13,357 |
| Staff Medical Fund | 25,622 | 25,623 |
| Research Fund | 32,030 | 32,030 |
| Capital Contribution Fund | (175) | 34,753 |
| | <u>70,742</u> | <u>105,763</u> |
| Held as follows:- | | |
| Invested in term deposit | - | 93 |
| Designated funds not invested | 70,742 | 105,670 |
| | <u>70,742</u> | <u>105,763</u> |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

26 (b) Designated funds

| | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| 40 Anniv. E Fund | 3,022 | 2,843 |
| Land Development Reserve | 4,061 | 4,078 |
| Asset Replacement Fund | (2) | 7,679 |
| Medical Center fund | 53,343 | 42,724 |
| Creates | 2,824 | 2,614 |
| WAZI Hub Account | 195 | 2,138 |
| KNBS-SU-WB | 1,656 | 13,181 |
| Clubs account | 2,364 | - |
| ILAB Research Fund | 19,000 | - |
| CIPIT (Intellectual Property) | 8,706 | 7,062 |
| EPSRC Project | 7,476 | - |
| Centres of Excellence | 10,704 | - |
| SEIC Specialized Training | 5,072 | 290 |
| Tullow Oil | 1,716 | 1,043 |
| KEPTAP Project | 3,774 | 3,899 |
| TEA LP Grant | 1,336 | - |
| KTDA Bio Energy project | 4,337 | - |
| Imperial College Rwanda project | 517 | - |
| AGA Grant | 3,055 | - |
| DFID DSA project | 12,507 | - |
| Karibu Sana Initiative | 6,512 | - |
| DVC-research project funds | 1,692 | - |
| Fundacion Privada Africa Digna Sch. Fund | 874 | - |
| @IBIZAFRICA project funds | 1,332 | - |
| SMEX Grant | 1,752 | - |
| SRCC project fund | 5,225 | - |
| Cyber Policy Centre Grant | 22,422 | - |
| Omidyar Network Fund Grant | 4,116 | - |
| Other funds | 19,405 | 33,292 |
| | 208,993 | 120,843 |
| Held as follows:- | | |
| Invested in term deposit | 2,719 | 10,581 |
| Designated Funds not invested | 206,274 | 110,262 |
| Designated funds | 208,993 | 120,843 |

These are funds set aside as strategic reserve for future University projects such as capital projects, research, and collateral for student loans, staff development and welfare. These funds are held in various current and fixed deposit accounts in banks.

NOTES TO THE FINANCIAL STATEMENTS (Continued)

27 Endowment fund deposits

| | 2019 Shs '000 | 2018 Shs '000 |
|--------------------------------------|------------------|------------------|
| Strathmore University Endowment Fund | 83,658 | 87,354 |
| Additions to fund: | | |
| Bursaries paid | (5,068) | (3,697) |
| Funds liquidated | - | (61,371) |
| Interest income | 24,092 | - |
| | 102,682 | 22,286 |
| Funds liquidated | - | 61,371 |
| | 102,682 | 83,657 |
| Other endowment funds | | |
| Drakard E Fund | 1,650 | 1,071 |
| Kamaljeet fund | 4,629 | 3,067 |
| Nyeri High Strath Alumni | 723 | 680 |
| Msgr Clemente Faccani | 4,562 | 4,688 |
| George Mbugua | 1,157 | 816 |
| Clinic Revolving Fund | 4,990 | 2,680 |
| At 31 December | 120,393 | 96,660 |

The endowment funds represent grants received from the European Union, Drakard, Kamaljeet, Nyeri High School, Strathmore alumni, Msgr Clemente Faccani and SRRCT for the purpose of generating investment income for award of bursaries to financially needy students.

28 Borrowings

| | 2019 Shs '000 | 2018 Shs '000 |
|-------------------------------------|------------------|------------------|
| Non- Current | | |
| Euro loan | 272,345 | 316,565 |
| EADB Loan | 241,310 | 279,412 |
| EADB 2nd Loan | 14,807 | 17,145 |
| Cooperative Bank laptop loan2 | - | 2,451 |
| Avenue Laptops Lease | 25,702 | 25,302 |
| Cooperative Bank solar project loan | 52,632 | 66,193 |
| | 606,796 | 707,068 |
| Current | | |
| Euro loan | 35,807 | 35,807 |
| EADB Loan | 38,102 | 38,102 |
| EADB 2nd Loan | 2,338 | 2,338 |
| Cooperative Bank laptop loan2 | 2,451 | 14,704 |
| Avenue Laptops Lease | 73,414 | 55,232 |
| Cooperative Bank solar project loan | 13,240 | 13,240 |
| | 165,352 | 159,423 |
| | 772,148 | 866,491 |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

28 Borrowings (continued)

| Movement in loan | 2019 Shs '000 | 2018 Shs '000 |
|----------------------------|------------------|------------------|
| At start | 866,491 | 937,836 |
| Advanced in the year | 95,758 | 127,023 |
| Repayments | (180,505) | (177,528) |
| Foreign exchange gain/loss | (9,597) | (20,839) |
| At the end of the year | <u>772,147</u> | <u>866,492</u> |

The carrying amount of the borrowings approximate their fair value, as the impact of discounting is not material

The following loans amounting to Euro 2,720,182 (2018: Euro 3,333,552) from Fomento are repayable in quarterly instalments:-

Loan 2 Euro 649,810 over a period of 8 years

Loan 4 Euro 906,241 over a period of 8 years

Loan 5 Euro 1,164,131 over a period of 12 years

They are unsecured and non-interest bearing.

The loan amounting to Dollars 649,936 from Co-operative Bank of Kenya Limited is repayable in monthly instalments over five years. It is secured by the University's leasehold land LR. No. 209/10587 and LR. No. 209/11613, interest is payable at a rate of 6.5% per annum.

The loan amounting to KShs 296,557,000 from East African Development Bank Limited is repayable in monthly instalments over nine years. It is secured by the University's leasehold land LR. No. 209/10774 together with any buildings thereon, interest is payable at a rate of 13.50% per annum.

The loan amounting to KShs 2,451,000 from Co-operative Bank of Kenya Limited is repayable in monthly instalments over one year. It is secured by the University's leasehold land LR. No. 209/10587 and LR.

No. 209/11613, interest is payable at a rate of 14.5% per annum.

The laptop leases amounting to KShs 99,116,000 from Avenue Lease & Rentals Limited is repayable in monthly instalments over two years. It is unsecured but insured by lessor, interest is payable at a rate of 14% per annum.

The unrepresented payments as at the statement of financial position date are reported as payables.

The carrying amount of the bank borrowings approximates to the fair value, as the impact of discounting is not significant.

29 Trade and other payables

| | 2019 Shs '000 | 2018 Shs '000 |
|---------------------|------------------|------------------|
| Student payables | 96,337 | 66,165 |
| Deferred fees | 465,309 | 446,834 |
| Supplier payables | 207,424 | 264,109 |
| Accruals | 301,304 | 145,852 |
| Staff payables | 20,012 | 56,062 |
| Student Prepayments | 325,047 | 276,910 |
| Other payables | 127,700 | 75,352 |
| | <u>1,543,133</u> | <u>1,331,284</u> |

NOTES TO THE FINANCIAL STATEMENTS (Continued)

30 Leases

| | 2019 Shs '000 |
|---------------------------|------------------|
| Lease liabilities | |
| Principal | 41,012 |
| Redemptions | (8,994) |
| Balance as at 31 December | <u>32,018</u> |

31 Contingent liabilities

| | 2019 Shs '000 | 2018 Shs '000 |
|--------------------|------------------|------------------|
| Litigation Matters | <u>26,682</u> | <u>26,682</u> |

Contingent liabilities

The University is exposed to various legal cases in the normal course of business. The University Council evaluates the status of these exposures on a regular basis based on advice received from the University's legal advisors to assess the probability of the University's incurring related liabilities. Based on the information currently available and legal advice by the University's legal advisors, the University Council believes that the ultimate resolution of the legal proceeding below would not have a material effect on the University's financial statements.

Litigation relating to the security drill

The plaintiff in this case has instituted suit against the University for injuries suffered during the security drill in the University on 30th November 2015. The amount of probable loss from the suit amounts to Ksh 26,682,721. This has been included in the litigation matters as contingent liability above.

32 Commitments

Expenditure contracted for at the statement of financial position date but not recognised in the financial statements is as follows:

| | 2019 Shs '000 | 2018 Shs '000 |
|--|------------------|------------------|
| Property, plant and equipment and other expenses | <u>350,442</u> | <u>178,160</u> |

33 Subsequent year end events

The impact of COVID-19 was considered by the University Council as a non-adjusting subsequent event for reporting periods ended on or before 31 December 2019. Consequently, there would be no impact on the recognition and measurement of assets and liabilities in the financial statements. Although the first cases of the virus in Wuhan City, China were reported by World Health Organisation (WHO) in December 2019, there was no evidence on the interruption of the University's Business Operations at the time.

The overall risk of operation is non-adjusting events for 31 December 2019 financial statements as indicated below;

NOTES TO THE FINANCIAL STATEMENTS (Continued)

33 Subsequent year end events (continued)

Since 31 December 2019, the spread of COVID-19 has severely impacted many economies around the globe. In many countries, businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown. However, the University has determined that these events are non-adjusting subsequent events. Accordingly, the financial position and results of operations as of and for the year ended 31 December 2019 have not been adjusted to reflect their impact. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the University for future periods.

In response to the Government Directive on closure of all Higher Education Institutions with effect from Friday 20th March 2020, the University adopted a remote working arrangement for all its employees and consequently emergency remote learning for the academic programs. The changes in the mode of operation was expected to reduce some variable expenses but at the same time increasing others to ensure connectivity during the period. There were no redundancies expected and the University is saving expenses to make up for the shortfall in revenue.

The slowdown in economy is expected to ultimately affect our Customers and their ability to their debts. The majority of our Customers are continuing students and the expected credit losses for this receivable will be estimated in future periods.





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