SOUTH EASTERN KENYA UNIVERSITY

LINKAGES, PARTNERSHIPS AND INTERNATIONAL PROGRAMME POLICY (SEKU LIP)

SEKU-LIP, APRIL 2026

DOCUMENT APPROVAL FORM

SEKU – ISO 9001:2015 QUALITY MANAGEMENT SYSTEMS		
ISSUE FOR USE ON:	SEKU LINKAGES, PARTNERSHIPS AND INTERNATIONAL PROGRAMMES POLICY	REF: SEKU/CS/POL/xxx

Approved by: Prof. Francis Wachira **Management Representative**	**Sign:**	**Date:** 11.6.26
Authorized by: Prof. Eng. Douglas Shitanda **Vice Chancellor**	**Sign:**	**Date:** 11/06/2026

THE MANDATE, VISION, MISSION, VALUES AND PHILOSOPHY

(1) Mandate

The core mandate of the University is research, teaching and learning, community service, innovation and commercialization.

(2) Vision

A globally competitive Centre of Excellence in Research, Teaching and Learning, Community Service, Innovation and Commercialization.

(3) Mission

To provide quality education through research, teaching, extension, innovation and entrepreneurship with emphasis on food and nutrition security, health, engineering and technology, environment and natural resources management for sustainable development.

(4) Core Values

To achieve the vision and mission, the University will be guided by the following core values:

a) Patriotism
b) Professionalism
c) Democracy and good governance
d) Innovation
e) Integrity, transparency and accountability
f) Inclusivity, equity and equality
g) Freedom of thought
h) Teamwork
i) Sustainability

(5) Philosophy

Arid to green ……. Transforming lives.

PREFACE

South Eastern Kenya University (SEKU) recognizes that meaningful collaboration is essential to advancing its vision and mission. As higher education becomes increasingly interconnected and globally competitive, universities must cultivate partnerships that are ethical, strategic, and impactful. This Policy on Linkages, Partnerships, and International Programmes provides a coherent institutional framework to guide the establishment, management, and evaluation of such collaborations. The Policy reflects SEKU's commitment to quality, accountability, and alignment with national priorities and global standards. It ensures that all partnerships are developed through transparent processes, grounded in due diligence, and implemented in ways that safeguard institutional integrity and promote mutual benefit. By articulating clear principles, procedures, and governance structures, the Policy strengthens SEKU's capacity to engage with diverse partners while maintaining compliance with Kenyan laws, regulatory requirements, and international best practices. It also supports the University's strategic ambition to enhance global visibility, foster innovation, and contribute meaningfully to the Sustainable Development Goals (SDGs). This Policy is intended to guide university functional units in cultivating partnerships that are sustainable, transformative, and aligned with SEKU's long-term vision.

Prof. Crispus Kiamba

CHAIRPERSON, SEKU COUNCIL

FOREWORD

South Eastern Kenya University (SEKU) continues to strengthen its role as a centre of academic excellence, research innovation, community engagement, and global collaboration. In an increasingly interconnected world, universities must cultivate partnerships that enhance knowledge creation, expand opportunities for students and staff, and contribute meaningfully to national and international development priorities. This Policy on Linkages, Partnerships, and International Programmes provides the institutional foundation required to guide such collaborations with clarity, integrity, and strategic focus. The Policy articulates SEKU's commitment to building partnerships that are ethical, mutually beneficial, and aligned with the University's mission and strategic plan. It establishes a coherent framework for initiating, approving, implementing, monitoring, and evaluating partnerships. It also ensures that all collaborations adhere to Kenyan laws, regulatory requirements, and global quality assurance standards. Through this Policy, SEKU seeks to enhance its visibility and competitiveness, promote innovation and mobility, strengthen community impact, and contribute to the Sustainable Development Goals (SDGs). The Policy further ensures that all Schools, Departments, Directorates, Centres, Institutes, and Administrative Units engage in partnerships that uphold institutional values, safeguard SEKU's interests, and deliver measurable outcomes. The University acknowledges the collective effort invested in developing this Policy and remains committed to its effective implementation and subsequent review in response to emerging opportunities and challenges.

Prof. Eng. Douglas Shitanda
VICE CHANCELLOR

ACRONYMS AND ABBREVIATIONS

Acronym	Full Meaning
SEKU	South Eastern Kenya University
DRIC	Directorate of Linkages, Partnerships & International Programmes
MoU	Memorandum of Understanding
MoA	Memorandum of Agreement
PMIS	Partnership Management Information System
SDGs	Sustainable Development Goals
ESG	European Standards and Guidelines for Quality Assurance
AU Agenda 2063	African Union Agenda 2063
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
CBO	Community-Based Organization
FBO	Faith-Based Organization
DVC-ARI	Deputy Vice Chancellor, Academic, Research and Innovation
M&E	Monitoring and Evaluation
IP	Intellectual Property

DEFINITIONS

For the purposes of this policy, the following terms shall have the meanings indicated:

1) Partnership: A formal collaboration between SEKU and an external institution or organization aimed at achieving mutual academic, research, community, or operational objectives.
2) Concept Note: A preliminary document submitted by a School, Department, Directorate, Centre, or Institute proposing a partnership, outlining rationale, activities, resource requirements, and expected outcomes.
3) Memorandum of Understanding (MoU): A non-binding agreement that sets out the terms and scope of collaboration between SEKU and a partner institution.
4) Memorandum of Agreement (MoA): A binding agreement detailing the obligations, responsibilities, and deliverables of SEKU and its partner(s).
5) Due Diligence: A formal assessment process undertaken to verify the credibility, capacity, legal status, ethical standing, and risk profile of a potential partner before approval.
6) Partnership Lifecycle: The full sequence of stages in a partnership, including initiation, due diligence, approval, formalization, implementation, monitoring and evaluation, and renewal or exit.
7) Key Performance Indicators (KPIs): Predefined measurable indicators used to assess the performance, outcomes, and institutional value of partnerships.
8) Intellectual Property (IP): Any invention, creation, research output, or other knowledge-based asset generated or shared in the context of a partnership.
9) Risk Register: A document that identifies potential risks, their likelihood, impact, mitigation measures, and responsible units for a given partnership.
10) Strategic Partnership: A high-impact, long-term collaboration that directly supports SEKU's strategic priorities, mission, and vision.

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1.0 INTRODUCTION

1.1 Background Information

South Eastern Kenya University is a fully-fledged Public University which was awarded its Charter on 1st March 2013 by the then President and Commander in Chief of the Defense Forces of the Republic of Kenya, His Excellency Hon. Mwai Kibaki. The University Main Campus is located in Kitui County in a serene and conducive learning environment, 12 Kilometers off Kwa-Vonza Township, along the Kitui-Machakos road. The University develops and implements policies that provide guidance in decision making processes. To ensure objectivity and accountability in **all partnership, linkage, and international programme** operations, the University shall ensure that this policy and its implementation shall comply with established laws, both written and unwritten.

1.2 Purpose of the Policy

This Policy establishes a comprehensive institutional framework for the development, management, and evaluation of linkages, partnerships, and international programmes that advance SEKU's strategic priorities, strengthen academic quality, promote innovation, enhance mobility, expand global visibility, and support SDG-aligned community impact.

1.3 Policy Objectives

The objectives of this policy are to:

(1) Facilitate the establishment of high-quality, ethical, and strategically aligned partnerships.

(2) Strengthening academic, research, innovation, and community engagement outcomes.

(3) Promote student and staff mobility and global exposure.

(4) Enhance SEKU's international visibility and competitiveness.

(5) Ensure compliance with national and international quality assurance standards.

(6) Provide a structured lifecycle for partnership initiation, approval, implementation, monitoring, and renewal or exit.

(7) Safeguard SEKU's interests through due diligence, risk management, and legal compliance.

1.4 Rationale

SEKU's strategic mandate requires strong collaborations with academic institutions, research bodies, industry, government, and international organizations. This Policy ensures that such partnerships are coherent, sustainable, impactful, and aligned with the best global practices.

1.5 Scope of the Policy

This Policy applies to all academic and administrative units of the University, including any entity engaged in collaborative activities on behalf of the University. It governs all forms of institutional partnerships and collaborative engagements undertaken with local, national, regional, or international organizations across academic, research, industry, government, and community sectors. The Policy further applies to all formal partnership instruments, including but not limited to Memoranda of Understanding (MoUs), Memoranda of Agreement (MoAs), partnership agreements, exchange agreements, and other related collaboration arrangements.

1.6 Guiding Principles

All partnerships shall be governed by the principles of:

(1) **Strategic alignment**: Partnerships must directly support SEKU's mission, vision, strategic plan, and long-term institutional priorities.

(2) **Mutual benefit and reciprocity**: All parties must gain equitable value from the collaboration through shared responsibilities, resources, and outcomes.

(3) **Quality assurance**: All partnership activities must uphold national and international academic, research, and operational quality standards.

(4) **Ethical conduct**: Partners must demonstrate integrity, transparency, professionalism, and adherence to ethical norms in all joint activities.

(5) **Inclusivity and non-discrimination**: Partnerships must promote equitable participation and prohibit discrimination based on gender, disability, ethnicity, religion, or any protected characteristic.

(6) **Sustainability and SDG alignment**: Collaborations must support environmentally, socially, and economically sustainable practices consistent with the Sustainable Development Goals.

(7) **Risk awareness and mitigation**: All partnerships must undergo risk assessment and implement measures to minimize legal, financial, operational, and reputational risks.

(8) **Legal and regulatory compliance**: All engagements must comply with Kenyan laws, SEKU policies, regulatory requirements, and relevant international standards.

2.0 POLICY STATEMENT, LEGAL FRAMEWORK AND CITATION

2.1 Policy Statement

South Eastern Kenya University is committed to establishing and sustaining high-quality, ethical, and strategically aligned linkages, partnerships, and international programmes that advance its mission and vision. All partnerships shall be developed, approved, implemented, and evaluated in accordance with this Policy and applicable laws.

2.2 Legal Framework

This Policy is guided by:

(1) The Constitution of Kenya

(2) Universities Act

(3) Data Protection

(4) SEKU Statutes and Policies

(5) Legal Education Act

(6) National Commission for Science, Technology and Innovation (NACOSTI) regulations

(7) UNESCO Guidelines for Cross-Border Higher Education

(8) International quality assurance frameworks (ESG, SDGs, AU Agenda 2063

2.3 Citation

This Policy shall be cited as the SEKU Linkages, Partnerships & International Programmes Policy **(SEKU-LIP Policy).**

3.0 GENERAL PROVISIONS

3.1. Partnership Categories

(1) **Academic Partnerships:** These partnerships strengthen teaching, learning, curriculum development, and academic mobility through activities such as joint

programmes, curriculum co-development, faculty and student exchanges, and academic quality enhancement initiatives.

(2) **Research and Innovation Partnerships:** These collaborations support joint research, shared grant applications, innovation hubs, technology transfer, and commercialization, while promoting responsible research practices and alignment with national and global research priorities.

(3) **Industry and Private Sector Partnerships:** These partnerships enhance employability and innovation through internships, industrial attachments, apprenticeships, workforce development programmes, and joint commercialization initiatives that connect SEKU with labour market needs.

(4) **Government and Public Sector Partnerships:** These collaborations involve national and county governments, public agencies, and regulatory bodies to support policy research, capacity building, technical assistance, and initiatives that advance national development priorities.

(5) **Community and Civil Society Partnerships:** These partnerships promote social impact and sustainable development through engagement with NGOs, CBOs, FBOs, and social enterprises in service learning, community development, environmental stewardship, and SDG-aligned initiatives.

(6) **Internationalization Partnerships:** These collaborations enhance SEKU's global visibility through participation in international networks, research clusters, mobility programmes, and cross-border education initiatives that promote global citizenship and recognition of qualifications.

3.2 Partnership Excellence Framework

To ensure institutional value and sustainability, all collaborations from selection through to completion shall be governed by a unified set of Partnership Standards and evaluated through a formal Performance Management system.

3.2.1 Partnership Standards

All partnerships shall be assessed and maintained against the following core criteria:

(1) **Strategic Alignment:** Demonstrated contribution to the University's mission, vision, and core strategic objectives.

(2) **Institutional Credibility:** Maintenance of valid accreditation for academic partners or a verified professional mandate and legal registration for non-academic entities.

(3) **Financial and Resource Commitment:** Documented financial stability and the sustained mobilization of funds, personnel, or infrastructure toward partnership goals.

(4) **Tangible Impact:** Evidence of measurable outcomes, including research outputs, innovation uptake, student/staff benefits, or community-based results.

(5) **Legal and Ethical Compliance:** Strict adherence to applicable national and international laws, intellectual property frameworks, and data protection regulations.

3.2.2 Performance-Based Governance

The University shall conduct periodic reviews based on the standards in Section 3.2.1 to determine the following administrative outcomes:

(1) **Recognition and Scaling:** Partnerships exceeding performance benchmarks shall be eligible for institutional awards, increased resource allocation, and promotion within the University's according to Awards Policy and other relevant university policies.

(2) **Corrective Measures and Exit:** Partnerships failing to meet established standards shall be subject to performance improvement plans or restructuring. Continued underperformance shall serve as grounds for a reduction in support or formal termination in accordance with contractual provisions.

3.3. Partnership Lifecycle

(1) **Initiation:** A partnership is formally initiated by a School, Department, Directorate, or Unit. Collaboration proposals originating from external partners shall only proceed when adopted by a relevant internal entity, which is responsible for preparing and submitting a **Concept Note (template at appendix 1)** outlining the rationale, strategic alignment, proposed activities, and resource requirements. The directorate conducts a preliminary assessment to determine feasibility and institutional value prior to any further action.

(2) **Due Diligence:** The Directorate carries out a supportive due diligence process to ensure prospective partners are well aligned and ready for a successful collaboration. The form in appendix 2 will be used to ensure standardization of the process. This review helps confirm the partner's legal standing, accreditation, academic standards, financial capacity, ethical practices, and compliance with intellectual property and data protection requirements, while also identifying any potential risks. The outcomes are clearly documented in a due diligence report to support informed approval decisions.

(3) **Approval:** Partnerships are approved according to SEKU's governance structure

(4) **Formalization:** Approved partnerships are formalized through a MoU for non-binding collaborations or a MoA/Contract for binding commitments. Templates in appendices 3 and 4 will be used. All signed instruments are registered in the PMIS and archived by DRIC.

(5) **Implementation:** Implementation begins after formalization and is guided by joint work plans, designated Partnership Coordinators, and mobilized resources. DRIC provides oversight, coordination, and technical support throughout implementation.

(6) **Monitoring and Evaluation:** Partnerships undergo continuous monitoring and periodic evaluation through quarterly reports, annual M&E submissions, KPI-based performance reviews, and mid-term or end-term evaluations (appendices 5 and 8).

(7) **Renewal or Exit:** Renewal or termination is based on performance, relevance, and strategic alignment. Partnerships may be renewed if objectives are met or terminated in cases of non-performance, breach, risk, or misalignment, with all decisions formally documented and communicated (appendix 7).

3.4 Partnership Prioritization

The University categorizes partnerships into three tiers to determine decision-making, resource allocation, and oversight levels. The criterion for classification is as in Appendix 9:

(1) Tier I: Strategic / High-Value: Long-term collaborations with significant institutional investment and risk. These require enhanced governance and monitoring.

(2) Tier II: Operational / Medium-Scale: Defined academic or research initiatives requiring standard oversight.

(3) Tier III: Basic / Low-Risk: Limited-scope, activity-specific engagements requiring minimal oversight.

3.5 Risk Management and Compliance

All units must proactively manage risks, including operational, financial, legal, IP, and reputational issues, in accordance with University standards and legal frameworks as listed in appendix 6. Risk management shall be:

(1) Integrated into all planning, implementation, and review processes;

(2) Proportionate to the partnership's scale and impact;

(3) Consistent with policies on Research, Data Governance, and Innovation.

Significant emerging risks must be promptly escalated to the Directorate for Partnerships and relevant management.

3.6 Alignment with other Policies.

The policy shall align with the University policies, including Research, Intellectual Property, Innovation and Commercialization, and Awards policies, ensuring compliance in research, IP management, innovation uptake, and recognition, while adhering to academic, financial, legal, and quality assurance frameworks through coordinated institutional implementation.

4.0 POLICY IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 University Organs

The University organs and Management structures that will be involved in coordination of SEKU-LIP policy are as follows:

4.1.1 The Council

The University Council shall approve the policy and oversight its implementation.

4.1.2 The University Senate/ Management Board

The Senate shall approve academic-related partnerships and ensure academic quality. The University Management Board shall oversee administrative, financial, and operational aspects of policy implementation.

4.1.3 Directorate of Research and Innovation (DRIC)

DRIC shall serve as the central coordinating unit responsible for the development, management, oversight, and quality assurance of all linkages, partnerships, and international programmes within the University, and shall perform these duties in full compliance with the SEKU Statutes, University policies, and applicable legal and regulatory frameworks.

4.1. Schools, Directorates, Departments and other Units

Schools, Departments, Directorates, Centres, and Institutes shall:

1) **Initiate Partnerships**: Identify potential partners aligned with SEKU priorities and submit Concept Notes to DRIC.
2) **Implement Activities**: Execute approved partnership activities, assign coordinators, and ensure compliance with University policies and agreements.
3) **Report Performance**: Submit progress reports to DRIC, provide KPI data, and document lessons learned for future improvements.

5.0 MONITORING, EVALUATION, REPORTING AND LEARNING

Monitoring, evaluation, reporting and learning (MERL) provide regular and timely information in support of evidence-based decision-making serving as a key driver towards the realization of an organization's goals. The University shall set up an effective and results-based monitoring and evaluation system that will guarantee continuous monitoring be based on the Partnership KPI Framework.

5.1 Monitoring

The **DVC-ARI** will be responsible for monitoring the implementation of this Policy. The monitoring process will ensure that the established performance targets for this policy are met by each unit and appropriate feedback for continual improvement are recommended. The University shall ensure that:

1) Appropriate monitoring tools, indicators, and reporting mechanisms will be developed to monitor implementation of this Policy e.g., form in appendix 5;
2) Constraints and challenges in the implementation process have been identified.
3) Ways to improve SEKU-LIP policy have been devised.
4) Lessons learnt from the process have been documented and used in planning future public participation initiatives.

5.2 Evaluation

The Vice-Chancellor will be responsible for coordination of periodic evaluation is done. The evaluation of the policy will focus on efficiency, effectiveness and measurement of actual performance against targets arising from activities derived from the policy objectives. The differences, if there are any, will be identified and appropriate recommendations and intervention measures recommended.

5.3 Reporting and Learning

The heads of functional areas shall prepare and submit reports on public participation exercises as and when required. The information prepared includes progress made, challenges encountered and identified emerging issues. This information can also be used to promote a culture of learning and application of lessons learned. The lessons learnt shall be considered at the time of review of the policy to ensure that the policy addresses old and emerging issues regarding linkages and partnerships.

5.3 Review

The policy may be reviewed after every five (5) years or as need arises to address emerging issues with an aim to enhance efficient delivery of effective outcomes.

APPENDICES

Appendix 1: Partnership Concept Note Template

1. Title of Proposed Partnership
2. Initiating Unit (School/Department/Directorate/Centre/Institute)
3. Proposed Partner Institution/Organization
4. Category of Partnership (Academic, Research, Industry, Government, Community, International)
5. Background and Rationale
    a) Strategic alignment with SEKU priorities
    b) Expected institutional value
6. Proposed Areas of Collaboration
7. Proposed Activities and Deliverables
8. Resource Requirements
    a) Human resources
    b) Financial resources
    c) Facilities/Infrastructure
9. Expected Outputs and Outcomes
10. Risk Assessment Summary
11. Proposed Duration
12. Contact Person/Coordinator
13. Recommendation by Initiating Unit
14. DRIC Preliminary Assessment and Comments

Appendix 2: Due Diligence Checklist

The Due Diligence Checklist shall guide the assessment of all potential partners prior to approval. All items must be reviewed and documented by DLIP.

A. Institutional Legitimacy

a) Valid legal registration and incorporation documents.
b) Current accreditation status with relevant national or international authorities.
c) Clearly defined governance structure with decision-making authority.

B. Academic and Research Capacity

a) Quality of academic programs and curriculum relevance.
b) Research output, publications, and impact in relevant fields.

c) Faculty qualifications, experience, and capacity to deliver collaborative activities.

C. Financial Health

a) Audited financial statements for the previous 2–3 years.

b) Reliable and sustainable sources of funding.

c) Evidence of capacity to meet financial commitments under the partnership.

D. Ethical and Legal Compliance

a) Intellectual Property (IP) policies and frameworks.

b) Compliance with data protection laws, including Kenya Data Protection Act.

c) Existence of ethical review mechanisms for research and academic activities.

E. Reputation and Risk Indicators

a) History of past controversies, legal issues, or sanctions.

b) Media coverage and public perception of the institution.

c) Any ongoing or past legal or regulatory investigations.

F. Operational Capacity

a) Adequacy of facilities, laboratories, and physical infrastructure.

b) Robust ICT systems and technology support for collaboration.

c) Administrative capacity to manage partnership activities efficiently.

H. Due Diligence Checklist Table

The following checklist serves as the formal instrument to verify a potential partner's adherence to the University's Excellence Framework prior to agreement signing.

Ref	Standard & Requirement	Verification Criteria	Status (P/F)
1	**Strategic Alignment**	Alignment with SEKU Strategic Plan and SDG focus areas.	
2	**Institutional Credibility**	Valid Charter/Accreditation (Academic) or Legal Registration (Non-Academic).	
3	**Resource Commitment**	Audited financial statements (2–3 years) and proof of resource availability.	
4	**Tangible Impact**	Documented track record of research, innovation, or community outcomes.	

5	**Legal & Ethical Compliance**	Clearance against sanctions; adherence to IP and **Data Protection Acts**.	

Scoring key is needed/likert scale

G. Overall Assessment

a) Determination of suitability for partnership: **Suitable / Not Suitable.**

b) Conditions or recommendations for approval, if applicable.

Appendix 3: Memorandum

Use SEKU Existing Template (mention policy development template used)

Appendix 4: Memorandum of Agreement (MoA) Template

Use SEKU existing template

Appendix 5: Annual Monitoring & Evaluation (M&E) Report Template

This template shall be used by Schools, Departments, Directorates, Centres, and Institutes to report on the implementation and performance of partnerships in accordance with the SEKU LIP Policy.

1. Partnership Identification

a) Title of Partnership:

b) Partner Institution/Organization:

c) Category of Partnership: (Academic, Research, Industry, Government, Community, International)

d) Duration (Start–End):

e) Implementing Unit:

f) SEKU Partnership Coordinator:

2. Summary of Activities Implemented

Provide a narrative summary of all activities carried out during the reporting period, referencing the approved work plan. Highlight achievements and notable milestones.

3. Performance Against KPIs

Summarize performance using the KPI framework:

a) KPI 1:

b) KPI 2:

c) KPI 3:
(Attach KPI matrix where applicable.)

4. Outputs and Outcomes Achieved

List tangible outputs (e.g., publications, events, mobility exchanges, grants) and outcomes (e.g., capacity building, community impact, innovations).

5. Challenges and Mitigation Measures

Identify challenges encountered during implementation and actions taken or proposed to mitigate them.

6. Financial Utilization Summary

a) Budget Allocation:

b) Expenditure to Date:

c) Variance and Explanation:
(Attach financial statements if required.)

7. Risk Review and Emerging Issues

Highlight risks identified during implementation, their likelihood and impact, and the mitigation measures applied. Reference the Partnership Risk Register as applicable.

8. Recommendations for Improvement

Provide recommendations to strengthen implementation, sustainability, and future collaboration opportunities.

9. DRIC Comments and Validation

(To be completed by DRIC)

a) Compliance with policy requirements:

b) Quality of reporting:

c) Recommendation: *(Renew / Scale / Redesign / Close)*

d) Validation signature and date:

10. Quantified Benefits

Provide measurable institutional value derived from the partnership. Where possible, include numeric or evidence-based data:

a) Number of Students Benefiting: (e.g., exchanges, internships, training)

b) Number of Staff Benefiting: (e.g., mobility, capacity building, research collaboration)

c) Research Outputs Generated: (publications, patents, innovations, grants)

d) Funding Mobilized: (amount in KES or USD)

e) Community Impact Metrics: (beneficiaries reached, projects implemented, SDG contributions)

f) Industry Linkages Created: (internship slots, apprenticeships, job placements)

g) Visibility and Ranking Contributions: (citations, networks, recognitions)

h) Infrastructure or Resources Gained: (equipment, software, facilities, datasets)

10.1 Quantified Benefits Table

Benefit Category	Indicator	Unit of Measure	Value Reported	Evidence / Verification Source
Student Benefits	Number of students participating (mobility, internships, training)	Count		Attendance lists, mobility records
Staff Benefits	Number of staff participating (exchanges, training, research)	Count		HR records, DLIP reports
Research Outputs	Publications, patents, innovations, grants	Count / Amount		Publication lists, grant agreements
Funding Mobilized	Total financial resources attracted	KES / USD		Financial statements, grant letters
Community Impact	Beneficiaries reached, projects implemented	Count		Project reports, community feedback
Industry Linkages	Internships, apprenticeships, job placements	Count		Industry partner reports
Visibility & Rankings	Contributions to citations, networks, recognitions	Count / Qualitative		Ranking reports, citations

Infrastructure / Resources	Equipment, software, facilities gained	Count / Description		Asset registers, procurement records
SDG Contributions	Number of SDG-aligned outcomes achieved	Count		SDG mapping reports

Appendix 6: Partnership Risk Management Framework

1. Overview

The University adopts a systematic approach to risk, ensuring that all linkages and international programmes are managed effectively throughout their lifecycle. This framework ensures that high-impact collaborations (Tier I) receive the necessary oversight while maintaining agility for lower-risk activities.

2. Risk Management Lifecycle

2.1 Assessment and Documentation

All partnerships must undergo formal risk identification during the due diligence phase. Risks are evaluated based on **Likelihood** and **Impact** and documented in the **Partnership Risk Register.**

2.2 Risk Domains

Units must evaluate potential threats across five key domains:

(1) **Legal & Regulatory:** Contractual breaches, IP disputes, and non-compliance with international laws.

(2) **Financial:** Funding instability, currency fluctuations, and audit failures.

(3) **Operational:** Infrastructure gaps, project management failures, and inability to meet deliverables.

(4) **Reputational:** Misalignment with University values or negative public/ethical associations.

(5) **Safety & Geopolitical:** Political instability, travel risks, and threats to staff/student wellbeing.

2.3 Mitigation & Control

Before partnership approval, units must define specific safeguards, such as:

(1) **Contractual:** Indemnity clauses and clear dispute resolution paths.

(2) **Financial:** Staged funding disbursements and mandatory reporting.

(3) **Operational:** Standard Operating Procedures (SOPs) and regular milestone reviews.

2.4 Monitoring & Escalation

(1) **Lifecycle Monitoring:** Implementing units must update their Risk Registers annually (or semi-annually for Tier I).

(2) **Escalation:** Any "High" or "Critical" risk incident must be escalated immediately to the Directorate for Partnerships and University Management.

3. Partnership Risk Register Template

To be populated by the Implementing Unit during the proposal stage and updated throughout the partnership.

Risk Category	Description of Risk	Likelihood (1–5)	Impact (1–5)	Mitigation Measures	Responsible Unit	Status
Legal	e.g., IP theft or contract breach					
Financial	e.g., Misuse of grant funds					
Operational	e.g., Failure to meet research targets					
Reputational	e.g., Ethical conflict with partner					
Safety/Geo	e.g., Travel risk to partner site					

4. Scoring & Responsibility

(1) **Risk Score:** Calculated as (Likelihood × Impact).

a) **1–9 (Low/Med):** Managed by the Department/School.

b) **10–25 (High/Critical):** Requires Directorate oversight and specific mitigation plans.

(2) **Alignment:** This Annex functions in conjunction with the University's Enterprise Risk Management (ERM) policy.

Appendix 7: Partnership Closure Report

1. Partnership Details
2. Summary of Activities Completed
3. Achievement of Objectives
4. Outputs Delivered
5. Financial Closure and Resource Accounting
6. Lessons Learned
7. Assets, Data, and IP Handover
8. Reasons for Closure
9. Recommendations for Future Partnerships
10. DRIC Validation and Archiving Confirmation

Appendix 8: Partnership Key Performance Indicators (KPIs)

This annex provides the standard Key Performance Indicators (KPIs) for monitoring, evaluating, and reporting on the performance of linkages, partnerships, and international programmes at SEKU. These KPIs guide DRIC, Schools, Departments, Directorates, Centres, and Institutes in assessing effectiveness, relevance, and institutional value.

A. Partnership Establishment KPIs

a) Number of new partnerships established annually, disaggregated by category.

b) Percentage of partnerships aligned with SEKU's Strategic Plan and academic mandate.

c) Number of partnerships approved following full due diligence and governance procedures.

d) Time taken from initiation to formalization (Concept Note → Approval → Signing).

B. Partnership Implementation KPIs

a) Percentage of partnerships with active, approved work plans.

b) Number of joint activities implemented (teaching, research, mobility, community engagement).

c) Percentage of partnerships meeting agreed deliverables within timelines.

d) Level of partner engagement and responsiveness during implementation.

C. Academic and Research Output KPIs

a) Number of joint publications, research outputs, patents, or innovations.

b) Number and value of joint research grants secured.

c) Number of joint conferences, workshops, seminars, or academic events conducted.

d) Contribution of partnerships to curriculum development or academic quality enhancement.

D. Mobility and Capacity Building KPIs

a) Number of outbound and inbound student mobility exchanges.

b) Number of staff exchanges, training programmes, or capacity-building initiatives.

c) Satisfaction ratings from mobility participants (students and staff).

d) Number of internationalization activities facilitated through partnerships.

E. Community and Industry Engagement KPIs

a) Number of community projects implemented through partnerships.

b) Number of industry attachments, internships, apprenticeships, or workforce development programmes.

c) Number of commercialization or technology transfer initiatives supported by partners.

d) Evidence of community impact aligned with SDGs.

F. Governance and Compliance KPIs

a) Percentage of partnerships submitting annual M&E reports.

b) Percentage of partnerships compliant with SEKU policies, legal requirements, and reporting standards.

c) Number of partnerships renewed, scaled, or closed based on performance.

d) Accuracy and completeness of partnership records in the PMIS.

G. Risk and Sustainability KPIs

a) Number of partnerships with updated risk registers.

b) Percentage of partnerships demonstrating SDG-aligned outcomes.

c) Number of partnerships with sustainability or long-term impact plans.

d) Number of partnerships requiring corrective action due to risk or non-performance.

H. Institutional Value KPIs

a) Contribution of partnerships to SEKU's global visibility and ranking indicators.
b) Level of resource mobilization (financial, technical, infrastructural) through partnerships.
c) Evidence of enhanced student employability or staff development.
d) Stakeholder satisfaction (internal and external).

Appendix 9: Criteria of Partnership Prioritization

The University shall categorize partnerships into three tiers based on strategic importance, scope, financial implications, institutional risk, duration, resource commitments, and expected impact. The categorization shall guide approval processes, oversight requirements, monitoring intensity, and resource allocation.

9.1 Tier I: Strategic / High-Value Partnerships

These are high-impact, long-term partnerships that significantly influence the University's strategic direction, reputation, finances, infrastructure, research agenda, or international positioning. A partnership shall be classified as Tier I where it meets one or more of the following criteria:

a) Involves substantial financial commitment, investment, or resource mobilization
b) Has major institutional, legal, financial, reputational, or operational risks;
c) Involves establishment of joint centres, institutes, campuses, or major infrastructure;
d) Supports strategic institutional priorities or national development goals;
e) Involves international, governmental, multilateral, or high-profile partners;
f) Has University-wide impact across multiple schools, departments, or directorates;
g) Involves intellectual property commercialization, revenue-sharing, or equity arrangements;
h) Requires long-term institutional commitment exceeding three (5) years;

i) Involve significant staff, students, or resource exchange programmes;

j) Requires approval by the University Council or other external regulatory bodies.

9.2 Tier II: Operational / Medium-Scale Partnerships

These are structured partnerships supporting defined academic, research, training, consultancy, innovation, or community engagement activities with moderate institutional implications. A partnership shall be classified as Tier II where it meets one or more of the following criteria:

- **a)** Supports specific projects, programmes, research activities, or academic initiatives;
- **b)** Involves moderate financial or operational commitments;
- **c)** Has limited institutional risk and manageable legal implications;
- **d)** Primarily involves one School, Department, Centre, or Directorate;
- **e)** Involves collaborative research, staff exchange, internships, or joint training programmes;
- **f)** Has a defined scope, timeline, and deliverables;

9.3 Tier III: Basic / Low-Risk Partnerships

These are limited-scope, low-risk engagements intended to support specific short-term activities with minimal institutional obligations. A partnership shall be classified as Tier III where it meets one or more of the following criteria:

- a) Involves short-term or activity-specific collaboration;
- b) Requires minimal or no financial commitment by the University;
- c) Presents negligible legal, financial, operational, or reputational risk;
- d) Does not involve intellectual property ownership or major contractual obligations;
- e) Supports routine activities such as seminars, conferences, guest lectures, benchmarking visits, or student attachment placements;
- f) Is limited to a single event, training, or engagement;

9.4 Review and Reclassification

1) The University may review and reclassify partnerships where:
    - a) The scope or risk profile changes;
    - b) Financial or institutional commitments increase;
    - c) Strategic significance evolves over time.

2) Reclassification shall be undertaken by the responsible office in consultation with relevant University organs.