



REPUBLIC OF KENYA



NATIONAL RESEARCH FUND

NATIONAL RESEARCH FUND

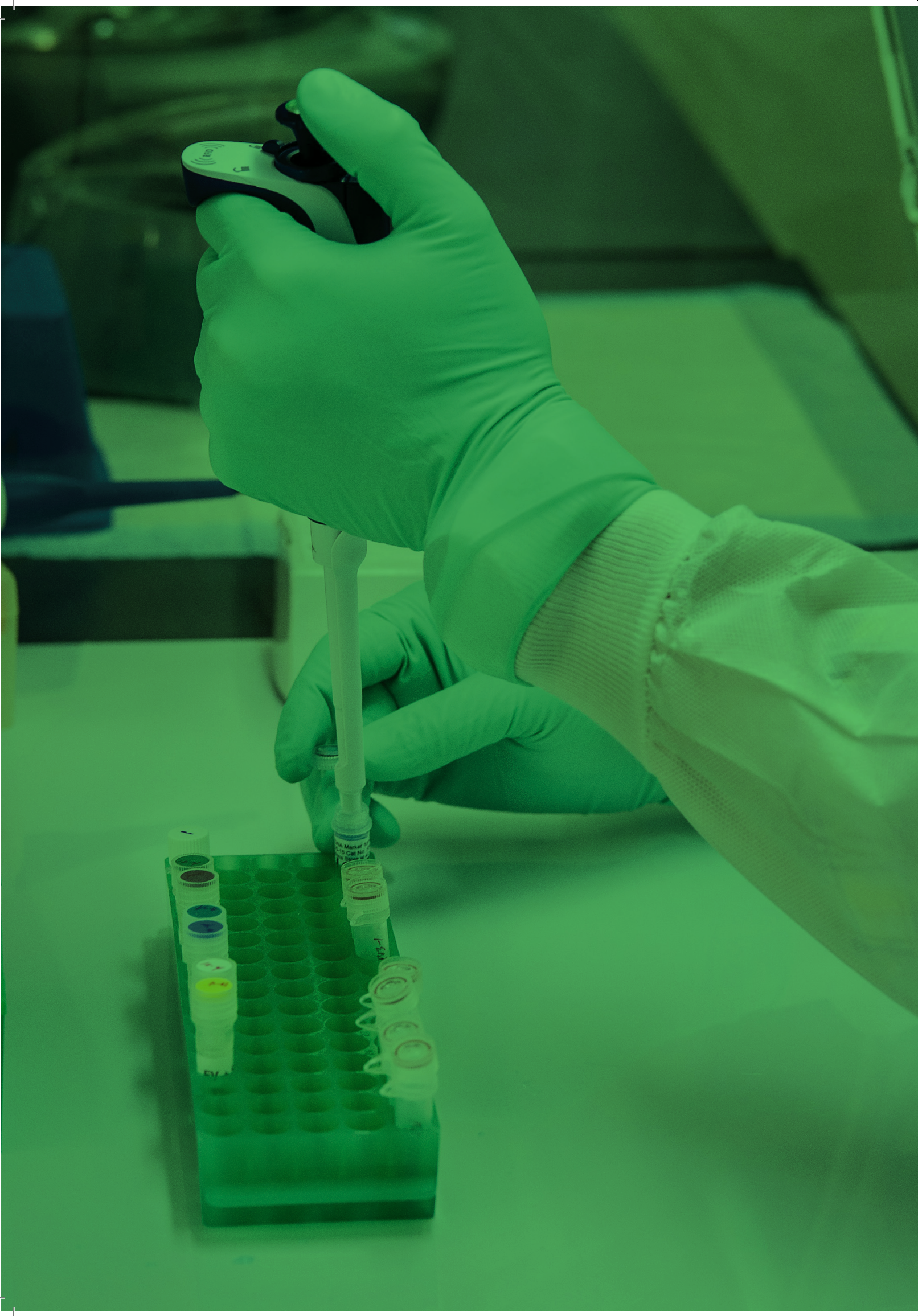
STRATEGIC PLAN 2023–2027

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Funding Research for Sustainable Development

Kenya (.)
VISION 2030



Vision

Sustainable funding of coordinated research for a better society.



Mission

To mobilise and manage financial resources to facilitate research for the advancement of science, technology and innovation for sustainable national development.

Core Values

Accountability



Integrity



Transparency



Inclusivity



Innovativeness



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FOREWARD



I am delighted to present the National Research Fund (NRF) 2023-2027 Strategic Plan, a roadmap for achieving NRF's core mandate as enshrined in the Science, Technology and Innovation Act, 2013. Over the years, NRF has continued to play a key role towards funding research for sustainable development.

This Strategic Plan aligns with Kenya Vision 2030, the Constitution of Kenya 2010, the Medium-Term Plan (MTP IV), and relevant regional and international policies, serving as our guide. These documents recognise STI as the foundation for leading the country into a knowledge-based economy where research, development and innovation are pivotal.

The transformation of new knowledge into valuable products and services is the key catalyst to social and economic growth in any country. Developed through a review of our performance and extensive consultations with the key stakeholders, including the State Department for Higher Education and Research (SDHER), the Board of Trustees, staff, and partners, this Plan reflects our commitment to achieving the Bottom-up Transformation Agenda (BETA) priority areas that comprise Agriculture, Health, Medium and Small Micro-Enterprises, Housing and Settlement, and the Digital Superhighway and Creative Economy.

Acknowledging the exciting challenges ahead, effective change management is crucial for achieving our vision: "Sustainable funding of coordinated research for a better society." This Plan identifies lessons learned, outlines strategies, and recognises gaps to in-

form future planning. Our strategic objectives for the next five years focus on engagement with stakeholders at all levels.

This Plan represents our commitment to realising our mission: "To mobilise and manage financial resources to facilitate research for the advancement of Science, Technology and Innovation for sustainable national development."

The Board of Trustees will establish the institutional framework, structures, policies, and operational procedures required to implement the Plan. Regular monitoring and evaluation will address performance gaps and facilitate learning. I am optimistic that, with commitment and teamwork, we will successfully implement this Strategic Plan.

On behalf of the Board of Trustees, I commit to ensuring the Plan's success. Adherence to corporate governance principles is expected, and an environment that enables staff to realise their potential will be provided. Close stakeholder engagement will keep us attuned to our operational, social, and economic context.

I sincerely thank the entire team involved in formulating this Plan, including the Board of Trustees, Management, staff, and our esteemed stakeholders. With commitment and teamwork at all levels, success in implementing this Plan is inevitable.

Prof. Emeritus Ratemo W. Michieka, EBS, FKNAS,
CHAIRMAN, BOARD OF TRUSTEES



PREFACE AND ACKNOWLEDGEMENT



The mandate of the National Research Fund (NRF) is to mobilise, allocate, and manage financial resources to facilitate an effective national innovation system that would create required knowledge and innovations in all fields of science and technology for Kenya's growing economy.

To realise this mandate, NRF will continue engaging all relevant stakeholders. This includes Government ministries and agencies, universities, TVETs and basic education institutions, research institutions, industry and development partners, among others, to operationalise the STI Act No. 28, 2013, and subsequently to facilitate achievement of the Fund's objectives.

This Strategic Plan is aligned with the fourth Medium-Term Plan (MTP IV) of Vision 2030, GoK's BETA economic model, and the United Nations Sustainable Development Goals (SDGs), among other national and international economic blueprints. The strategic obligations revolve around strengthening institutional capacity, achieving sustainable funding, enhancing service delivery and public trust, availability and utilisation of research infrastructure, uptake of research outputs, Human Resource for Research (HRfR), uptake of indigenous knowledge for development, and adoption of emerging technologies for research. In the next five years, NRF will continue to mobilise resources to strengthen the national research capacity. It will also seek to facilitate the translation of research outputs into valuable products and services for enhanced economic growth.

To inform this Plan, NRF assessed developmental and operational challenges, considering its strengths and weaknesses, as well as the opportunities and threats in its operating environment, while being aware of the existing policy, political, economic, social, technological, environmental, legal and governance frameworks. The overall responsibility of the Plan lies with the Board of Trustees, while the Management and staff will be responsible for its implementation.

NRF recognises that the successful implementation of this Plan will depend on the cooperation and commitment of critical internal and external stakeholders and the timely availability of resources. To achieve this desired success, NRF will continue to build partnerships with all stakeholders to ensure that planned activities are implemented within the budget. I, therefore, posit that the actualisation of the partnerships, guided and supported by our highlighted core values and our dynamic culture, will accelerate the realisation of NRF's Vision of "Sustainable funding of coordinated research for a better society."

I wish to thank the Board of Trustees, Management, Staff, and all stakeholders who contributed to preparing this Plan. I look forward to the support of these stakeholders and partners during the implementation of the Plan.

Prof. Dickson Andala
CHIEF EXECUTIVE OFFICER





TABLE OF CONTENTS

Foreword	iv
Preface And Acknowledgement	vi
List of Tables	xii
List of Figures	xii
Definition of Concepts and Terminologies	xiii
Acronyms And Abbreviations	xv
1 INTRODUCTION	1
1.0 Overview	1
1.1 Strategy as an Imperative for the Success of National Research	1
1.2 The Context of Strategic Planning	2
1.2.1 United Nations 2030 Agenda for Sustainable Development	2
1.2.2 African Union Agenda 2063	2
1.2.3 East Africa Community Vision 2050	2
1.2.4 Constitution of Kenya	3
1.2.5 Kenya Vision 2030 and Fourth Medium-Term Plan	3
1.2.6 Sector Policies and Laws	4
1.2.7 History of the National Research Fund	4
1.3 Methodology of Developing the Strategic Plan	5
2 STRATEGIC DIRECTION	6
2.0 Overview	6
2.1 Mandate	6
2.2 Vision Statement	7
2.3 Mission Statement	7

2.4	Strategic Goals	7
2.5	Core Values	7
2.6	Quality Policy Statement	8
3	SITUATIONAL AND STAKEHOLDER ANALYSIS	9
3.0	Overview	9
3.1	Situational Analysis	9
3.1.1	External Environment	9
3.1.2	Summary of Opportunities and Threats	9
3.1.3	Internal Environment	11
3.1.4	Summary of Strengths and Weaknesses	12
3.1.5	Analysis of Past Performance	12
3.2	Stakeholder Analysis	14
3.2.1	Primary Stakeholders	16
3.2.2	Secondary Stakeholders	17
3.2.3	Tertiary Stakeholders	18
4	STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS	20
4.0	Overview	20
4.1	Strategic Issues	20
4.2	Strategic Goals	21
4.3	Key Result Areas	22
5	STRATEGIC OBJECTIVES AND STRATEGIES	23
5.1	Overview	23
5.2	Strategic Objectives	23
5.3	Strategic Choices	24
6	IMPLEMENTATION AND COORDINATION FRAMEWORK	25
6.0	Overview	25
6.1	Implementation Plan	25
6.1.1	Action Plan	25

6.1.2	Annual Work Plan and Budget	40
6.1.3	Performance Contracting	40
6.2	Coordination Framework	40
6.2.1	Institutional Framework	41
6.2.2	Staff Establishment, Skills Set and Competence Development	43
6.2.3	Leadership	46
6.2.4	Systems and Procedures	46
6.3	Risk Management Framework	46
7	RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES	48
7.1	Overview	48
7.2	Financial Requirements	48
7.3	Resource Mobilization Strategies	49
7.4	Resource Management	49
8	MONITORING, EVALUATION AND REPORTING FRAMEWORK	50
8.0	Overview	50
8.1	Monitoring Framework	50
8.2	Performance Standards	51
8.3	Evaluation Framework	51
8.3.1	Mid-Term Evaluation	51
8.3.2	End-Term Evaluation	52
8.4	Reporting Framework and Feedback Mechanism	52

LIST OF TABLES

Table 3.1: Summary of Opportunities and Threats	9
Table 3.2: Summary of Strengths and Weaknesses	12
Table 3.3: Stakeholder Analysis	16
Table 4.1: Strategic Issues, Goals and KRAs	22
Table 5.1: Outcomes Annual Projections.	23
Table 5.2: Strategic Objectives and Strategies	24
Table 6.1: Implementation Matrix	26
Table 6.2: NRF Staff Establishment	42
Table 6.3: Skills Set and Competence Development	45
Table 6.4: Risk Management Framework	47
Table 7.1: Financial Requirements for Implementing the Strategic Plan	48
Table 7.2: Resource Gaps Analysis per Financial Year	48
Table 8.1: Outcome Performance Matrix	50
Table 8.2: Quarterly Progress Reporting Template	53
Table 8.3: Annual Progress Reporting Template	53
Table 8.4: Evaluation Reporting Template	53

LIST OF FIGURES

Figure 3-1: Mapping of NRF's Stakeholders	15
Figure 6-2: Organogram	42

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Fund: The National Research Fund

Frontier Technology: Technology that will re-shape industry and communications and provide urgently needed solutions to global challenges like climate change and have the potential to displace existing processes. Examples include blockchain, artificial intelligence (AI), Internet of Things (IoT), Virtual Reality (VR), and geoen지니어ing.

Grants Management System/Process: This framework or procedure is used to oversee and administer grant funds. It includes applying for grants, evaluating and selecting projects, disbursing funds, and monitoring and reporting on grant usage.

Impact: This refers to the long-term effects and contributions of the Plan on society, the environment, the economy, or a specific sector. For NRF, this means the measurable changes brought about by its research initiatives and projects, including advancements in knowledge, quality of life, economic growth, or environmental sustainability.

Key Activities: Actions taken or work performed through which inputs are mobilised to produce outputs.

Key Results Areas: The broad areas in which you are expected to deliver results.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation because of an intervention's output(s), such as changed practices resulting from a programme or project.

Output: Products, services, or immediate results, tangible or intangible, resulting directly from implementing activities or applying inputs.

Research Tools: Research tools are methods, techniques, or instruments used to conduct research. These encompass a range of tools, from data collection methods (like surveys or experiments) to analysis software, laboratories, libraries, or even digital resources.

Research Infrastructure: The facilities that provide resources and services for the research communities to conduct research and foster innovation in their fields. These include experimental and observational infrastructure, knowledge-related facilities such as collections, archives or scientific data infrastructures.

Research Infrastructure Readiness: The state of preparation of research infrastructure, or the ability of the research infrastructure to meet operational requirements. This includes having fit-for-purpose equipment for conducting research; precise and efficient protocols for conducting research using such infrastructure; secure and efficient data management systems; and a well-trained staff adept in utilizing the infrastructure.

Special Group: This refers to segments of the population that require particular attention or focus due to their unique needs or circumstances. Such groups include marginalised communities, people living with disabilities, youth, women, or other demographic groups that the NRF aims to support or engage with in its research initiatives specifically.



System Readiness: Readiness, particularly regarding a grants management system, involves the preparedness and robustness of technological infrastructure, processes, and personnel. This includes having fit-for-purpose software for managing the grant lifecycle from application to reporting; precise and efficient protocols for grant processing; secure and efficient data management systems; and a well-trained staff adept in utilising these systems.

Strategic Goal: A general qualitative statement on what an organisation hopes to achieve in the long term. Each strategic goal is linked to a strategic issue. Strategic goals are the Strategic Plan's foundations and must be set at the start of the planning process.

Strategic Issue: This is a problem or opportunity emanating from the situational analysis that an organisation manages to fulfil its mandate and mission.

Strategic Objective: This is what the organisation commits itself to accomplish to achieve a

strategic goal. Strategic objectives should be SMART, and performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements should be established.

Strategy: Broad abstraction, which describes the means for achieving a strategic objective.

Target: A desired level of performance to be achieved within a given time frame.

Top Leadership: Individuals or groups of people who carry an organisation's vision and are responsible for achieving its mandate. State corporations' top leadership includes the Board of Directors/Trustees and the CEO.

Up-scaling: This refers to the process of expanding successful projects, programs, or innovations to a larger scale. In the context of NRF, this involves taking successful research initiatives from a more minor pilot phase to a broader application or implementation, thereby increasing their impact and benefits.

ACRONYMS AND ABBREVIATIONS

ACTS	African Centre for Technology Studies
BETA	Bottom-up Economic Transformation Agenda
CBC	Competency-Based Curriculum
CEO	Chief Executive Officer
CUE	Commission for University Education
DH4IR	Digital Health and the Fourth Industrial Revolution
ESG	Enviromental Social and Governance
EST	Emerging and Strategic Issues
GDP	Gross Domestic Product
GoK	Government of Kenya
ICT	Information Communication Technology
IPR	Intellectual Property Rights
ISC	International Science Council
KENIA	Kenya National Innovation Agency
KNAS	Kenya National Academy of Sciences
KRAs	Key Result Areas
MDACs	Ministries, Departments, Agencies and Counties
MTP	Medium Term Plan
Mn	Millions
MOU	Memorandums of Understanding
NACO-STI	National Commission for Science, Technology and Innovation
NLC	National Lands Commission
NRF	National Research Fund

PESTLEG	Political, Economic, Socio-cultural, Technological, Legal, Environmental, and Governance
PFMA	Public Finance Management Act
PMS	Performance Management System
PPADA	Public Procurement and Asset Disposal Act
RBM	Results-Based Management
R&D	Research and Development
SAGAs	Semi-Autonomous Government Agencies
SCAC	State Corporations Advisory Committee
SDGs	Sustainable Development Goals
SGCI	Science Granting Councils Initiative
SMART	Specific, Measurable, Achievable, Realistic, and Time-bound
SWOT	Strengths, Weaknesses, Opportunities and Threats
STI	Science, Technology and Innovation
TNT	The National Treasury
TVET	Technical Vocational Education and Training
UHC	Universal Health Coverage
TBD	To Be Done

1. INTRODUCTION

1.0 Overview

This chapter presents the overview of the National Research Fund (NRF) Strategic Plan 2023-2027, which is essential to realising the NRF mandate. The Strategic Plan has been aligned to the national development agenda as well as to Kenya's international, and regional obligations as outlined in the global Sustainable Development Goals Agenda, Africa Agenda 2063, the Kenya Vision 2030 (with special reference to MTP IV), the Constitution of Kenya, the Bottom-Up Economic Transformation Agenda (BETA), and other prevailing legal and policy tools.

1.1 Strategy as an Imperative for the Success of National Research

Research plays a crucial role in economic development by generating knowledge and insights that can inform policy, drive innovation, and enhance productivity. In the context of economic development, research helps identify growth opportunities, assess challenges, and develop strategies to address them. It contributes to the creation of a knowledge-based economy, fosters technological advancements, and improves overall societal well-being.

Kenya has been making efforts to strengthen its Research and Development (R&D) infrastructure. The country has several research institutions and universities engaged in various fields, including agriculture, health, technology, and environmental sciences. However, challenges such as limited funding, infrastructure constraints, and the need for enhanced collaboration between academia, industry, and government exists.

The funding of research in Kenya often involves a mix of public and private sources. Public funding comes

from the government, while private funding involves partnerships with industries, international organisations, and philanthropic entities. The landscape may vary across sectors, with some areas receiving more attention and resources than others. Securing sustainable funding remains a challenge, and there is a need to diversify funding sources and streamline the allocation process. Hence there is a need to develop a strategic plan that will enable the sector to align its resources and efforts towards achieving the sector goals.

The future of research in Kenya could be shaped by increased investment, improved infrastructure, and enhanced collaboration. Financing mechanisms may evolve to include public-private partnerships, international collaborations, and innovative funding models. To sustain research efforts, there should be a focus on building a culture of innovation, promoting entrepreneurship, and creating incentives for researchers and institutions to engage in impactful projects.

This Strategic Plan aims to strengthen NRF's capacity to offer solutions to mitigate against these challenges and help the Fund to focus on its unique assets and resources and leverage its partnerships to raise resources in cash and kind and exploit the opportunities available to expand access and development of STI solutions for national and international development.

During the five years strategic plan period, NRF will endeavour to create a transformational research funding focus within Kenya and beyond. This will be realised by focusing on the strategic issues highlighted in the strategy.



1.2 The Context of Strategic Planning

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs), popularly known as Agenda 2030, were adopted at the UN Conference on Sustainable Development in Rio de Janeiro (Brazil) in 2012. The Agenda comprises interconnected and ambitious 17 goals which address the significant development challenges faced by people worldwide.

The Agenda aims to produce universal goals that meet the urgent environmental, political, and economic challenges facing the world. Aligning the NRF's Strategic Plan with the SDGs helps the NRF contribute to the global agenda. This alignment will enable NRF to identify and address the risks and opportunities related to social, environmental, and economic issues. NRF's strategic plan for 2023-2027 identifies several Sustainable Development Goals related to its mission and mandate towards advancing sustainable development in Kenya.

The NRF Strategic Plan 2023-2027 speaks to all the 17 SDGs. NRF will contribute towards attaining these goals through support of research, science, and technology development.

NRF will foster meaningful partnerships with other institutions in this strategic plan period to achieve shared sustainability objectives. NRF will endeavour to address all the Sustainable goals through sustainable funding of research, capacity building and leveraging partnerships towards the realisation of its mandate.

1.2.2 African Union Agenda 2063

The NRF Strategic Plan is aligned to the African Union's Agenda 2063, which is the blueprint and master plan for transforming Africa into a global powerhouse by 2063. The African Union (AU) Agenda 2063 recognises science, technology and innovation as multi-functional tools and enablers for achieving continental development goals. The Agenda further emphasises that Africa's sustained growth, competitiveness and economic transformation require sustained investment in new technologies and continuous innovation in agri-

culture, clean energy, education and health.

The AU Science, Technology, and Innovation Strategy for Africa 2024 (STISA-2024) places science, technology and innovation at Africa's socio-economic development and growth epicentre. The strategy is firmly anchored on six distinct priority areas that contribute to achieving the AU Vision. These priority areas are: - Eradication of Hunger and Achieving Food Security; Prevention and Control of Diseases; Communication (Physical and Intellectual Mobility); Protection of our Space; Live Together- Build the Society; and Wealth Creation.

In line with STISA 2024, NRF will undertake several activities to ensure its realisation. These will include promoting collaboration and partnerships for research and technology development, and establishing a knowledge sharing platform on the national research system, among other activities as outlined in the strategy.

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 articulates the East African peoples' dreams and aspirations and commits to what the East African Community (EAC) will do to achieve these dreams. The EAC Vision 2050 lays out broad perspectives in which the region recognises that well-educated, enlightened and healthy human resources are essential to facilitate development in the region. Investment in human capital through funding is critical for wealth creation and employment. The focus of Vision 2050 is, therefore, Skills for Emerging Development Initiatives tailored for both present and anticipated future market needs/demands will be designed and implemented to ensure a capable and competitive pool of expertise that benefits emerging development initiatives in the region.

The National Research Fund (NRF) will contribute to the EAC Vision 2050 by fostering research and innovation aligned with regional goals. This will include:



Supporting research projects that address regional challenges and contribute to the overall development objectives of the EAC



Facilitating **collaboration between Kenyan researchers and those from other EAC member states** to promote a regional approach to problem-solving



Investing in research areas that have a direct impact on regional economic integration, social development, and environmental sustainability.

1.2.4 Constitution of Kenya

Article 11 of the Constitution of Kenya, 2010, emphasises the importance of Science, Technology and Innovation in the country's knowledge-based economic development. The Constitution further emphasises the recognition of indigenous inventions and technologies. Article 40(5) of the Constitution requires the state to support, promote and protect intellectual property. In fulfilment of the Constitutional provisions, NRF endeavours to the realisation of its mandate and functions, mobilise, allocate and manage financial resources to facilitate an effective national innovation system that would create required knowledge and innovations in all fields of Science and Technology for the growing economy.

1.2.5 Kenya Vision 2030 and Fourth Medium-Term Plan

The Kenya Vision 2030, which is the Country's economic development blueprint, is a vehicle for accelerating the country's transformation into a rapidly industrialising middle-income nation by the year 2030. It articulates the national development agenda for the country. The Vision is motivated by a collective aspiration for a better society by the year 2030 to create a globally competitive and prosperous nation with a high quality of life. The Vision aims to transform Kenya into a newly industrialised, middle-income country, providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The Vision is

anchored on three pillars: Economic, Social and Political. Science, Technology and Innovation is one of the foundations of Vision 2030. The Vision is implemented through a five-year Medium-Term Plan.

Currently, the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030 seeks to build upon the gains of the three previous Plans. It is aligned with the Bottom-Up Economic Transformation Agenda. This Plan seeks to accelerate the uptake of Science, Technology, and Innovation for socio-economic transformation to a more competitive, inclusive, and resilient economy. These will be realized through the strengthening of the governance system, human capital development, infrastructure development and commercialisation of research outputs. The development of this Plan included a review of the Science, Technology, and Innovation (STI) sector performance in the previous Plans, examining the current trends in STI development and benchmarking on global best practices. This was achieved through engagement with stakeholders in academia, research, industry, National and County Government, development partners and civil society. The MTP IV has adopted the theme "Accelerating socio-economic transformation to a more competitive, inclusive and resilient economy". This Strategic Plan seeks to transform the Kenyan economy, create wealth and employment, reduce poverty, and create a conducive environment for investment.

NRF Strategic Plan 2023-2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda (BETA), which outlines the government's priority focus areas for development. The Bottom-Up Economic Transformation Agenda is geared towards economic turnaround and inclusive growth; the agenda aims at increasing investments in the five sectors that form the core pillars, including Agricultural Transformation Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital



Superhighway and Creative Industry. The Agenda includes the following key enablers: Infrastructure, Manufacturing, Blue Economy, the Services Economy, Environment and Climate Change; Education and Training; Women Agenda Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Governance. The Science, Technology, and Innovation (STI) will be a key enabler and driver of the Bottom-UP Economic Transformation Plan, 2023 – 2027. In this regard and in line with the provisions of the STI Act, 2013, NRF will continuously play a crucial role in promoting the Bottom-up Economic Transformation Agenda (BETA).

1.2.6 Sector Policies and Laws

This Strategic Plan is guided and draws aspirations from existing policies and laws governing the education sector. These include the Sessional Paper No. 1 of 2019 on “A policy framework for reforming education and training for sustainable development in Kenya” adopted to ensure relevant and quality education, training and research accessible and equitable to all Kenyans.

Further, the Strategic Plan aims to advance good governance in university education and research as espoused in the Universities Act 2012. NRF recognises that universities are critical stakeholders in knowledge development and management.

The STI Act of 2013 has established the STI institutional framework in Kenya in a bid to complement the policy goals of Vision 2030. The STI Act, 2013 - facilitates the promotion, coordination and regulation of the country's progress of science, technology and innovation. NRF, while implementing its mandate under the act, will work closely with National Commission for Science, Technology and Innovation (NACOSTI) and Kenya National Innovation Agency (KENIA) to ensure sustainable national development is achieved.

This Strategic Plan contributes towards the National Education Sector Strategic Plan (2023-2027), which sets national goals for transforming the education sector in the medium term.

1.2.7 History of the NRF

The NRF was established under the STI Act of 2013 to mobilise and allocate funds for the advancement of research and development. The Fund became operational on 9th November 2015.

Following the establishment of NRF under the STI Act 2013, the Ministry of Education, through the National Commission for Science, Technology, and Innovation (NACOSTI), initiated the process of national stakeholders' consensus-building to operationalise NRF. On 26th August 2014, a national workshop with the support from the Consortium for National Health Research (CNHR) was organised to discuss the operationalisation of the NRF. The workshop recommended the formation of a Planning Working Group (PWG) from among STI sector stakeholders to develop a conceptual framework paper to guide the operationalisation of the Fund.

The Cabinet Secretary for Education, Science, and Technology formally published Legal Notice No. 129 in the Special Issue of the Kenya Gazette Supplement No. 144 dated 19th November 2014, announcing the commencement of NRF as provided in the STI Act of 2013. Subsequently, the NRF Board of Trustees was gazetted on 24th July 2015 and inaugurated on 10th November 2015. In December 2015, the NRF secretariat consisting of three officers was appointed to assist the Board in operationalizing the new funding Agency.

As stipulated in Section 32 Part VII of the STI Act, 2013, the NRF's funding sources would include money provided by the Treasury, amounting to 2% of the country's Gross Domestic Product annually, other funds designated by Parliament, and sums of money received as donations, endowments, fundraising through resource mobilisation or grants.

The objectives of the Fund is provided for in Section 33, Part VII of the Science Technology and Innovation Act of 2013. The fund is mandated to facilitate research to advance science, technology, and innovation. A Board of Trustees manages the Fund.

The initial allocation for this research endowment fund amounted to KES 250 million, increasing over time to KES 497 million by the 2015/2016 fiscal year. The pri-

mary purpose of the research endowment fund was to support the advancement of scientific research, inventions, and innovations while building capacity in the STI sector for national development. The fund aimed to finance projects in priority areas aligned with the government's development agenda, as outlined in Vision 2030 and other policy documents.

The research endowment fund was crucial in promoting technological and social innovations by investing in novel technology development from proof-of-concept to pre-production prototype levels. It also provided funding for scientific and policy-oriented research to address societal challenges in line with government development targets. By 2016, the Fund had supported a total of 1,816 research and innovation projects across over 100 institutions, both public and private, throughout the country.

In response to the core function of building research capacity in the country, in October 2016, NRF made its inaugural calls for proposals in Postgraduate research (PhD & MSc/MA), Institutional Infrastructure Support and Multidisciplinary research grants.

Over the years, NRF has invested over KES 6.2 billion in institutional research infrastructure grants, multidisciplinary research projects and postgraduate fellowships.

In the future, NRF is expected to accelerate the realisation of its mandate by facilitating research for advancing Science, Technology and Innovation, addressing challenges and providing solutions towards sustainable development.

1.3 Methodology of Developing the Strategic Plan

This Strategic Plan development process was both participatory and consultative involving the following key steps: -

- Strategic Plan initiation process included management and board resolution and development of the Terms of Reference for the process and appointment of the strategic planning committee.
- Performance assessment of the previous strategic planning period was done to identify achievements, gaps, challenges, and lessons learnt.
- Strategy Development Process included the identification of stakeholders, stakeholder interviews, interviews with staff and management, internal analysis, analysis of the external environment and the development of the draft strategy.
- Validation of the strategic plan by the management team.
- Presentation and validation by the Board of Trustees.
- External Stakeholder Validation.
- Approval by the Board of Trustees.



2. STRATEGIC DIRECTION

2.0 Overview

The chapter highlights the mandate of NRF as per the Science, Technology, and Innovation Act, 2013; Vision and Mission statements, and strategic goals to be realized during the plan period. It also outlines the core values as well as the NRF's quality policy statement.

2.1 Mandate

The mandate of NRF (the "Fund") is to mobilise, allocate and manage financial resources to facilitate an effective national innovation system that would create required knowledge and innovations in all fields of Science and Technology for the growing economy. The oversight of the Fund is provided by a Board of Trustees that has several functions, stipulated in the Science, Technology, and Innovation Act, 2013 as follows:

- Mobilise resources for the national innovation systems from the Government, the private sector, venture capital, development partners and other sources.
- Prudently manage and invest the funds so mobilised.
- Support human resources development through grants to persons, research institutions, or universities pursuing postgraduate programs in prioritized areas of science, technology, and innovation, with priority given to marginalised indigent communities.
- Support the development of research capacities in the national priority areas of science, technology, and innovation.
- Allocate funds for research and promote multi-disciplinary collaboration among universities and research institutions,
- Evaluate the needs, status and results of research financed through the Fund.

- Provide financial support for developing research facilities for universities, research institutions, and other bodies identified by the Commission.
- Provide financial support for participation in international scientific activities through maintaining membership in appropriate international science organisations.
- Provide financial support for collaboration, cooperation and sharing of research information and knowledge, including supporting conferences, workshops, seminars, meetings, and other symposia.
- Promote an information infrastructure linking research institutions to facilitate cooperation and sharing of research information and knowledge.
- Initiate liaison with bodies involved in the protection of intellectual property rights.
- Compile and maintain a national database of research and innovation funded by the Fund and other agencies.
- Perform the monitoring and evaluation of the results and impact of the research activities financed out of the Fund.

The STI Act, 2013, further stipulates that the Fund will constitute a sum of money amounting to 2% of Kenya's Gross Domestic Product every year and such other monies designated for the Fund by Parliament, donations, endowment or grants or gifts designated for the Fund.

2.2 Vision Statement

This vision reflects the mandate of the National Research Fund which aims to facilitate research for sustainable development. It is through this reflection that NRF is inspired to fund and coordinate research for a better society in the country.

NRF's vision statement is:

"Sustainable funding of coordinated research for a better society."

2.3 Mission Statement

NRF's mission statement is centred on the overall mandate of the Fund, and it gives clarity on what the Fund does and basis of defining what success looks like. This mission is a guide for NRF to track its focus towards the realisation of its Vision.

The Fund's mission is:

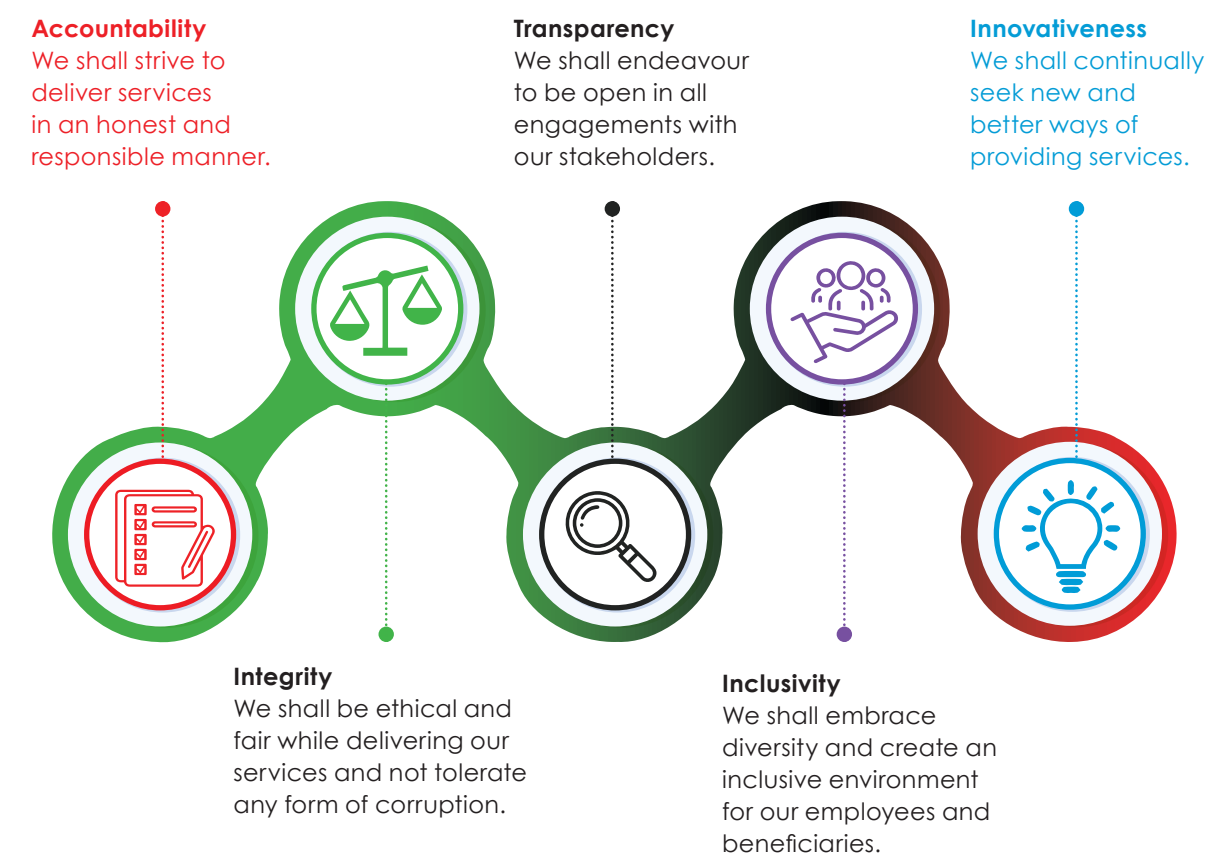
"To mobilise and manage financial resources to facilitate research for the advancement of Science, Technology and Innovation for sustainable national development."

2.4 Strategic Goals

NRF's strategic goals include:

- Enhanced capacity to manage research funds.
- Sustainable funding.
- Enhanced public trust.
- Enhanced uptake of research outputs.
- Sustainability of communities and the environment

2.5 Core Values



2.6 Quality Policy Statement

NRF is committed to consistently provide services that meet or exceed the requirements and expectations of our customers. We commit to actively pursue ever-improving quality through programs in mobilizing, allocating and managing financial resources to facilitate the coordination of research for a better society in Kenya.

In pursuit of this commitment, the NRF shall comply with all applicable requirements and continually improve on its effectiveness by implementing a quality management system based on ISO 9001:2015 Standard.

NRF's top management shall ensure annual review of this Quality Policy Statement and establishment of quality objectives at all levels for continual suitability.

3. SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This chapter presents situational and stakeholder analyses for the Strategic Plan. The situational analysis is based on a scan of the internal and external operating environment, while the stakeholder analysis summarises the expectations of the stakeholders and that of the National Research Fund. A summary of the review of the performance of the previous Strategic Plan 2018 - 2022 is also presented.

3.1 Situational Analysis

3.1.1 External Environment

The analysis of Political, Economic, Social, Technological, Legal, Environmental, and Governance (PESTLEG) trends impacting the environment in which the Fund operates was undertaken.

3.1.2 Summary of Opportunities and Threats

An analysis of the NRF's internal and external environment was undertaken as part of the strategic planning process. The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis provided information on how internal and external environments impact the operations of the Fund. Its results are summarised in **Table 3.1 and 3.2.**

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political		
Political goodwill	Goodwill from GoK and development partners	<ul style="list-style-type: none">Reduced exchequer fundingProportion of funding from 2% of GDP likely to further reduce
Economic		
<div>Inflation<ul style="list-style-type: none">Financial resource availability</div>	Strategic partnerships	<ul style="list-style-type: none">Inadequate and unpredictable fundingWeak/inadequate/unpredictable resource mobilization avenues, which may disrupt funding of research projects.Appropriation-in-Aid, as a source, is likely to disappear in the futureGovernment focus on national debt management may reduce funding of research activities
Global economic trends	Partnerships for resource mobilization	<ul style="list-style-type: none">Rising inflation likely to cause escalation in costs
Fiscal policy	Possibility of excluding investments in research from taxation to incentivize more investments and enable more funds to be channelled to research (and not partially to taxes).	<ul style="list-style-type: none">Tax(duty) levied on research equipment, increasing cost of implementing research infrastructure



Commercialization	<ul style="list-style-type: none"> • Collaboration with the private sector to commercialise innovations and inventions • KENIA 	<ul style="list-style-type: none"> • Inadequate structures to spur research commercialization. • Low commercialization of research findings
Social		
Public expectations <ul style="list-style-type: none"> • Inclusivity 	<ul style="list-style-type: none"> • Rich R&D catchment areas in counties • High demand and growth beyond NRF capacity 	Low involvement of female researchers and marginalised groups.
Research Community	<ul style="list-style-type: none"> • Strong and mature research community that can undertake impactful research. • Existence of strong STI network at national and international levels • Local and external agencies willing to partner and collaborate with NRF • Established knowledge-based institutions • Using partner deployment channels to reach beneficiaries 	<ul style="list-style-type: none"> • Silo mentality in the utilization of research infrastructure • Weak linkages and collaboration among R&D institutions • Weak dissemination of research outputs
Technological		
Automation	<ul style="list-style-type: none"> • Enhanced effectiveness of grants management system • Automating key processes • Using social media to reach beneficiaries 	Data protection challenges that come with automation; that may compromise on copyrights / patents from scientific research output
Research Infrastructure	<ul style="list-style-type: none"> • Enhanced collaborations • ICT Network 	Lack of national strategy for utilization and management of available research infrastructure
Legal		
Science and Technology Innovation (STI) Act 2013	Commitment of the research funding of up to 2 % of GDP	Lack of political will to commit 2% GDP
Industry regulations, Licenses, permits	<ul style="list-style-type: none"> • Enabling regulatory framework • Existing regulations governing research permits including adherence to ethics 	Cumbersome procedures for clearing research MOUs with donors
Intellectual property	Commercialization of IP to help enhance on source (A-I-A) revenue	Losing intellectual property rights of research and innovation outputs
Ecological/ Environmental		
Climate change/Emerging issues	New research frontiers created by the impacts of climate change and extreme events	Diversion of research funds to climate change mitigation and adaptation
Governance		
Vision 2030/BETA/MTP IV	Recognition of STI as one of the fundamental pillars in realisation of Vision 2030	<ul style="list-style-type: none"> • Increased dynamisms of global economies, threatening the pursuit of long-term development goals. • New emerging issues associated with climate change continue to divert funds towards non-core areas under the vision.



3.1.3 Internal Environment

3.1.3.1 Governance and Administrative Structures

The Fund is managed by the Board of Trustees which is duly instituted in accordance with section 8 of the Science, Technology, and Innovation Act of 2013. The Board is headed by the Chairperson who is appointed by the selection committee in accordance with the STI Act 2013. The functions and composition of the Council are set out under Sections 36 of the STI Act.

The Chief Executive Officer/Director is appointed in accordance with section 8 of the STI Act and is responsible for the day-to-day management of the affairs of the Fund. The Management is answerable to the Board of Trustees.

3.1.3.2 Internal Business Processes

An evaluation of internal systems and standard operating procedures was conducted using a value chain analysis. The analysis reveals that NRF has made significant progress in defining the procedures for meeting customer needs along the value chain. Consequently, various procedures have been defined and adhered to:

Grant Management: The Fund has well-defined grant management criteria, ensuring transparency and fairness in the disbursement of grants. This has enhanced customer satisfaction among prospective researchers.

Service Delivery: NRF has developed a service charter and has endeavoured to adhere to the provisions of the charter to improve service delivery and customer satisfaction.

3.1.3.3 Resource and Capabilities

NRF's resources and capabilities are defined below:

Resources

Financial Resources

This includes the budget allocated to the National Research Fund through the exchequer for supporting research projects, grants, scholarships, and operational expenses. NRF also has adopted other initiatives for resource mobilization through partnerships.

Human Resources

NRF has employed skilled personnel to support its functions. The Fund also utilizes the skills of scientists, researchers, administrators, and support staff who contribute to the functioning of the organisation.

Physical Resources

Infrastructure, equipment, and technology necessary for research funding and monitoring, evaluation and learning activities

Capabilities



Research Capabilities: The organisation's ability to manage research funding and realize high-quality research outputs from the selected research programs.



Procurement: Efficient procurement processes of resources, technology, and infrastructure are essential for cost savings and resource availability.



Human Resources: NRF attracts and retains high-quality staff, which is critical to supporting its functions. NRF adopts training and development programs to improve the institution's capabilities.





Technology Development: Leveraging technology for fund and grant management, and administrative functions to improve efficiency and innovation.



Administration: Efficient administrative functions, including finance, planning, and governance, contribute to overall operational effectiveness.

Value Chain Analysis is a valuable tool for this strategic planning effort. By identifying strengths and areas for improvement across its value chain, NRF can make informed decisions that will enhance its competitive position, operational efficiency, and overall effectiveness in delivering quality research funding mandate. The recommendations provided will guide NRF's strategic planning process towards achieving its goals and objectives throughout the Strategic Plan period.

3.1.4 Summary of Strengths and Weaknesses

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> Good governance structure Supportive Board of Trustees Skilled, competent, committed and diversified human capital 	<ul style="list-style-type: none"> Inadequate internal policies
Internal Business Processes	<ul style="list-style-type: none"> High efficiency to create key activities Quality of execution is high Operational costs are predictable, and the cost structure is correctly matched to our mission model 	<ul style="list-style-type: none"> No formal surveys have been conducted to determine the level of beneficiary satisfaction Lack of a monitoring, evaluation, and reporting process
Resources and Capabilities	<ul style="list-style-type: none"> Our value proposition is well aligned with beneficiary needs Our value deployment channels are efficient and effective Deployment channels provide economies of scope, with diversity in areas covered We have strong buy-in and support from our key stakeholders Our resource needs are predictable, and we deploy key resources in the right amount at the right time We enjoy good working relationships with key partners 	<ul style="list-style-type: none"> Our value has not achieved strong network effects Insufficient staffing - Few Fund staff with reliance on ministry staff who can easily be deployed elsewhere; a threat to business continuity. Low visibility among stakeholders and the public Inadequate infrastructure for research engagement Inadequate funding from the National Treasury The time of disbursements and actual budget allocation from the National Treasury are uncertain, making planning difficult Our funding sources are undiversified and unsustainable; only two sources of funding NRF is operating below budget as enshrined in the Act, thus, not able to achieve key mandates fully or economies of scale

3.1.5 Analysis of Past Performance

This section reviews the performance of the Fund during the implementation of the previous Strategic Plan 2018-2022. The evaluation process focuses on the Key Result Areas (KRAs), specific objectives, performance achievements, challenges and lessons learnt during the implementation. During this period, the Fund collaborated closely with the government, development partners, research institutions and researchers in advancing the research and development agenda in the country. The key achievements, challenges and lessons learnt are outlined below:

3.1.5.1 Key Achievements

While facilitating research for the advancement of Science, Technology, and Innovation, NRF considered four key result areas namely: Institutional Capacity; Management of Research Funds; Research and Innovation Capacity; and Funding Research in National Development Priorities. The achievement of the Fund can thus be easily measured against the research outputs of the four (4) key result areas. These are:

A. KRA 1: Institutional capacity

Institutional strengthening was recognized as corporate governance, human capital, physical infrastructure and equipment and control and compliance systems. In this KRA, NRF sought to diversify its revenue streams to enhance efficiency. In recognition of the enormous potential accruing from technology, focus was on Integrating ICT in NRF operations.

Achievements

- An approved structure and enhanced staff establishment, an endorsed Performance Contract,
- Executed lease agreement with NACOSTI, and the partitioning of the 3rd Floor of the NACOSTI Building have been completed.
- Additionally, the NRF website was activated,
- An Integrated Grant Management Information System (IGMIS) was operationalized.
- Procurement of an Enterprise Resource Planning system.

B. KRA 2: Management of Research Funds

The NRF was established with the primary aim of facilitating research funding to propel the country towards an "industrial renaissance." To guarantee the sufficiency of funds, the NRF engaged in resource mobilization and management. Effective management of the Fund involved the utilization of resources to meet both current and future demands for research, ensuring the judicious utilization of the research funds.

Achievements

- Resource Mobilization: the NRF successfully mobilised a total of KES 6,148,396,461. This sum comprised KES 5,864,053,711 sourced from the Government of Kenya (GoK) and KES 284,342,750 from various donors.

- In tandem with this, a comprehensive Resource Mobilization and Investment Strategy was formulated to guide future endeavors in this domain.
- On prudent utilization of research funds, NRF supported several research projects, infrastructure and postgraduate students.
- Grants amounting to KES 45,894,5433 were disbursed to support 575 postgraduate research grants.
- A total disbursement of KES 1,453,147,686 was made to support 156 projects falling under the first call for multidisciplinary/multi-institutional initiatives (MMC1).
- A sum of KES 544,006,843 was disbursed to back 31 projects falling under the second call for multidisciplinary/multi-institutional projects (MMC2).
- Nineteen research infrastructure projects were supported with a budget totaling KES 916,255,664.
- NRF has an approved accounting system and an approved Finance Manual.

C. KRA 3: Research and Innovation Capacity

NRF focused on improving research capability by supporting environments that encourage people to use research. NRF sought to strengthen research and innovation capacity by ensuring sustainability of research and innovation infrastructure, promoting development of a critical mass of skilled researchers, developing, and maintaining a database of research initiatives and enhancing utilization of research findings.

Achievements

- NRF supported 32 dissemination forums,
- Produced Documentaries on the NRF funded projects,
- Created social media channels to improve dissemination.
- Bilateral engagement/ meetings with actors/partners with big impact/interest conducted.

D. KRA 4: Funding Research in National Development Priorities

NRF geared its research agenda in the Third Medium Term Plan (MTP III) towards the Big 4 Agenda as outlined in the National Research Priorities 2018-2022 document as shared by NACOSTI.



Achievements

- NRF funded the following research projects:
- 575 postgraduate research grants,
- 156 multidisciplinary/multi-institutional initiatives (MMC 1) projects,
- 31 multidisciplinary/multi-institutional (MMC2) project and,
- Nineteen (19) research infrastructure projects.

3.1.5.2 Challenges

The Fund faced challenges that affected the realisation of the targets in the key result areas of Strategic Plan 2018-2022; These included:

- Financial constraints: Fluctuating and inconsistent exchequer budget allocations have affected the funding timelines of projects. This, in turn, has impacted the number of research projects funded from the exchequer, necessitating resource mobilization for additional funding.
- Lean human resource capacity to support Fund operations: The Fund's operations were managed by a secretariat comprising four officers deployed from the Ministry of Education, State Department for Higher Education and Research (SDHER).
- NRF operated without a permanent Chair of the Board of Trustees for the period 2017 to 2020. This delay impacted on the approval of the NRF's Corporate Plan, Annual Work Programs, and Annual Budget.
- Covid-19 that interrupted the implementation of research projects. The unexpected disruption caused by the COVID-19 pandemic significantly impacted the implementation of research projects outlined in the strategic plan. Restrictions, resource reallocations, and logistical challenges arising from the pandemic led to delays and modifications in project timelines, potentially affecting the overall achievement of strategic goals.

3.1.5.3 Lessons Learnt

In retrospect, the analysis of achievements for the Strategic Plan 2018 -2022 reveals the following:

- Structural challenge/Administrative issues.
- Weak alignment of the programmes to the KRAs. The initiatives and projects within the programs were not directly contributing to the achievement of the overarching goals.
- The programmes were not identified at the right

level, with some projects and activities captured as programmes. Proper identification of the programmes is crucial for effective program management and ensures that resources are appropriately allocated and tracked. Some of the programmes were identified as activities.

- The strategic objectives, strategies and activities lacked clarity and specificity and it was challenging to measure progress, evaluate success, and align efforts effectively.
- Apart from funds allocated by the National Treasury, NRF did not mobilise adequate resources to finance the Strategic Plan. There is need for proactive resource mobilization strategies, such as seeking external funding or exploring alternative revenue streams, to ensure sustainable implementation of a strategic plan.

3.2 Stakeholder Analysis

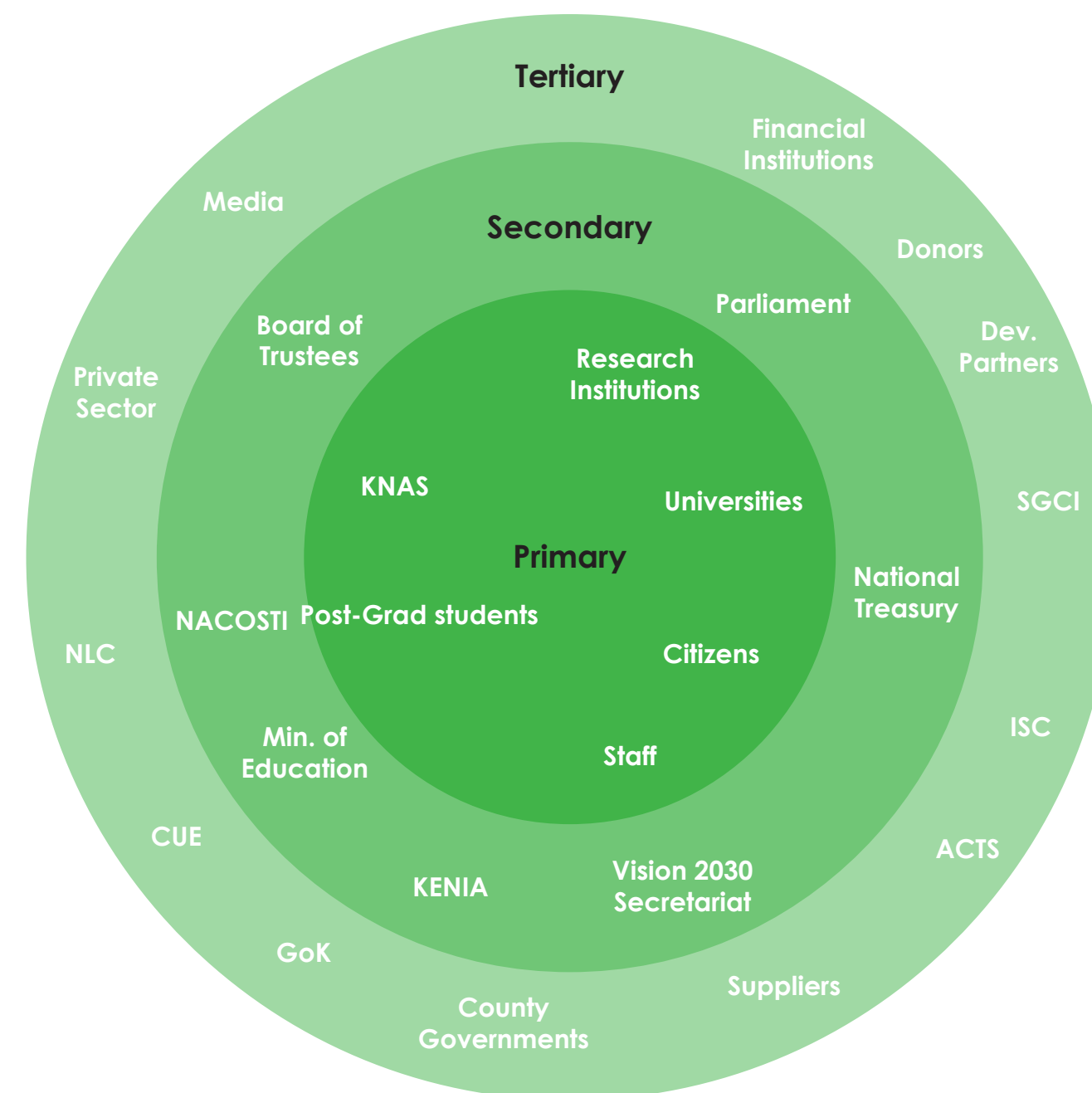
NRF interacts with several stakeholders as it creates and delivers value to its beneficiaries. These stakeholders can be grouped into three categories, namely:

- **Primary Stakeholders:** Stakeholders who are directly affected by the services offered by NRF.
- **Secondary Stakeholders:** Decision-makers who have a direct influence on the primary stakeholders.
- **Tertiary Stakeholders:** Stakeholders who influence the broader landscape that affects the primary stakeholders.

These stakeholders can be mapped in three concentric circles as shown in **Figure 1**. At the core of the circles are the citizens/residents of the country, who are indeed the ultimate beneficiaries of NRF's services. The closer a stakeholder is to the core, the greater their influence on the primary stakeholders.

An analysis of the NRF's internal and external environment was undertaken as part of the strategic planning process. The SWOT analysis provided information on how internal and external environments impact the operations of the Fund. The results of the analysis are summarised in Table 3.3.

Figure 1



Primary Stakeholders: Stakeholders who are directly affected by the services offered by NRF.

Secondary Stakeholders: Decision-makers who have a direct influence on the primary stakeholders.

Tertiary Stakeholders: Stakeholders who influence the broader landscape that affects the primary stakeholders.



3.2.1 Primary Stakeholders

Table 3.3: Stakeholder Analysis

S.No.	Stakeholder/ Stakeholder Group	Role	Expectation of the Stakeholder/Group (from NRF)	Expectation of NRF (from the stakeholder)
1.	Staff	Execution of Fund programs	<ul style="list-style-type: none"> Defined career progression Training and development opportunities Healthy, safe and secure working environment Fair remuneration Professional development Clear and transparent communication 	<ul style="list-style-type: none"> Quality service Integrity and Professionalism Dedication to the Fund's mandate and mission Loyalty and sustainable service
2.	Research institutions	Research	<ul style="list-style-type: none"> Funding support Transparent granting process Timely and transparent communication 	<ul style="list-style-type: none"> High quality proposals Effective resource utilizations Monitoring, Evaluation, Research and Learning (MERL) Account for NRF funds Research findings translation, policy and products
3.	Citizens	Consumption of research outcomes	<ul style="list-style-type: none"> Transparency and accountability Relevance to societal issues Adequate engagement in research Accessibility of findings 	<ul style="list-style-type: none"> Consume research outcomes. Participation in social research Investment in research funding Public private partnerships
4.	Postgraduate students	Research	<ul style="list-style-type: none"> Financial support Timely and transparent communication Opportunities for collaborations and linkages 	<ul style="list-style-type: none"> Conduct ethical research Effective resource utilization Research findings translation
5.	STI Professional Bodies	Promotion of the advancement of scientific and technological endeavours	<ul style="list-style-type: none"> Funding support Collaboration and consultations Support for research excellence Alignment with scientific integrity 	<ul style="list-style-type: none"> Research expertise Review of research proposals Collaborations and partnerships Dissemination of research outcomes Research advocacy and policy influence Capacity building in developing research and funding proposals
6.	Universities	Research and Development	<ul style="list-style-type: none"> Funding support Transparent granting process Timely and transparent communication Funding commercialization of innovations 	<ul style="list-style-type: none"> High quality proposals Effective resource utilizations Account for NRF funds MERL Research findings translations Coordinate ethical research Commercialization of research findings

3.2.2 Secondary Stakeholders

Table 3.3b: Analysis of Secondary Stakeholders

S.No.	Stakeholder/ Stakeholder Group	Role	Expectation of the Stakeholder/Group (from NRF)	Expectation of NRF (from the stakeholder)
1.	NACOSTI	Setting research priorities	<ul style="list-style-type: none"> Funding research priorities Collaboration on dissemination of research findings 	<ul style="list-style-type: none"> License research projects and facilities Collaboration on dissemination of research findings
2.	Parliament	Policy formulation/ legislation	<ul style="list-style-type: none"> Adherence to established laws and policies Prudent management of research funds 	<ul style="list-style-type: none"> Formulation of laws that promote research and funding (incl. tax exemption on imported research equipment) Allocation of adequate funds
3.	Ministry of Education (TVET, DRST, DUE, Basic Education)	Implementation of policies on research	<ul style="list-style-type: none"> Efficient utilization of funds Improved innovation research and development Strategic research interventions Seek for funding partnerships 	<ul style="list-style-type: none"> Timely disbursement of finances Support NRF functions Effective linkage with national government Formulation and implementation of supporting policies
4.	The Board of Trustees	Governance and leadership	<ul style="list-style-type: none"> Good governance and leadership at all levels Funding research programs that are competitive, demand-driven, affordable and of high quality Compliance to financial and procurement policies and procedures 	<ul style="list-style-type: none"> Support in timely policy formulation and approval Transformative and strategic leadership and governance Enhanced local and international lobbying and networking
5.	KENIA	Commercialization of innovations	<ul style="list-style-type: none"> Funding for commercialization of innovations Compliance with the STI Act Funding linkages for commercialization of innovations 	<ul style="list-style-type: none"> Account for NRF funds MERL Participate in NRF activities Commercialization of innovations Compliance with the STI Act
6.	The National Treasury	Leadership in Economic and Public Finance Management	<ul style="list-style-type: none"> Prudent utilization of funds Timely financial reporting Compliance with the PFM Act 	<ul style="list-style-type: none"> Timely release of funds Audit of Books of Accounts
7.	Vision 2030 Secretariat	Spearheading the implementation of the Vision 2030 as the country's blueprint and strategy	<ul style="list-style-type: none"> Implementation of MTP4 projects Alignment with science and technology research priorities Increase investments on agricultural transformation research, healthcare research and digital superhighway and creative industry 	<ul style="list-style-type: none"> Advisory services on the implementation of MTP 4 projects that are aligned to NRF funding model.



3.2.3 Tertiary Stakeholders

Table 3.3c: Analysis of Tertiary Stakeholders

S.No.	Stakeholder/ Stakeholder Group	Role	Expectation of the Stakeholder/ Group (from NRF)	Expectation of NRF (from the stakeholder)
1.	Development Partners	Funding research initiatives Translation of research findings to policy	<ul style="list-style-type: none"> Prudent management of research resources Sending out research calls and awarding researchers Dissemination of research outputs 	<ul style="list-style-type: none"> Providing grants for research calls Mobilise resources on behalf of NRF Capacity building and partnerships/engagement
2.	Donors	Funding of research Initiatives	<ul style="list-style-type: none"> Prudent management of research resources Sending out research calls and awarding researchers Dissemination of research outputs 	<ul style="list-style-type: none"> Providing grants for research calls Mobilise resources on behalf of NRF Capacity building and partnerships/engagement
3.	Science Granting Councils Initiative (SGCI)	Strengthening the institutional capacities of public science funding agencies in Sub-Saharan Africa	<ul style="list-style-type: none"> Prudent management of research resources Sending out research calls and awarding researchers Dissemination of research outputs 	<ul style="list-style-type: none"> Providing grants for research calls Mobilise resources on behalf of NRF Capacity building and partnerships/engagement
4.	National Government (GoK)	Creating enabling environment for research	<ul style="list-style-type: none"> Funding quality research projects Implementation of Bottom-up Economic Transformation Agenda (BETA) 	<ul style="list-style-type: none"> Enabling policy framework Set national development agenda, which informs national research priorities Implement policies emanating from research findings Promote utilization of research outcomes Initiate bilateral agreements with other countries integrating knowledge transfer through research
5.	County Governments	Creating enabling opportunities and provision of services to the citizens	<ul style="list-style-type: none"> Funding quality research projects Implementation of county development agenda 	<ul style="list-style-type: none"> Enabling policy framework Set county development agenda, which informs county research priorities Implement policies emanating from research findings Promote utilization of research outcomes Co-funding of common research projects
6.	Private Sector (e.g., KEPSA, FKE, KAM)	Uptake of research-driven innovations	<ul style="list-style-type: none"> Research funding Funding linkages Commercializable research outputs 	<ul style="list-style-type: none"> Co-funding Public Private Partnerships Provide grants towards research projects Co-creation in solving industrial problems
7.	Media	Advocacy and education on research	<ul style="list-style-type: none"> Research information on availability of funds, research priorities, and research outputs Capacity building on research projects and funding 	<ul style="list-style-type: none"> Dissemination of research findings and outputs information to the public Sensitization of the public on research outputs and outcomes Advocate national research interests

8.	Suppliers	Provision of products and services	<ul style="list-style-type: none"> Clear terms of reference (ToRs) Transparency in tendering Compliance to procurement regulations and contractual obligations 	<ul style="list-style-type: none"> Timely provision of quality services and products Adhere to NRF core values Compliance to procurement regulations and contractual obligations
9.	Financial Institutions (FIs)	Facilitation of financial transactions	<ul style="list-style-type: none"> Bank with them Adherence to PFM Act 	<ul style="list-style-type: none"> Secure and invest funds Good returns on investment
10.	Commission for University Education (CUE)	Regulation and assurance of quality higher education	<ul style="list-style-type: none"> Engage with accredited universities and colleges 	<ul style="list-style-type: none"> Confirmation of accredited universities and Colleges Dissemination of research findings
11.	African Centre of Technology Sciences (ACTS)	Strengthen the capacity and policies of African countries and institutions to harness science, technology, and innovation	<ul style="list-style-type: none"> Coordinate research funding Prudent management of research resources Sending out research calls and awarding researchers Dissemination of research outputs 	<ul style="list-style-type: none"> Capacity building of researchers Providing grant for research calls Mobilise resources on behalf of NRF Dissemination of research outputs
12.	National Lands Commission (NLC)	Manage public land on behalf of the national and county governments	<ul style="list-style-type: none"> Collaborate to advance research on land issues Dissemination of research outputs 	<ul style="list-style-type: none"> Co-funding research activities Dissemination of research outputs



4. STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter presents the strategic issues, goals, and key result areas that the NRF will pursue in delivering its mandate during the 2023 -2027 plan period.

4.1 Strategic Issues

NRF will address the gaps which were identified from the foregoing strategic analysis. Four strategic issues arose from these gaps. They are:

- Inadequate capacity to manage research funds
- Inadequate funding;
- Shortcomings in service delivery; and
- Inadequate research infrastructure and capacity of researchers.

In addition, emerging issues in the operating environment were also picked out as constituting an important strategic issue that the Fund will need to pay attention to.

These four strategic issues are elaborated upon as follows:

- Inadequate capacity to manage research funds:** NRF has over the years operated with very lean staff, inadequate governance systems including a weak performance management framework, and inadequate organizational infrastructure. The fund has been using processes that were borrowed from its parent ministry and has not documented its customized processes that are unique to its context. These factors have contributed to weak capacity for managing research funds.
- Inadequate funding:** This strategic issue points to

the challenge of insufficient financial resources for NRF. Inadequate funding has led to the organisation's inability to support a diverse range of research initiatives, attract top-tier researchers, and invest in cutting-edge technologies. NRF will explore alternative funding sources, such as applying and lobbying for grants from developmental partners, public-private partnerships, negotiating for government's increased exchequer allocation, fostering strategic collaborations, and engaging in robust resource mobilization.

- Shortcomings in service delivery:** There have been shortcomings in the processes and mechanisms through which NRF supports and facilitates research. These include delays in grant disbursements, ineffective communication channels, and inadequate support systems for researchers. NRF will implement streamlined and transparent processes, improving communication between NRF and researchers, and investing in technology (grants management system) to enhance the efficiency of service delivery.
- Inadequate research infrastructure and capacity of researchers:** There is need to strengthen the infrastructure and capacity-building initiatives for researchers affiliated with the NRF. Insufficient resources, lack of or limited research equipment, and a lack of training opportunities can impede the effectiveness of research activities. NRF will focus on funding research facilities, providing training programs for researchers, and fostering collaborations with institutions that can contribute expertise and resources. Enhancing the capabilities of researchers is crucial for the successful execution of impactful and high-quality research projects.

4.2 Strategic Goals

NRF will work towards attaining the following four (4) strategic goals, which are linked to the foregoing strategic issues, during the implementation of the Strategic Plan:

- Enhanced capacity to manage research funds:** Adequate institutional capacity to manage research funds is critical for overall service delivery. NRF will enhance this capacity by recruiting and continually training its staff, instituting robust performance management mechanisms, automating institutional processes, improving organizational infrastructure, enhancing institutional governance, improving quality of the services offered, and prudently managing its resources.
- Sustainable funding:** NRF will focus on establishing a stable and continuous source of financial to support researchers and institutions to conduct impactful and innovative research without significant disruptions. This will involve improving resource mobilization capacities, enhancing effectiveness of grants application, improving resource mobilization through increasing funding diversity, exploring public-private partnerships, and building strategic collaborations to withstand economic fluctuations.
- Enhanced public trust:** Public trust is crucial for the success of any research funding organisation. Ensuring transparency, accountability, and effective communication about the impact of research projects are essential components of maintaining public trust. This goal involves enhancing capacity for funds management, improving the quality of services, and enhancing accountability through prudent use of financial resources, thus enhancing confidence among researchers in grants disbursement. NRF aims to establish a strong connection with the public, ensuring that the Fund is perceived as a trustworthy and valuable institution that prioritizes the public interest in its research endeavours.
- Enhanced uptake of research outputs:** NRF aims to increase the utilization and application of research findings in various sectors through creating mechanisms and pathways to bridge the gap between research outcomes, industries, and the community at large. NRF seeks to enhance grants management processes, increase support for dissemination and commercialization of research outputs, improve dissemination of research outputs to maximize the real-world impact of research outputs, thus contributing to societal progress and economic development.



4.3 Key Result Areas

The Strategic Plan will be guided by four (4) key results areas (KRAs), which are linked to the strategic Issues.

These KRAs are:

- KRA 1: Institutional Capacity
- KRA 2: Resource Mobilization
- KRA 3: Grants Management
- KRA 4: Research Empowerment

Table 4.1 summarises the strategic issues, goals and KRAs.

Table 4.1: Strategic Issues, Goals and KRAs

Strategic Issue	Strategic Goal	KRAs
Inadequate capacity to manage research funds	Enhanced capacity for the management of research funds	KRA 1: Institutional Capacity
Inadequate Funding	Sustainable funding	KRA2: Resource Mobilization
Service delivery	Enhanced public trust	KRA 3: Grants Management
Inadequate research infrastructure and capacity of researchers, and emerging issues	Enhanced uptake of research outputs and sustainability of communities	KRA 4: Research Empowerment

5. STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter discusses the strategic results that NRF seeks to achieve within the strategic planning period. It includes the performance projections on each of the KRAs, the strategic objectives, as well as the strategies to be deployed in achieving the desired results.

5.1 Strategic Objectives

Strategic objectives indicate the broad continuous improvement activities that NRF will implement within the five-year Plan period to achieve the desired strategic goals. The following strategic objectives will be implemented:

- i) SO 1.1: To strengthen institutional capacity by improving institutional readiness to 95% by June 2028.
- ii) SO 2.1: To increase funding diversity by adding two (2) funding sources annually.
- iii) SO 2.2: To improve resource mobilization by mobilizing Kshs. 3.1 billion by June 2028.
- iv) SO 3.1: To enhance confidence amongst researchers in grants disbursements by improving their confidence index to (X+30) % by June 2028.
- v) SO 4.1: To improve research infrastructure in Kenya to 95% readiness by June 2027.
- vi) SO 4.2: To promote incorporation of emerging and national strategic issues in all projects by June 2027.

The performance projections in each key result area against each strategic objective are summarised in Table 5.1.

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	PROJECTIONS				
			Year 1	Year 2	Year 3	Year 4	Year 5
Institutional Capacity							
SO1.1: Strengthen Institutional Capacity	Enhanced capacity for the management of research funds	Institutional readiness	50%	60%	70%	80%	95%
KRA 2: Resource Mobilization							
SO2.1: Increase Funding Diversity	Reduced dependence on a few funding sources	Additional number of different funding sources	2	2	2	2	2
SO2.2: Improve Resource Mobilization	Adequate finances for funding research projects	Amount of funds mobilised	Ksh. 1.046 B	Ksh. 1.359 B	Ksh. 2.039 B	Ksh. 2.549 B	Ksh. 3.1 B

KRA 3: Grants Management							
SO3.1: Enhance Confidence Amongst Researchers in Grants Disbursements	Increased acceptability of granting decisions	Confidence index	65%	70%	75%	80%	90%
KRA 4: Research Empowerment							
SO4.1: Improve Research Infrastructure Readiness in Kenya	Increased uptake of research outputs	Level of readiness of research infrastructure in Kenya	50%	60%	70%	80%	95%
SO4.2: Promote Incorporation of ESI in Projects	Enhanced sustainability and inclusivity through incorporation of ESI	% Projects incorporating emerging and national strategic issues	100%	100%	100%	100%	100%

5.2 Strategic Choices

Various strategies will be implemented under each strategic objective to facilitate the realisations of the desired outcomes for the latter. These strategies are presented in Table 5.2.

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objectives	Strategies
KRA 1: Institutional Capacity	SO1.1: Strengthen Institutional Capacity	S1: Enhance human resource Capacity
		<ul style="list-style-type: none"> S2: Enhance corporate performance management S3: Enhance automation of institutional processes S4: Improve organization Infrastructure S5: Enhance institutional governance S6: Improve quality of service S7: Enhance prudent financial management S8: Improve prudent use of resources
KRA 2: Resource Mobilization	SO2.1: Increase Funding Diversity	<ul style="list-style-type: none"> S1: Promote resource mobilization through lobbying, networking, and advocacy S2: Enhance communication on impactful research projects
	SO2.2: Improve Resource Mobilization	<ul style="list-style-type: none"> S1: Enhance development and submission of quality proposals to attract funds S2: Promote Research partnerships and collaboration S3: Enhance STI advocacy and diplomacy
KRA 3: Grants Management	SO3.1: Enhance Confidence Amongst Researchers in Grants Disbursements	<ul style="list-style-type: none"> S1: Enhance stakeholder partnerships S2: Enhance transparency in grants management cycle
KRA 4: Research Empowerment	SO4.1: Improve research infrastructure in Kenya	<ul style="list-style-type: none"> S1: Promote sharing of research infrastructure S2: Enhance capacity development for researchers S3: Enhance dissemination of research outputs S4: Promote collaborations and linkages on emerging issues
	SO4.2: Promote incorporation of ESI in all projects	<ul style="list-style-type: none"> S1: Enhance knowledge on ESI S2: Promote sustainability and resilience S3: Increase ESI funding S4: Enhance incorporation of ESG in all projects

6. IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter sets out how the NRF Strategic Plan 2023-2027 will be implemented. In addition, it explains the Implementation Action Plan, Annual Workplan and Budget, Performance Contracting, Coordination Framework, and Institutional Framework. The chapter further details the Coordination Framework covering aspects such as the Institutional Framework, Staff Establishment, Skill Sets, Competence Development, Leadership, and Systems and Procedures. Lastly, the chapter delves into the Risk Management Framework, emphasizing the importance of identifying, assessing, and mitigating risks within the organisation. Together, these sections provide a comprehensive overview of key elements essential for effective organisational management and strategy implementation.

6.1 Implementation Plan

For successful Implementation of the NRF Strategic Plan 2023-2027, there will be need for a clear and well thought out implementation plan. This will be based on existing structures of the organisation and will serve as the guiding roadmap for execution of strategic objectives, strategies, and activities outlined in these various planning instruments. This comprehensive plan

not only delineates the sequence of activities, responsibilities, and timelines but also ensures alignment with available resources and financial allocations, thereby fostering efficiency and accountability throughout the execution process. Moreover, it functions as the bridge between strategic planning and operational execution, facilitating the translation of NRF's goals into tangible actions, budgetary allocations, and contractual commitments, thereby enabling monitoring of progress and achievement of the desired outcomes effectively.

6.1.1 Action Plan

An action plan outlines specific activities, responsibilities, timelines, and resources needed to achieve concrete goals and objectives. This has been set out in the implementation matrix presented in Table 6.1. It outlines the objectives, strategies, activities, annual targets, budgets and responsibilities. The implementation matrix will help NRF to prioritize activities, track progress, and stay on course towards desired outcomes.



Table 6.1: Implementation Matrix
KRA 1: Institutional Capacity

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Service delivery																		
Strategic Goal: Enhanced public trust																		
KRA 1: Institutional Capacity																		
Outcome: Increased capacity for the management of research funds																		
Strategic Objective 1.1: To strengthen institutional capacity by improving institutional readiness to 95% by June 2028.																		
Enhance Human Resource Capacity	Recruit technical staff to fill identified gaps	Technical Staff recruited	Number of technical Staff recruited	Twelve (12)	4	0		8	0	0	5,000	-	-	10,000	-	15,000	CEO, HR	HR, Finance
	Undertake staff skills gap analysis	Skills Gap Analysis Report	Approved Skills Gap Analysis Report	2	1	0		0	1	0							HR	RM
	Identify and train staff on resource mobilization, lobbying and advocacy	Staff trained on resource mobilization, lobbying, networking and advocacy	Number of staff trained	20	10	2		8	0	0	1,000	200		800	-	2,000		
	Identify and implement appropriate interventions for training in all other areas	Institutional Training Plan	Approved Institutional Training Plan	5	1	1		1	1	1								
	Develop and implement training manuals and conduct training	Development and implementation of training manuals and the successful conduct of training sessions	Created training materials (manuals) and the executed training sessions	10 Training Sessions	2	2		2	2	2	500	500	500	500	500	2,500		
	Develop succession management plan	Succession Management Plan	Approved Succession Management Plan	1	1	1		1	1	1								
	Implement succession management plan	Identified successors for key positions	% Key positions with identified successors	100%	100%	100%		100%	100%	100%								
Enhance Corporate Performance Management	Develop corporate performance goals	Annual Performance Contract	Signed Annual Performance Contract	1	1	1		1	1	1							CEO / Planning	HR, Finance
		Cascaded staff performance targets	% Staff with signed cascaded performance targets	100%	100%	100%		100%	100%	100%								
	Develop performance management system	Performance tool aligned with corporate objectives	Approved performance management tool	1	1	1		1	1	1								
	Implement performance management system	Appraised staff	% Staff appraised	100%	100%	100%		100%	100%	100%								



Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Enhance Automation of institutional Processes	Continuous upgrade of ERP system	Updated ERP Software Version	Updated ERP Software Version in place	1 ERP software version that is released every four to five years	0	0		0	0	1 new ERP	-	-	-	-	-	4,000	CEO, GM	ICT, Grants
	Conduct continuous trainings on the automated system	Number of Training Sessions Conducted and number of certifications	Count of training sessions conducted within the time period.	20 training sessions	4 training sessions	4 training sessions		4 training sessions	4 training sessions	4 training sessions	2,000	2,000	2,000	2,000	2,000	10,000		
	Monitor usage of ERP system	Usage Metrics Report	Number of active users accessing the ERP system and providing feedback	5-year report of Analysis of user logins and feedback of ERP system.	20 reports per 5 years	4 Usage Metrics Reports		4 Usage Metrics Reports	4 Usage Metrics Reports	4 Usage Metrics Reports	-	-	-	-	-	-		
Improve Organization Infrastructure	Establish a supportive office work environment	Safe and conducive work environment	Work Environment Index	Baseline (X)	(X+5) %	(X+10) %		(X+15) %	(X+20) %	(X+25) %							CEO	HR
Enhance Institutional Governance	Formulate/review internal governance policies and instruments	Drafted/Revised Internal Governance Policies and Management Framework	Number of draft policies and frameworks formulated or reviewed.	20 draft policies and frameworks formulated or reviewed	5 policies drafted, formulated, or reviewed	5 policies drafted, formulated, or reviewed		5 policies drafted, formulated, or reviewed	5 policies drafted, formulated, or reviewed	5 policies drafted, formulated, or reviewed	1,000	-	1,000	-	-	-	CEO	Internal Audit, Planning & Compliance and ICT
	Develop the Institutional Risk Management Framework (IRMF)	IRMF in place	Approved IRMF	1 IRMF document	1 IRMF document	1 IRMF document		1 IRMF document	1 IRMF document	1 IRMF document	1,000	-	-	-	-	-		
	Implement the IRMF	Implementation of the IRMF	IRMF Implementation Reports	Five (5) Reports	One (1) Report	One (1) Report		One (1) Report	One (1) Report	One (1) Report	200	200	200	200	200	1,000		
	Assess institutional governance compliance audit	Enhanced institutional governance compliance	Level of compliance with governance requirements	100%	100%	100%		100%	100%	100%								
Improve Quality of Service	Establish and implement Quality Management System (QMS), ISO 9001:2015	Improved Quality services	Customers Satisfaction Index	Baseline (X%)	(X+5) %	(X+10) %		(X+15) %	(X+20) %	(X+25) %	200						CEO	Communications, Planning & Compliance
	Undertake Audit of Citizen's Service Delivery Charter	Customers' Feedback	Compliance	100%	70	75		85	95	100								
	Undertake Change Management Programme	Adoption of QMS	Compliance with SOPs	100%	65	75		85	95	100								



Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Enhance Prudent Financial Management	Review and operationalize Finance Standard Operating Procedures (SOPs) and Finance Manual	Effective Internal financial controls	No. of Major Non-Conformities	Zero (0)	Zero (0)	Zero (0)		Zero (0)	Zero (0)	Zero (0)	1,000	1,000	1,000	1,000	1,000	5,000	CEO	Finance, Internal Audit
	Conduct M&E on Grants management	M&E reports developed	Compliance	100%	100%	100%		100%	100%	100%	-	-	-	-	-	-	CEO	Finance, Internal Audit
	Develop and operationalize financial risk management and mitigation framework	Financial risk management and Mitigation framework developed	Compliance	100%	100%	100%		100%	100%	100%	1,000	-	-	-	-	1,000	SNR ACC.	Planning & Compliance
Improve Prudent Use of Resources	Review and operationalize Standard Operating Procedures (SOPs)	Effective Internal controls	No. of major non-conformities	Zero (0)	Zero (0)	Zero (0)		Zero (0)	Zero (0)	Zero (0)	1,000	1,000	1,000	1,000	1,000	5,000	CEO	Finance, Internal Audit
	Conduct M&E on Grants management	M&E reports developed	Compliance	100%	100%	100%		100%	100%	100%	-	-	-	-	-	-	CEO	Finance, Internal Audit
	Develop and operationalize enterprise risk management (ERM) framework	ERM framework developed	Compliance	100%	100%	100%		100%	100%	100%	1,000	-	-	-	-	1,000	SNR ACC.	Planning & Compliance
Total Budget for KRA 1											14,900	4,900	5,700	15,500	4,700	46,500		

KRA 2: Resource Mobilization

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Inadequate funding																		
Strategic Goal: Sustainable research funding																		
KRA 2: Resource mobilization																		
Outcome: Reduced dependence on exchequer and diversified funding sources																		
Strategic Objective 2.1: To increase funding pool through resource mobilization																		
Build or train staff capacity on resource mobilization lobbying, networking and advocacy	Organize and hold donor round-table discussions, meetings and events annually	Partnership MOUs signed	No. of MOUs signed	Ten (10)	2	2		2	2	2	3,000	3,000	3,000	3,000	3,000	15,000	DD RM	Comm. Grants, Legal
	Participate in local and international forums on R&D to scout for potential funding	Prospective donors identified	No. of prospective donors identified	Ten (10)	2	2		2	2	2	1,500	1,500	1,500	1,500	1,500	7,500	DD RM	Comm. Grants, Legal

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Enhance Communication on Impactful Research Projects	Impact assessment of the funded projects	Impact assessment reports on funded projects	Impact assessment reports	3	1	0		1	0	1	2,500	2,500	2,500	2,500	2,500	12,500	DD RM/ GM	P&C, ICT
	Document and disseminate impactful success stories	Increased visibility of impactful research	Number of success stories disseminated	10 success stories	2	2		2	2	2	2,000	2,000	2,000	2,000	2,000	10,000	Comms, Grants	RM, ICT, P&C
	Publication of Annual Report	Increased awareness of NRF's work and impact	No. of Annual Reports published	5	1	1		1	1	1								
			Number of platforms Used	5 platforms	5	5		5	5	5								
			Number of people reached	1million people reached	400,000	60,000		800,000	900,000	1,000,000								

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2	Y3		Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Inadequate funding																		
Strategic Goal: Sustainable research funding																		
KRA 2: Resource mobilization																		
Outcome: Adequate finances for funding research projects																		
Strategic Objective 2.2: To increase funding pool through resource mobilization																		
Enhance development and submission of quality proposals to attract funds	Map potential donors/ partners and their funding trends/cycles	Database of funding partners developed	Database in place	One (1) updated database	1	1	1		1	1	100	100	100	100	100	500	RM	ICT, GM
	Develop internal guidelines for application and submission of proposals to donors	Internal grant application framework in place	Percentage success rate of submitted proposals	60%	40%	45%	50%		55%	60%	100	-	-	-	-	100	RM	GM

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2	Y3		Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Promote Partnerships and Collaboration	Initiate outreach engagement to potential partners	Potential partners/ donors reached out to	No. of MoUs signed	10	2	2	2		2	2	1,500	2,000	2,000	3,000	3,000	11,500	RM	COMMs, GM, Legal
	Develop and operationalize collaboration/ partnership framework with county governments	Frameworks established	No. of MoUs signed	24	3	5	5		6	6	1,500	2,500	2,500	3,000	3,000	12,500	CEO	RM, COMMs, GM
	Develop and operationalize an incentive framework for private sector investment in R&D	Framework established	No. of MoUs signed	10	2	2	2		2	2	700	1,000	1,000	1,000	1,000	4,700	RM	COMMs, GM, Legal
Enhance Advocacy and Engagement	Develop and implement advocacy strategy	Advocacy Strategy developed	Advocacy Strategy	1	1	0	0		0	0	500	-	-	-	-	500	RM	COMMs, GM
	Lobby government for enhanced exchequer funding	Increased funding	Amount funding mobilised (KShs. millions)	3,100	1,046	1,359	2,039		2,549	3,100	3,000	3,000	3,000	3,000	3,000	15,000	RM	COMMs, GM, Finance
Total Budget for KRA 2											16,400	17,600	17,600	19,100	19,100	89,800		

KRA 3: Grants Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y3	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Service delivery																		
Strategic Goal: Enhanced public trust																		
KRA 3: Grants Management																		
Outcome: Increased efficiency and effectiveness in service delivery																		
Strategic Objective 3.1: To enhance confidence amongst researchers in grants disbursements by improving their confidence index to (X+30) % by June 2028.																		
Enhance Stakeholder Partnerships	Develop partnership engagement plans	Engagement plan in place	Report on Engagement Plan	1	1	1		1	1	1	300	300	300	300	300	1,500		
	Implement partnership engagement plans	Implemented Engagement Plan	Number of engagement activities p.a.	20 engagements	4	4		4	4	4	300	300	300	300	300	1,500		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2		Y3	Y3	Y5	Y1	Y2	Y3	Y4	Y5			
Enhance Transparency in Grants Management Cycle	Conduct initial assessment to determine the baseline level of grants data accessibility	Baseline survey report developed	Baseline Survey Report	1	1	0		0	0	0	1,000	-	-	-	-	1,000		
	Implement an Open Data Portal for Grants	Functional and accessible portal	Level of accessibility	100%	100%	100%		100%	100%	100%	2,000	-	-	-	-	-		
	Regularly update grants data	Updated data	Updated database	1	1	1		1	1	1	500	50	50	50	50	700		
Total Budget for KRA 3											4,100	650	650	650	650	4,700		

KRA 4: Research Empowerment

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2	Y3		Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Weak infrastructure and capacity of researchers																		
Strategic Goal: Enhanced uptake of research outputs																		
KRA 4: Research empowerment																		
Outcome: Increased research uptake																		
Strategic Objective 4.1: To improve research infrastructure in Kenya to 95% readiness by June 2028.																		
Promote sharing of research infrastructure	Conduct a baseline survey to establish level of research infrastructure readiness	Mapping of shareable research infrastructure and readiness	No. of surveys conducted	5	1	1	1		1	1	50	50	50	50	50	250	Grants	ICT
			Number of shareable research infrastructure	44	24	29	34		39	44	250,000	250,000	250,000	250,000	250,000	1,250,000	Grants	RM, Legal
			Level of readiness of NRF-funded infrastructure	95%	95%	95%	95%		95%	95%	-	-	-	-	-	-	Grants	RM, Legal
	Develop infrastructure sharing framework	Infrastructure sharing framework	Percentage of research infrastructure that is shared	90%	50%	60%	70%		80&	90%	1,000	200	200	200	200	1,800	Grants, RM	Legal, ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2	Y3		Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Enhance capacity development for researchers	Conduct training workshops on proposal writing, grants management and Intellectual Property rights	Trained researchers	Number of researchers trained	500	100	100	100		100	100	3,000	3,000	3,000	3,000	3,000	15,000	RM	Grants, Communications
	Design and launch multidisciplinary multi-institution collaborative research calls in national priority areas	Collaborative research calls	Number of collaborative research calls launched	5	1	1	1		1	1	400,000	600,000	800,000	1,000,000	1,200,000	4,000,000	Grants, RM	ICT, Legal, Communications
	Involve TVETs in training on the maintenance of specialized research equipment	Effective maintenance of specialized shared research equipment	% Specialized shared research equipment covered by TVET-trained personnel	100%	X%					100%								
Enhance dissemination of research outputs	Support dissemination fora	Increased dissemination of funded projects	% Funded projects that are disseminated	40%	20%	25%	30%		35%	40%	6,000	7,500	9,000	10,500	12,000	45,000	RM	Grants, Communications, Planning & Compliance
	Organize and/or participate in dissemination fora	Increased dissemination fora	Number of dissemination fora	15	3	3	3		3	3	7,000	7,000	7,000	7,000	7,000	35,000	RM	Grants, Planning & Compliance
	Recognize and award outstanding funded researchers and projects	Increased recognition of outstanding research	Number of outstanding research projects awarded p.a.	5	1	1	1		1	1								
Promote collaborations and linkages on emerging issues	Develop and implement a framework on collaborative research on emerging issues	Collaborative research framework	Number of collaborative research programmes initiated	5	1	1	1		1	1	50	50	50	50	50	250	RM	Grants
	Initiate and establish collaboration and linkages on emerging issues	Collaboration and linked research projects on emerging issues identified	Number of collaborations established	10	2	2	2		2	2	20,000	20,000	20,000	20,000	20,000	100,000	RM	Grants



Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Activity Targets						Annual Budget (000s)					Budget Estimates (Kshs)	Lead	Support
					Y1	Y2	Y3		Y4	Y5	Y1	Y2	Y3	Y4	Y5			
Strategic Issue: Pertinent and emerging issues																		
Strategic Goal: Sustainability of communities and the environment																		
KRA 4: Research empowerment																		
Outcome: Enhanced environmental sustainability																		
Strategic Objective 4.2: To promote incorporation of ESG in all projects by June 2028.																		
Enhance Knowledge on Environmental, Social, and Governance (ESG) Issues	Train Researchers to enhancing capacity on ESG issues	Increase in capacity of Researchers on ESC	Number of researchers trained on ESG Issues	500	100	100	100		100	100	500,000	500,000	500,000	500,000	500,000	500,000	CEO	RM, Grants
Promote Sustainable Utilization of Natural Resources	Design research calls that aim at providing solutions on sustainable utilization of natural resources	Calls on sustainable utilisation of natural resources	Number of calls on sustainable utilization of natural resources	5	1	1	1		1	1	300,000	60,000	60,000	60,000	60,000	60,000	RM	Grants
Increase Climate-Smart Funding	Develop calls targeting climate-smart funding	calls on climate smart funding	Number of calls on climate smart funding	5	1	1	1		1	1	400,000	400,000	400,000	400,000	400,000	2,000,000	RM	ICT, Legal, Commun-ications
Enhance Climate Change Adaptation and Mitigations	Develop and launch research calls that enhance climate change, adaptation, and mitigation.	launch of Research climate change calls	Number of Research calls on climate change adaptation and mitigation	5	1	1	1		1	1	400,000	400,000	400,000	400,000	400,000	2,000,000	Grants, RM	ICT, Legal, Commun-ications
Total Budget for KRA 4											2,287,100	2,247,800	2,449,300	2,650,800	2,852,300	10,007,300		

6.1.2 Annual Work Plan and Budget

The Annual Work Plan and Budget (AWP&B) is a critical strategic plan implementation tool for an organisation. The AWP&B outlines the specific tasks, activities, and projects that need to be executed to achieve strategic objectives for a given year. NRF shall adopt activity-based costing in the development of its Annual Budgets. The annual work plan shall also form the basis of monitoring implementation of the strategic plan.

6.1.3 Performance Contracting

The costed annual work plans shall be the basis of the performance contracts of which NRF shall commit an-

nually. The management shall ensure that all the prerequisite objectives, targets and activities are included in the annual performance contracts.

6.2 Coordination Framework

The coordination framework for the implementation of the NRF Strategic plan is a well-structured and cohesive approach that ensures the effective realisation of the Fund's goals. At its core, the institutional framework is designed with clear hierarchies and responsibilities, fostering accountability and transparency. Staffing levels are optimized to match the plan's requirements, with a focus on recruiting individuals possessing diverse skill sets and competencies to cover a

wide range of technical and vocational education needs. Strong leadership is emphasized, with visionary leaders who provide direction, motivation, and strategic guidance to the workforce. Systems and procedures are meticulously crafted, enabling efficient workflow, data management, and performance tracking. This comprehensive framework synergizes the department's human resources, expertise, and administrative processes, ultimately facilitating the successful execution of the Strategic Plan.

6.2.1 Institutional Framework

The NRF is in the process of reviewing the organisation structure to provide for efficiency and effectiveness in service delivery. The review will also address ca-

reer progression as well as succession management. Emerging issues that will also be incorporated in the structure include planning and M&E, Risk Management, Quality Management System qualification, and resource mobilization framework. It is believed that the revisions once complete will drive the strategy effectively. As currently, NRF will involve the top leadership from the board of trustees to all staff in the implementation of the Strategic Plan.



6.2.1.1 Organisational Structure of NRF

The organogram below shows the current organisational structure of the fund

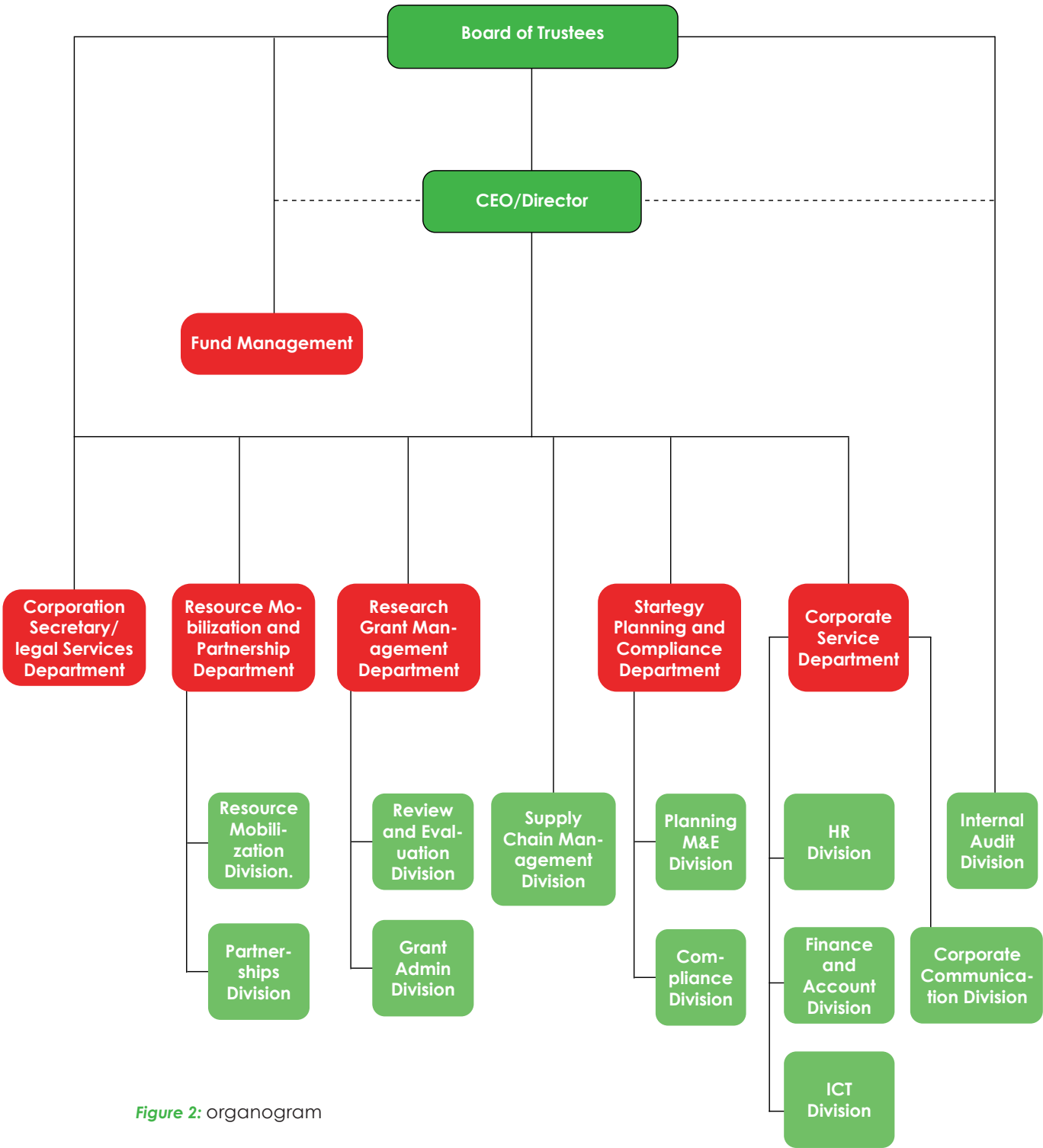


Figure 2: organogram

6.2.2 Staff Establishment, Skills Set and Competence Development

Table 6.2: NRF Staff Establishment

CADRE	APPROVED ESTAB- LISHMENT (A)	OPTIMAL STAFF- ING LEVELS (B)	IN POST (C)	VARIANCE D=(B-C)
Director/CEO	1	1	1	0
Office Administrator/ Senior/Principal	1	1	0	1
Driver/Senior/Principal	1	1	1	0
Office Assistant/ Senior	1	1	1	0
Corporation Secretary and Deputy Director, Legal Services	1	1	0	1
Legal Officer/Senior or Principal	1	1	1	0
Deputy Director Fund Management	1	1	0	1
Principal Accountant, Fund Management	2	2	0	2
Accountant /Senior, Fund Management	2	2	1	1
Deputy Director Resource Mobilization & Partnerships	1	1	0	1
Assistant Office Administrator/Senior	1	1	0	1
Driver/Senior	1	1	0	1
Assistant Director, Resource Mobilization	1	1	0	1
Principal, Resource Mobilization Officer	2	2	0	2
Resource Mobilization officer/ Senior	4	4	1	3
Assistant Director, Resource Mobilization (Partnerships)	1	1	0	1
Principal Resource Mobilization Officer (Partnerships)	1	1	0	1
Deputy Director Research Grants	1	1	0	1
Office Administrator/Senior	1	1	0	1
Driver/Senior/Principal	1	1	0	1
Ass. Director, Research Grants	1	1	0	1
Principal Research Grants Officer	5	5	0	5
Research Grants Officer /Senior	8	8	1	7
Assistant Director, Research Grants	1	1	0	1
Principal Research Grants Officer	2	2	0	2
Research Grants Officer/Senior	4	4	0	4

CADRE	APPROVED ESTABLISHMENT (A)	OPTIMAL STAFFING LEVELS (B)	IN POST (C)	VARIANCE D=(B-C)
Deputy Director, Planning and Compliance	1	1	0	1
Sub Total	1	1	0	1
Assistant Director Planning	1	1	0	1
Planning Officer/ Senior or Principal	1	1	0	1
Assistant Director Quality Assurance	1	1	0	1
Quality Assurance Officer/ Senior or Principal	1	1	0	1
Assistant Director, Supply Chain Management.	1	1	0	1
Supply Chain Man. Officer/Senior or Principal	1	1	1	0
Deputy Director, Corporate Services	1	1	0	1
Office Administrator / Senior	1	1	0	1
Office Assistant / Senior	1	1	0	1
Assistant Director, Finance and Accounts	1	1	0	1
Accounts Assistant/Senior	1	1	1	0
Assistant Director, Human Resource & Administration	1	1	0	1
Human Resource Officer/Senior or Principal	1	1	0	1
Administrative Officer/Senior or Principal	1	1	0	1
Customer Care Assistant/Senior	1	1	0	1
Security Assistant/ Senior	1	1	0	1
Driver / Senior/Principal	1	1	0	1
Office Assistant / Senior	2	2	0	2
Records Management Officer/Senior	1	1	1	0
Library Assistant/Senior	1	1	0	1
Corporate Communications Officer/Senior or Principal	1	1	1	0
Assistant Director, ICT	1	1	0	1
ICT Officer / Senior or Principal	1	1	1	0
Deputy Director, Internal Audit	1	1	0	1
Internal Auditor/Senior or Principal	1	1	1	0
Grand Total	74	74	13	61

Additionally, NRF undertook a skills and competence gap analysis to determine the skills gaps amongst different cadres of staff. The assessment made recommendations on the various areas of competence development necessary for driving the strategy forward. These are summarised in Table 6.3.

Table 6.3: Skills Set and Competence Development

	Cadre	Skill set	Skills gap	Competence Development
1	Legal	<ul style="list-style-type: none"> • Strong analytical skills; • Strategic and innovative thinking • Good communication skills • Ability to mobilise resources; • Strong interpersonal skills; • Proficiency in IT applications; • Strong leadership skills; and • Negotiation skills. 	3	<ul style="list-style-type: none"> • Training in Board paper writing, • Analytical skills • Interpersonal skills
2	Resource Mobilization	<ul style="list-style-type: none"> • Strong analytical skills; • Strategic and innovative thinking; • Good communication skills • Ability to mobilise resources • Strong interpersonal skills; • Proficiency in IT applications; • Strong leadership skills; and • Negotiation skills. 	5	<ul style="list-style-type: none"> • Writing a proposal. • Proposal development skills; • Reporting skills, • Negotiation skills. • Policy Formulation,
3	Research Grants Monitoring and Evaluation	<ul style="list-style-type: none"> • Strong analytical skills; • Strategic and innovative thinking • Good communication skills • Ability to mobilise resources; • Strong interpersonal skills; • Proficiency in IT applications; • Strong leadership skills; and • Negotiation skills. 	7	<ul style="list-style-type: none"> • Short course on writing concept notes, • Monitoring and evaluation skills, • Policy Formulation, Policy Research • Donor Funded Projects • Grant Proposal Writing • Project implementation and Analysis Course
4	Planning	<ul style="list-style-type: none"> • Computing Skills, • Communication Skills • Leadership Skills, • Negotiation Skill • Strategic and innovative thinking; • Ability to mobilise resources; • Strong interpersonal skills; • Proficiency in IT applications 	7	<ul style="list-style-type: none"> • Project Monitoring, Evaluation & Reporting Course, • Strategic Planning and Management and Leadership skills, Reporting skills, • Policy Formulation, • Strategic Planning and Management, • Implementation and Analysis Course • Managing Donor Funded Projects
5	Administration Services	<ul style="list-style-type: none"> • Computing Skills. • Communication Skills. • Problem Solving Skills • Supervisory Skills. 	3	<ul style="list-style-type: none"> • Mentoring and coaching skills, • Counselling Skills, Secretarial Management, Government Protocol, • Etiquette and Events Management Training Course
6	Supply Chain Management	<ul style="list-style-type: none"> • Computing Skills, • Communication Skills, • Leadership Skills • Negotiation Skills, • Problem Solving Skills, • Analytical Skills 	3	<ul style="list-style-type: none"> • Supervisory course, • Public Procurement & Contract Management Course, • Asset Management Course
7	Human Resource management	<ul style="list-style-type: none"> • Computing Skills, • Communication Skills, • Leadership Skills • Negotiation Skills, • Problem Solving Skills, • Analytical Skills 	5	<ul style="list-style-type: none"> • Integrated Payroll • Personnel Data Course, • Job Evaluation in the Public Service. • Salary Administration and • Payroll Management
8	Records Management	<ul style="list-style-type: none"> • Computing Skills. • Communication Skills. • Leadership Skills. • Negotiation Skills. • Analytical Skills 	2	<ul style="list-style-type: none"> • Records Management Course and • Electronic Records Management course
9	Corporate Communications	<ul style="list-style-type: none"> • Strong analytical skills; • Strategic and innovative thinking; • Ability to mobilise resources; • Strong interpersonal skills; • Proficiency in IT applications 	3	<ul style="list-style-type: none"> • Communication Skills for Public Service Office, • Government Identity and • Personal Branding



	Cadre	Skill set	Skills gap	Competence Development
10	Information Communication and Technology	<ul style="list-style-type: none"> Strong analytical skills; Strategic and innovative thinking; Ability to mobilise resources; Strong interpersonal skills; Proficiency in IT applications 	4	<ul style="list-style-type: none"> Cyber security training, Professional competence in systems analysis, Design, and programme, specifications for complex programmes, Data Protection Computer Maintenance and Security
11	Audit	<ul style="list-style-type: none"> Strong analytical skills; Strategic and innovative thinking; Ability to mobilise resources; Strong interpersonal skills; Proficiency in IT applications 	2	<ul style="list-style-type: none"> Fraud Investigation, Detection and Prevention, Audit and Risk Assurance course
12	Drivers	<ul style="list-style-type: none"> Strong analytical skills; Strategic and innovative thinking; Ability to mobilise resources; Strong interpersonal skills Proficiency in IT applications 	3	<ul style="list-style-type: none"> Refresher Training , Training on fleet management Defensive Driving Certificate
13	Office Assistant	<ul style="list-style-type: none"> Strong analytical skills; Strategic and innovative thinking; Ability to mobilise resources; Strong interpersonal skills; Proficiency in IT applications 	4	<ul style="list-style-type: none"> Training on customer handling, Leadership and management skills, Public Relations, Hospitality Skills Development Course

6.2.3 Leadership

The Board of Trustees shall be overall responsible for the delivery of the strategic goals. The implementation of the strategic plan shall be the responsibility of the Chief Executive Officer supported by Management. The directorate responsible for planning and strategy shall ensure planned activities are budgeted for and implemented. It shall also ensure that the activities are integrated into the Performance Contract Annually. There shall be the Strategic Plan Implementation Team, that shall draw membership from all the functional areas and shall have thematic sub-committees responsible for each strategic theme.

6.2.4 Systems and Procedures

NRF has described the required internal systems, processes, and standard operating procedures that will be required for effective and efficient implementation of this Strategic Plan. NRF has put in place internal systems to ensure effectiveness and efficiency of all processes. To enable connectivity, the NRF has deployed internet connection.

In order to ensure full utilization of electronic solutions, NRF has deployed an integrated Enterprise Resource Planning (ERP) system. NRF will continue to upgrade the ERP system as need be to a higher version during the period 2023-2027, explore E-board system and comply with government e-services guidelines.

6.4 Risk Management Framework

The purpose of the risk management framework is to identify high level risks that may hinder the realisation of the Strategic Plan. A description of risks and their categorization is also provided. The risks have been categorized and prioritised based on the likelihood of occurrence and expected impact with suggested actions for mitigation as shown in Table 6.4.

Table 6.4: Risk Management Framework.

Strategic Risk	Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Risk Mitigation
Volatility of Funding Pool	M	H	MH	Lobby the government to adhere to STI Act funding provisions
Influence of development partners	H	H	HH	Institute policy guidelines for partnerships under MoUs
Overdependence on a Single Funding Source	H	H	HH	Diversify funding sources to minimize dependence on any one donor or funding stream.
Increased Competition for Funding	M	M	MM	Differentiate the organisation by highlighting unique strengths and impact, and continually adapt fundraising strategies to stay relevant.
Regulatory and Compliance Requirements	L	H	LH	Align with the regulatory changes, maintain strong internal controls, and conduct regular compliance audits.
Unfavourable Stakeholders perceptions	M	H	MH	Enhance accountability and transparency through effective communication and reporting
Resistance to change	H	H	HH	Provide clear communication about the reasons for accountability enhancements, offer training and support, and involve stakeholders in the decision-making process.
Data Privacy and Security Concerns around automated systems	H	H	HH	Implement robust data protection measures, comply with relevant privacy regulations, and communicate transparently with stakeholders about data handling practices.
Delays in grants approval and disbursements from the government	H	H	HH	Conduct thorough financial planning, regularly reassess budgetary needs, and communicate transparently about funding availability and limitations. Explore alternative resources
Stakeholders perceptions	M	H	MH	Improve Grants Management System
Delay in the process of approval of funds	L	H	LH	Timely updates of database and other factors hindering approval process.
Unavailability of sufficient funds required	M	M	MM	Initiate cost saving measures.
Insufficient dissemination platforms	H	M	HM	Implement NRF-owned journal for dissemination
Weak Infrastructure	M	M	MM	Improve infrastructure by increasing funding
Stalled Projects	M	H	MH	Make funds available to complete stalled projects
Inadequate funds available to NRF	L	H	LH	Mobilizing additional funds to facilitate research projects on emerging issues
The unpredictable nature of emerging issues	L	H	LH	Consolidate a contingency fund to address research on emerging issues
Inadequate funds available for sensitization on ESG	L	H	LH	Increase budgetary allocation towards enabling the sensitisation workshops on ESG

H - High, L - Low, M - Medium



7. RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This section looks at the financial requirements for implementing the strategic plan, the available financing, the funding gaps, resource mobilization strategies as well as financial management at NRF.

7.1 Financial Requirements

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (KShs. 000)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1	14,900	4,900	5,700	15,500	4,700	46,500
KRA 2	16,400	17,600	17,600	19,100	19,100	89,800
KRA 3	4,100	650	650	650	650	4,700
KRA 4	2,287,100	2,247,800	2,449,300	2,650,800	2,852,300	10,007,300
Administrative Cost	200,000	220,000	242,000	266,000	293,000	1,221,000
Total	2,522,500	2,490,950	2,715,250	2,952,050	3,169,750	11,369,300

The implementation of the plan is faced with a resource deficit of approximately Ksh. 1,276,300 million over the five-year period. The annual deficits are summarised in Table 7.2.

Table 7.2: Resource Gaps Analysis per Financial Year

FY	Required (Ksh. 000)	Estimated Resource Allocations (Ksh. 000)	Variance
Year 1	2,522,500	1,046,000	(1,476,500)
Year 2	2,490,950	1,359,000	(1,131,950)
Year 3	2,715,250	2,039,000	(676,250)
Year 4	2,952,050	2,549,000	(403,050)
Year 5	3,169,750	3,100,000	(69,750)
Total	11,369,300	10,093,000	(1,276,300)

7.2 Resource Mobilization Strategies

The overall goal of resource mobilization is to strengthen NRF's funding through diversification of revenue streams. To raise the required financing for implementing the strategic plan, NRF shall undertake the following key activities:

- Negotiate for increased government funding.
- Apply and lobby for grants from development partners to supplement government funding.
- Establish networks for technical and financial assistance.
- Develop proposals for funding.
- Establish strategic collaborations.
- Facilitate investment by venture capitalists and angel investors.
- Charge administrative costs from externally funded joint research programmes.
- Acquire research levies obtained from research authorization.
- Negotiate for tax incentives for contribution to research by corporate bodies and philanthropists.
- Lobby for joint research programmes with the County governments.

7.3 Resource Management

In an effort to finance the Strategic Plan and ensure resource rationalization and sustainability, NRF will seek a variety of sources of funding to meet its needs. To enhance resource management, NRF shall undertake the following strategic measures:

- Finalize the implementation of the ERP.
- Automation of key processes to improve efficiency hence reduce costs.
- Enhance compliance with budgets and other statutory requirements.
- Enhance prudent utilization of funds by every officer as well as enhance value for money in the procurement of goods and services.



8. MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

Monitoring and evaluation are crucial to the successful implementation of NRF's Strategic Plan. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness, and quality in achieving the objectives in the Strategic Plan. This Strategic Plan will be subjected to a continuous review of performance on the various deliverables. There shall also be annual reviews of the plan. The reviews will be focused on how the available inputs have been used and what outputs and short-term outcomes have been produced. This review shall also focus on challenges, issues and key lessons learnt.

8.1 Monitoring Framework

The NRF's monitoring and evaluation (M&E) function is guided by the guidelines of the National Treasury and Planning Department. Identified thematic areas, strategic objectives, key performance indicators and targets form the basis for the M&E framework in the plan. Monitoring the implementation of the Strategic Plan shall be anchored on the organisational annual work plans, performance contracts, departmental annual work plans and individual work plans. Measurement of progress in relation to specific targets shall be conducted and reported on a quarterly, biannual and annual basis. Evidence shall be used to support organisational decision-making.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End-Term
KRA 1	Increased capacity for the management of research funds	Institutional Readiness	50%	1	70%	95%
KRA 2	Sustainable research funding	Amount of funding mobilised	1.046 B	1	2.039 B	3.1 B
KRA 2	Enhanced public trust	Customer satisfaction index	TBD	1	74%	84%
KRA 3	Enhanced uptake of research outputs	% Increase in number of publications	TBD	1	+15%	+25%
		Increase in number of upscaled research projects	6	1	11	16
KRA 4	Level of incorporation of ESG issues in projects	No. of research call incorporating ESG issues	3	1	3	3

8.2 Performance Standards

Performance standards for monitoring and evaluation (M&E) provide benchmarks and criteria against which the effectiveness, efficiency, and impact of programs, projects, and interventions will be assessed. These standards will help NRF and stakeholders measure progress, make informed decisions, and ensure accountability. The performance standards to be used in monitoring and evaluation include:

- **Outcome Indicators:** The outcome indicators will measure the specific changes or results achieved because of interventions.
- **Output Indicators:** The output indicators will measure the direct products, services, or activities delivered by a program or project. The indicators quantify the volume or extent of work completed including the number of research projects funded and number of staff trained.
- **Efficiency Indicators:** Efficiency indicators assess how well resources such as time, money or personnel are used to achieve desired results. Efficiency indicators, for example productivity indices will be used to evaluate the cost-effectiveness of the strategies.
- **Effectiveness Indicators:** Effectiveness indicators measure the extent to which an intervention achieves its intended objectives. They provide insight into whether an intervention is achieving its goals and targets.
- **Impact Indicators:** Impact indicators assess the broader, long-term effects of an intervention on the target population or community. They evaluate the changes in quality of life, well-being, and social conditions that can be attributed to interventions, for example economic development and access to services.
- **Stakeholder Satisfaction:** Stakeholder satisfaction indicators measure the perceptions and feedback of beneficiaries, participants, and other stakeholders regarding the intervention's quality, relevance, and impact.

Regular and systematic monitoring and evaluation using these standards will allow for evidence-based decision-making and continuous improvement in strategy implementation.

8.3 Evaluation Framework

The evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts, coherence and or sustainability. Some of the questions shall include:

- To what extent were the planned objectives consistent with customer needs and expectations?
- How were the financial, technical and human resources utilised to achieve the desired results?
- To what extent were the objectives achieved, or are expected to be achieved, taking into account their relative importance?
- What were/are the positive and negative effects achieved/produced during the strategy implementation period?
- What were/are the major obstacles to reaching the desired goals in the Strategic Plan? What can be done to overcome these obstacles?
- What are the lessons learnt that can inform further strategy development for NRF?

8.3.1 Mid-Term Evaluation

Mid-term evaluation of the Strategic Plan will be carried out to examine the progress towards achieving the set targets. A mid-term review will be undertaken after two and a half years giving a status report on the implementation of the Plan and circulated to the stakeholders. Measurements of the mid-year performance will be compared to the performance standards set deviations corrected and safeguards put in place, to mitigate against recurrence of the same. The recommendations of mid-term evaluation will inform the Plan's implementation process of the subsequent years.

8.3.2 End-Term Evaluation

This will be conducted at the six (6) months to the end of the Strategic Plan period in the FY 2027/2028 which will be to determine:

- The extent to which the activities undertaken achieved the objectives;
- Sustainability of the achievements made;
- Challenges faced;
- Lessons learnt;
- Mitigation measures; and;
- ToRs for the subsequent Plan.

Achievements, challenges, lessons learnt and recommendations will form the basis for the next cycle of the strategic planning process.



8.4 Reporting Framework and Feedback Mechanism

This section outlines the processes, methodologies and tools to be used to create reports that communicate key performance indicators (KPIs), metrics, trends, and other relevant data. The Monitoring and evaluation processes will target:

1. Gap Analysis: Conduct assessments to identify gaps within the Research ecosystem. Use the results to inform research funding mechanisms and program improvements.
2. Performance Data Collection
 - Gather data on funded projects, completion rates, and research outcomes.
 - Ensure data collection processes are standardized and consistent.
3. Stakeholders Engagement and Feedback
 - Establish mechanisms for continuous feedback from researchers and research institutions and industry partners regarding the quality and relevance of grant application process, awarding and management.
 - Use this feedback to inform program adjustments.
4. Program Evaluation
 - Regularly evaluate the effectiveness NRF programs in achieving sustainable development.
 - Assess program outcomes and absorption of research outcomes.

Monitoring and evaluation tools will include:

1. Grant Management Information System (GMIS)
 - Utilise an GMIS to track utilization grants disbursed, assessment results, and completion rates.
 - Generate reports on performance.
2. Survey and Feedback Platforms
 - Deploy survey tools to collect feedback from researchers, research institutions and postgraduate students.
 - Use these platforms to gather insights for continuous improvement.
3. Quality Assurance Tools
 - Use quality assurance tools to ensure program compliance with accreditation and Industry standards.
 - Report on the results of quality assurance assessments.
4. Collaboration and Communication Platforms
 - Utilise platforms like Microsoft Teams to facilitate communication among NRF stakeholders and streamline feedback collection.
5. Report Templates and Standardization
 - Develop standardized report templates for consistent reporting formats.
 - Customise templates for different stakeholders, such as researchers, research institutions and industry partners.

Table 8.2: Quarterly Progress Reporting Template. QUARTERLY PROGRESS REPORT QUARTER ENDING

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Re- marks	Cor- rective Inter- vention
			Target (B)	Actual (C)	Vari- ance (C-B)	Target (E)	Actual (F)	Vari- ance (F-E)		

Table 8.3: Annual Progress Reporting Template. ANNUAL PROGRESS REPORT YEAR ENDING

Expected Output	Output Indicator	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Vari- ance (B-C)	Target (D)	Actual (E)	Vari- ance (E-D)		

Table 8.4: Evaluation Reporting Template

Key Result Area	Out- come	Key Perfor- mance Indica- tor	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Re- marks	Correc- tive Inter- vention
			Value	Year	Target	Achieve- ment	Target	Achieve- ment		
KRA 1										
KRA 2										
KRA 3										
KRA 4										



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