

POPULATION STUDIES AND RESEARCH INSTITUTE (PSRI)

UNIVERSITY OF NAIROBI

STRATEGIC PLAN

2013-2018

June 2013

FORWARD

This strategic Plan is for the period 2013-2018. It replaces the strategic plan for the period 2008-2013. The current plan incorporates some of the salient features of the College of Humanities and Social Sciences strategic plan for the 2013-2018 period.

As in the case of the College's Plan, this plan is informed by the reforms that are taking place in the University Education in the Country as set out in the Universities Act 2012, Kenya Vision 2030, the Constitution of Kenya 2010 and University of Nairobi Strategic Plan 2013-2018. The plan is aligned to the relevant key provisions of these documents. The Plan was revised by the staff members of PSRI in a two day workshop.

The plan has six chapters, namely introduction, overview of programmes at PSRI, strategic areas of focus, Institutional framework, partnerships, networks and collaborations and then finally resources.

In order to implement the envisaged ideas in this plan, the commitment and support of the all PSRI staff and key stakeholders, including the University of Nairobi top management, is critical, otherwise they (ideas) will just remain as a dream.

Prof Lawrence Ikamari,
Director, PSRI

CHAPTER ONE

INTRODUCTION

1.1 Preamble

This **Strategic Plan** is a tool that identifies a unique way of achieving the mandate of the Population Studies and Research Institute (PSRI) by taking into account past experiences, existing strengths and weakness, prevailing environment, available and required resources. This **Strategic Plan** will be used a tool in enhancing the image of PSRI, mobilizing the requisite resources, and providing the general guidance in the PSRI's efforts of achieving its vision.

1.2 Background

The Population Studies and Research Institute (PSRI) was established at the University of Nairobi in 1976 through funding from USAID as a centre for research and postgraduate training in population sciences in general and demography in particular. It was expected to provide technical assistance to the government in population issues. Its role is different from a typical teaching faculty with regard to research and also in providing back up for the formulation of population policy.

The Institute was expressly established to bridge the gap in this important area of Kenya's manpower need and to create a self-sustaining programme as a permanent feature of the University's academic programme. It was also established to meet the short-term and long-term research needs of Kenya in support of the country's development strategy. Since its inception, the Institute has demonstrated clearly the critical nature of the inadequate knowledge and capacity in the area of population.

To fulfill its mandate, PSRI has developed and implemented several programmes. These include the post-graduate Certificate, Diploma, MA/MSc, PhD programmes. While various donors were initially enthusiastic in funding programmes at the Institute, their interest has waned with time. While the master's degree programme has been successful, other programmes (e.g. diploma/certificate courses, short-term courses, PhD programme) have not been as successful. From time to time, PSRI reviews its programmes with a view to re-strategise for the future.

1.3 Management at PSRI

Under a statute of the University of Nairobi, the Institute has the status of a faculty. It is headed by a Director who is appointed by the Vice Chancellor. Being administratively under the College of Humanities and Social Sciences, the activities of PSRI are directly overseen by Principal of the College. The Director in liaison with a number of committees carries out the day-to-day operations of the Institute.

1.4 Mandate of PSRI

The mandate of PSRI revolves around three core activities:

1. Undertake research in population studies;
2. Carry out postgraduate training in population studies; and
3. Provide technical backstopping for informed policy on population and related issues.

In the fulfilling its mandate, PSRI has adopted the following Mission and Vision:

1.4.1 Mission

Arising from the University of Nairobi and PSRI mandates, the Mission for PSRI is to promote the understanding of population phenomena and related issues in pursuance for improvement of quality of life through:

- i. Generation of knowledge on population and related areas;
- ii. Promote dissemination and integration of such knowledge for the improvement of quality of life; and
- iii. Enhance the capacity of individuals and institutions to generate and utilize population information for sustainable development

1.4.2 Vision

The vision for PSRI is to be an exemplary centre of excellence for research, teaching and training in population studies.

1.4.3 Core Values

In order to realise the above Mission and Vision, PSRI is guided by the right values and recognises the high levels of expectations from its stakeholders. In this regard, PSRI will be guided by the following core values:

1. Transparency and accountability
2. Professionalism, competence and productivity
3. Honesty and integrity
4. Teamwork, collaboration and networking
5. Meritocracy and fair play

CHAPTER TWO

OVERVIEW OF PROGRAMMES AT PSRI

2.1 Past and Current Programmes

2.1.1 Research Programme

The PSRI research programme is based on research drawn up within the overall national priority framework. The programme's objectives are to:

1. Generate information that can assist in explaining the size, change and structure of the population for policy planning and programme implementation;
2. Provide an opportunity for training candidates through actual field experience and appropriate framework for supervision;
3. Generate funds for PhD fellowships and staff training;
4. Generate materials for teaching; and

Currently research at PSRI is undertaken by students, individual staff members in collaboration with other institutions. On average PSRI academic staff publishes about 10 publications per year in peer reviewed journals and other scientific journals.

Ongoing research activities at institutional level include:

1. Tobacco use and prevalence study
2. Fertility, child mortality and poverty linkages
3. Further analysis of KDHS and Census data
4. Population situation analysis of Kenya
5. Rusinga Population Laboratory in Rusinga Island in Suba District of Nyanza Province to serve as a field station to monitor monthly basis the occurrence of vital events and to serve as a training station for both staff and students of PSRI

Major constraints, include Lack of funding to support research activities, lack of clear policy to support research activities and conference attendance, academic staff not proactive enough in following up calls for proposal, and lack of monetary incentives to do research and publish

2.1.2 Training Programme

The training programme at PSRI involves both degree and non degree programmes. The degree programmes include Masters and PhD in population. The short courses include two-week annual M&E training and research methodology. The Masters degree programmes have been revised three times and the most recent is awaiting senate approval. The PhD programme has also been revised to include course work.

The Masters Degree Programme has been the most successful. It has produced over 300 MSc and MA. The PhD has been strengthened and has successfully produced 6 graduates by 2013.

Major constraints include inadequate teaching and office space; insufficient commitment to scholarship by students; limited exposure to field research experience; and time constraint for working students; challenges of supervising working students who are available in the evening.

2.1.3. Technical Backstopping

PSRI has been providing technical backstopping to various government departments e.g. Central Bureau of Statistics (CBS), National Council for Population and Development (NCPD). The Institute will enhance the scope and depth this type of collaboration.

2.2 Strategic Analysis

A review of past training and research activities at PSRI has identified various strengths, opportunities, weaknesses and threats as summarized below.

2.2.1 Strengths

PSRI takes cognisance of the existing strengths such as:

1. Well-trained manpower - experienced in teaching and supervising at master's and PhD level
2. Access to facilities e.g. office, computers, vehicles
3. Access to vast library resources
4. Fairly modern ICT infrastructure for staff and a computer lab for students
5. Large and strategic alumni base
6. Experience in mounting short-term courses e.g. M&E
7. Existing good will from the university
8. PSRI's broad mandate
9. Active collaboration with national, regional and international institutions.

2.2.2 Weaknesses

A number of weaknesses have also been identified. These include:

1. No budget line item for research
2. Lack of funds to support students' field practical research activities
3. Low number of publications by staff members
4. Low investment in image building
5. Meagre budgetary allocation from the College of Humanities and Social Sciences
6. Low enrolment of PhD students
7. No structured mentoring programme
8. Weak mechanisms for grant attraction
9. Lack of affordable accommodation for students in the vicinity
10. Lack of dedicated up to standard toilet facility

2.2.3 Opportunities

Existence of certain opportunities provides a conducive environment through which PSRI executes its mandate. Among such opportunities at PSRI are:

1. Goodwill from the university, GOK, UN agencies
2. Ability to sustain and expand short-courses
3. Availability of large data sets
4. Collaboration with “in-depth” network and other Health and Demographic surveillance sites
5. Joint collaborative research programs with other organisations
6. Sustaining team spirit at PSRI
7. Untapped private sector needs especially in business demography, electoral demography, etc
8. Untapped needs in the public sector including devolved governments.
9. Online publishing
10. Availability of virtual library/virtual conferencing and internet connectivity
11. Increased demand for M&E expertise in the country
12. Constitution and vision 2030 –bills of rights, affirmative action, market driven skills,
13. Repositioning of population issues in the world development agenda
14. Global opportunities

2.2.4 Threats

Despite the opportunities there exist potential threat to the achievement of the goals and objectives of PSRI.

1. Competition for limited resources
2. Changing donor priorities
3. Lack of incentives/motivation
4. High rate of poverty in the country
5. High cost of living in Nairobi
6. Inadequate budgetary allocation

CHAPTER THREE

STRATEGIC AREAS OF FOCUS

To effectively fulfil its mandate, PSRI has three strategic areas of focus: carry out postgraduate training in population studies; undertake research in population studies; and provide technical backstopping for informed policy on population and related issues.

3.1 Training

The main objective under this strategic area is *“To enhance the capacity of individuals and institutions to generate and utilize population information for sustainable development”*.

Type of training	Specific Objective	Key issues	Strategies	Expected Results
PhD	To enhance knowledge in the field of population studies taking into account national and international priorities	Approval of the new programme Market the programme Improvement of the infrastructure Mentoring PhD students	Enhance collaborative training (individual and institutional) Revive a programme on visiting scholars and research associates Acquire office space, computers and software Nesting PhD fellowship within research projects Enhance capacity in PhD supervision Reinvigorate brown bag seminar series Support conferences and publications Introduce panel supervision	10 students enrolled in the next 5 years 2 PhD students graduating every year 5 academic staff in PhD supervision training in the next 5 years 1 seminar per month No. of conferences students and staff attend
Master's	To prepare demographers and social scientists for careers in government service, the academic and private sector or NGO.	Limited fellowships Lack of commitment to fellowship Limited funds for	Link institutional research to fellowships Market the programme widely Close monitoring of students projects through	At least 15 students graduating per year 1 meeting per

		fieldwork	logs and continuous presentations Institutionalize fieldwork within the programme (Source for funds from the University??) Continuous development of research proposals	week with supervisors 1 field visit per year Draft research proposal by the students
Short-term courses	To cater for personnel in various sectors involved in the implementation of population and health programmes, but are unable to take full time courses	Inadequate training facilities Diversify resource base	marketing the short course Mount client-tailored courses Lobby for more training space Refurbish training facilities Develop/Update training materials	Minimum of 3- 2 week courses mounted per year Run at least 2 tailor made courses per year (research methodology, data analysis, and M&E)

3.2 Research

The main objective under this strategic area is to generate knowledge on population and related areas for evidence based planning and policy formulation and implementation.

Strategic area	Specific Objectives	Key issues	Strategies	Expected Results
Research	Develop institutional research programme Strengthen students research Enhance collaborative research	Low motivation at individual level to bring institution research Lack of resources (funds, vehicles and software) Low publication rate	Encourage staff members to bring institution research project Strengthen internal collaboration among staff members and students in publishing Regularly update	At least 2 funded proposals per year 10 publications in peer reviewed journals per year

			<p>website content</p> <p>Strengthen internal review and publishing mechanisms</p> <p>Generate working papers and newsletter</p> <p>Strengthen collaboration with local and the northern partners</p> <p>Mobilise resources to support institutional research</p>	<p>10 working papers per year</p> <p>Update website content twice a month</p> <p>Number of letters of support</p> <p>Number of institutions that we have backlink with</p>
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3.3 Technical backstopping

The main objective under this strategic area is to provide technical expertise in the area of population and development locally and internationally

Strategic area	Specific Objectives	Key issues	Strategies	Expected Results
Technical backstopping	<p>Contribute to integration of population issues in development planning at all levels</p> <p>Support operationalization of the national population policy at county level</p>	<p>Low integration of population issues at national and county planning</p> <p>Limited capacity in M&E at all levels (High demand for M&E training)</p> <p>Lack of appreciation for M&E as a management tool</p>	<p>Capacity building in integration,</p> <p>Capacity building in M&E and data analysis at national and county level</p> <p>Support Capacity building for integration</p> <p>Networking and</p>	<p>No. of staff participation by type of policy issue</p> <p>Number of consultancies (individual and institutional)</p> <p>Number of workshops /seminars/conferences</p> <p>Membership in technical committees</p>

	<p>Build M&E capacity at international, national and county</p> <p>Support and build capacity of relevant national and county staff in data analysis of large scale data sets</p>	<p>Limited capacity for evidence based policy formulation and planning (High demand for evidence based policy and planning)</p>	<p>collaboration</p> <p>Advertise courses at national and county levels</p> <p>Promote and market individual talents</p> <p>Marketing institutional capability (e.g developing policy briefs and sharing with stakeholders)</p> <p>Development of proposals and concepts note for funding activities in technical backstopping</p>	<p>and professional associations</p>
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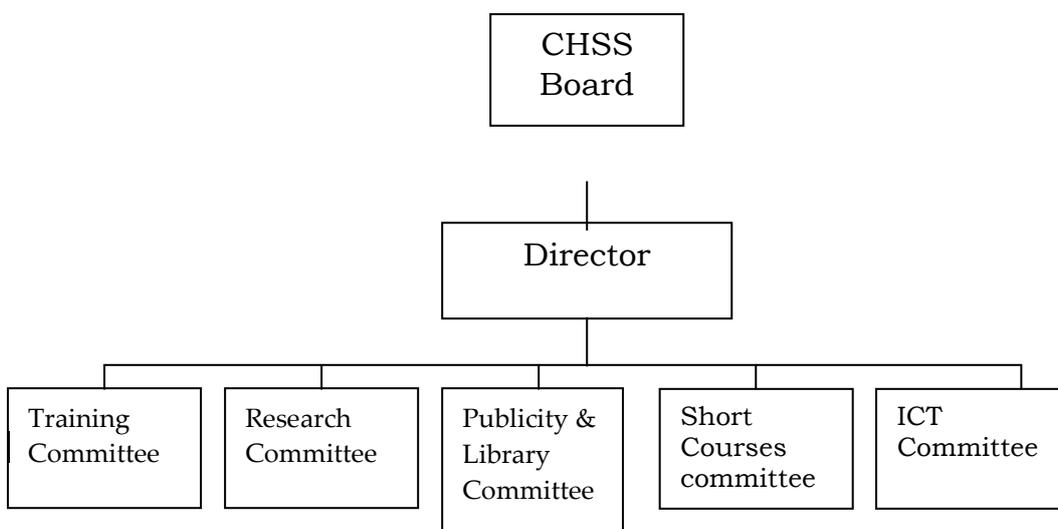
CHAPTER 4

INSTITUTIONAL FRAMEWORK

4.1 Organisational structure

To be able to deliver on its mandate, PSRI has re-examined its organisational structure and recommends the structure shown in the organogram below.

Proposed Organogram for PSRI



Terms of reference will be developed for each committee.

4.2 Management systems

PSRI has been using the committee approach to manage its day-to day affairs and it is recommended that the same approach be used in future. In particular, it is envisaged that:

- Committees will discuss and approve routine matters;
- Administrative staff meetings be held at least once a month;
- Meetings with non-teaching staff be convened at least once a semester;
- A meeting cum get-together of all staff members be held once a year.

The following will be expected from the monitoring and evaluation component:

- An annual report from the Director's desk;
- An annual report from each committee;
- Midline and endline reports;
- A calendar or workplan on the activities of PSRI.

4.3 Publicity and Marketing

A review of the publicity and marketing of PSRI programmes and also the resource mobilization strategies to implement these programmes clearly indicates a very poor performance. A number of weaknesses have been identified; e.g. being reactive rather than proactive to issues, lack of investment in image building, lack of visionary leadership to attract funding. Key threats to resource mobilization include emergence of competitors, change in donor priorities, donor fatigue, etc. A number of strategies have been proposed for marketing and fundraising for the proposed programmes.

Strategies for Marketing

- Strengthening PSRI image building
- Reach out to PSRI alumni and build new local and international partnerships
- Document past achievements, exploit the existing structures and channels, publish newsletters/policy briefs, and hold seminars/retreats to review programmes
- Regularly updating the website

Fund Raising Strategies

- Be more active in soliciting funds from existing donors
- Form new horizons through Foundations/Trusts
- Market research proposals for funding
- Establish contacts with the corporate world to source for funding

4.4. Partnerships

In order to establish and maintain close partnerships with other stakeholders, it is expected that PSRI:

- Will encourage membership both at individual and institutional level to professional organizations;
- Revive study tours and establish close collaboration with demographic and health surveillance sites;
- Encourage joint research initiatives;
- Create a mechanism for exchange of working papers.

CHAPTER 5

PARTNERSHIPS, NETWORKS AND COLLABORATION

5.1 Training Programmes

Collaboration in the strategic area of training can be in form of funding, visiting scholars, fellowships, exchange programmes, study tours, associates or materials development. PSRI has had some experience in networking within its training programmes.

Partnerships in the area of training remain open and PSRI will move in to capitalise on the existing opportunities.

5.2 Research Programmes

In the past, there have been collaborative efforts on research programmes between PSRI and various agencies. These include the Government of Kenya, Population Council, African Population and Health Research Centre (APHRC), UNFPA, UNICEF, Rockefeller Foundation, WHO, IFRA, DIAL, and FORD Foundation. PSRI should endeavour to strengthen the level of collaboration with these partners. As well, PSRI should strive to establish collaboration with new partners such as Universities (within and without Kenya) DAAD, Swedish International Development Agency (SIDA), INDEPTH, Canadian International Development Agency (CIDA), DRC MACRO, Measure Evaluation, Kenya Medical Research Institute (KEMRI), Centres for Disease Control (CDC), Family Care International (FCI), UNDP and the World Bank.

The envisaged networks to be strengthened or established can be on funding research projects, undertaking joint research and/or publishing works on research.

5.3 Technical backstopping

PSRI has been providing technical backstopping to various government departments e.g. Central Bureau of Statistics (CBS), National Council for Population and Development (NCPD). The Institute will enhance the scope and depth this type of collaboration.

CHAPTER 6

RESOURCES

6.1 Human Resources

After a review of the current staffing situation, there is need to increase both the teaching and non-teaching staffing levels for PSRI to achieve its mission. A summary of the current versus the proposed establishments is shown below.

Academic Staff				
Designation	Established posts	In post	Proposed	Additional posts to be established
Professor	2	1*	2	1
Associate Professor	2	2	4	2
Senior Lecturer	4	3	6	2
Lecturer	5	5	8	3
Total	13	10	20	8

* On contract

The proposed academic staff can be acquired externally or through staff training.

	Administrative and Support Staff		
Designation	Established posts	In post	Proposed
Assistant Registrar	0	0	1
Senior Administrative Assistant	1	1	0
Principal Technologist	0	0	1
Senior Technologist	1	0	0
Administrative Assistant	1	0	0
Secretary Grade D	1	0	0
Secretary Grade C	1	0	0
Secretary Grade A/B	2	1	0
Technologist ABC	1	1	0
Clerk/Typist IV	1	1	0
Junior Technologist/Editor	1	0	0
Drivers Grade III	2	1	0
Machine Operator	1	0	0
Cartographer	0	0	0
Messenger	1	1	0
Total	15	6	2

6.2 Financial Resources

With the scarce financial resources to run the activities of the Institute, PSRI will put in efforts to seek for financial support from varied sources.

6.2.1 Internal sources

Internally, PSRI will obtain funds through support from the University of Nairobi and also through fees from training programmes and internal consultancies. The PSRI's account within the University set-up should have budget lines on training, research, office operations and maintenance, and capital development. Currently, all the self-sponsored

MA/MSC regular students pay tuition fees to the Students Finance Section. The Institute should strive to get a part of these funds to use in meeting the cost of training the students.

PSRI should also strive to run the research methods and the M&E courses for University staff at a fee. The Director is mandated to discuss this proposal with the Deputy Vice Chancellor, Research, Production and Extension.

6.2.2 External sources

External sources of funding will include funded research projects, alumni, Government, training programmes, external consultancies, private sector and donors.

6.2.3 Others

Other possible avenues will involve setting up endowment funds and also undertaking fundraising activities.

6.3 Infrastructure

There exist other essential areas of operations which provide the much needed support to the three main areas of focus for the Institute. Improvement in the existing infrastructure is necessary to ensure that these support services are fully functional for PSRI to effectively deliver on its mandate. Such efforts will include: acquisition of photocopying and archiving facilities for the Institute's library, acquisition of a wide range of relevant journals, computerisation of library services, acquisition of additional computers (including a server for management of large data sets) for the office, acquisition of cartographic and GIS software, improved communication facilities through networking and acquisition of reliable transport facilities, especially for research activities.