

Varsity**Focus**

March 2010

A Newsletter of the University of Nairobi



2005 - 2010

Milestones

OUR VISION

A world-class university committed to scholarly excellence.

OUR MISSION

To provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge.

OUR CORE VALUES

- freedom of thought and expression;
- innovativeness and creativity;
- good corporate governance;
- team spirit and teamwork;
- professionalism;
- quality customer service;
- responsible corporate citizenship and strong social responsibility;
- respect for and conservation of the environment.

06 COMPLETED PROJECTS

Between 2005 and 2010, the University has revamped its infrastructure to the tune of Kshs 1 billion to improve service delivery.



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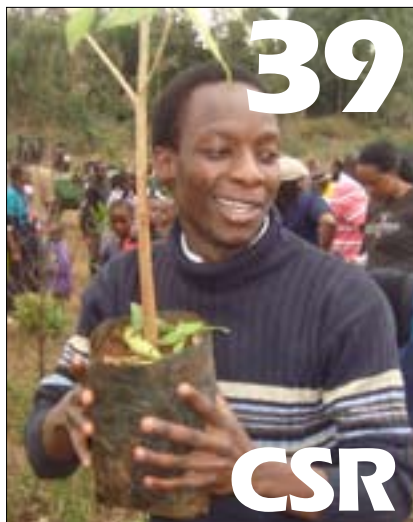
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Competitive hiring of the Vice-Chancellor ushered in a new era of recruiting top managers competitively at the University.

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The Controller and Auditor General issues UoN with a financial Accounts Certificate.



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Five-year achievements

Current Student Enrollment

49,000

Academic staff

1,500

Alumni

113,000

Fixed Asset Value

36.7 Billion

The first edition of the 2010 varsity Focus brings you a collection of recent developments, assesses our achievements in the last five years and gives a synopsis of the major milestones.

We highlight the infrastructural development that has taken place in the last five years – the period coinciding with the installation of a new management team at the University. The new management team revolutionized the way business is done at the University as Chancellor, Dr. Joseph Wanjui had declared in 2005 that, status quo was no longer an option. Among the projects concluded include completion of stalled projects of the late 80s and mid 1990s, construction new buildings and acquisitions through purchase in Mombasa and Kisumu. As it stands today, UoN has spent more than Ksh.1 billion on these projects. These funds have been acquired through prudent management, enhanced revenue collection, and expansion of services rendered; management has increased its revenue collection and continues to reduce the financial deficit.

The reform process at the University has directly led to the increased enrolment of students. The student population has shot to 49,000 up from 32,000 in the last five years. On the increase also is the number of alumni standing at 113,000 up from 75,429 for the last five years.

In our pictorial section we update you on the recent high profile personalities who have interacted with the University community including the current US President Barack Obama. We have also profiled the individuals conferred with honorary degrees for their special role in our society in the last five years.

Student organizations have been active and more disciplined while links with local and international students have boosted our networking.

ICT being the driving force in the modern life has not been left behind. To this end, the University has acquired more than 5,400 PCs and installed internet hot spots at various points within the University; the aim is to cover the whole University.

Charles E. Sikulu

Marching forward as a team

IT IS WITH GREAT PLEASURE that I make these remarks, secure in the knowledge that the last five years have been vital and yet difficult, assured that the worst is behind us and we can look to the future with confidence.

I was appointed the Chairman of Council in April, 2005, this was a critical time for the University, a time of repackaging itself and branding its products and services in an endeavour to be a world class University. There may be those who may ask, was it that bad, others will want to know if any progress has been made. Let me say here that the last five years were gold, we all had teething problems, we had to learn together, to understand a host of policy regulations for management, to embrace best practices in management, and to take up all the new concepts of ISO, performance contracting, rapid results, performance appraisal, and to achieve rapid results. And we did it.

Our great achievement could not have been realized without the committed support of the Council of the University of Nairobi. While I have gained experience from heading various public and private bodies, I must pay tribute to some of the men and women with whom I have had great honor to work with. These Council members have diverse skills and professions in finance, organizational management and quality service delivery.

The Council has benefited from the rich mix of skills and knowledge brought on board by Philip Kinisu- a financial management expert; Nicholas Ng'ang'a a renowned business administrator; Terry Davidson a prominent ex banker and financier; Tom Mshindi a renowned media manager; Jane



Karuku a business executive; Isaac Awuondo a veteran career banker; Samuel Macharia a media magnate and Mrs Bella-Ochola Wilson a veteran communications consultant. Their contributions complement the representation from government and the University Senate

So today, as we congratulate Prof Magoha on his reappointment, I wish to state that

the University of Nairobi needs more support, support to bridge the perennial deficit occasioned by less funding of our activities by the Exchequer. As management we have been forced to rely on funds generated from internal sources and benefactors. With more support, from government, internally generated funds will be released to improve other areas.

While celebrating our achievement, we must remain committed to the academic success that we espouse in our vision, we must continue to be the hub of knowledge providing leadership, offering versatile programmes to equip Kenyans with the necessary skills to build this nation.

We therefore will continue to collaborate with industry to provide consultancy and other services that are specific to their needs.

I wish to thank all staff, students, parents and all our stakeholders for their patience, their unflinching support and even positive criticism that has put us on our toes to make our University a leading centre of excellence.

(Mr John Simba is an advocate by profession, he is the chairman of Board of Directors of Pan Africa Insurance Holdings, as well as a seasoned businessman .

“We must remain committed to the academic success that we espouse in our vision.”

UoN remains among the top in the region

ON JANUARY 5 THIS YEAR, I marked five years since my appointment as Vice-Chancellor of this prestigious University. On my first appointment, I was tasked, with my colleagues the responsibility of rebuilding the University in all aspects. This was a difficult challenge because at the time, the University was operating on a low ebb in the perception of the public.

The infrastructure at the UoN was dilapidated, student indiscipline was alarming and staff morale was quite low. This state of affairs had impacted negatively on the Institution's objectives making it difficult to achieve its goals. My job then, as the CEO of the largest institution in East and Central Africa was clear cut: how to confront these challenges was the next big headache. For a start, our options were narrowed by the Chancellor, Dr. Joseph Wanjui when on the day he announced my appointment said that the status quo was not an option under his governance. Our starting point therefore was to craft a strategic plan, the first ever for the University of Nairobi, the plan initially provided a road map up to 2010, and has since been reviewed to run up to 2013.

Our key successes in the implementation of the strategic plan have been recorded in finance where deficits have been reduced, cost cutting measures adopted and revenues increased. Indeed, at the close of the last financial year, we were among the very few public institutions that had audited accounts.

Finance is a key resource, its improved management therefore has spurred positive results in our core objectives. One area that has benefited is the acquisition of assets and the completion of stalled capital projects of the 1980s which were an eyesore campus wide. We have spent more than Kshs. One billion on capital projects including, the acquisition of property in Kisumu worth Kshs 45 million,



Vice-Chancellor, Prof. George A.O. Magoha.

and Mombasa worth kshs 225 million, to house our core activities of teaching, research, consultancy and community outreach.

Staff and student welfare issues have also been addressed. Apart from representation in unions, training has been provided for staff to keep them in tandem with the challenging modern work environment. Students, on the other hand, now appreciate the value of an uninterrupted academic life that has come as a result of strict observance of rules and regulations. It is our pride that, the University of Nairobi has not been closed down for the last five years. The end product of this environment has been completion of studies on time and an improved corporate name.

Our student enrolment has gone up to 45,000 with an increased postgraduate enrolment of about 10,000. This has led to the opening of learning centres outside Nairobi and the introduction of a new teaching module (Module III) that is tapping on the benefits of IT and extending opportunities to those who are un-

able to study on a full time basis.

Another area in which we have experienced changes in the last five years is ICT. All our campuses are now networked; we have increased the number of PCs available, while wireless internet connectivity is now available in designated places within the University. Our goal is to increase connectivity so that students can learn from anywhere in our campuses free of charge.

Our focus now is to enhance the quality, and ensure the relevance of our academic programmes. This, ultimately should help the nation in achieving the millennium development goals and the Vision 2030.

Our efforts have not gone unnoticed. The University Calendar and the Website won prizes from the Association of Commonwealth Universities. We remain the best local public university as per the international rankings and our reputation has greatly improved. I am confident that over the next five years, the UoN will emerge among the finest universities in the world.

Dr. Wanjui's CV: a model to the youth

Dr. Joseph Barrage Wanjui, the Chancellor, University of Nairobi can now look back and admire what he set to achieve in 2003 when he was appointed to head the University of Nairobi. In the seven years, Dr. Wanjui has been at the helm of governance, the University has experienced unprecedented growth in all areas. The University now boasts a disciplined student community, focused management, and an improved corporate image among other positive attributes.

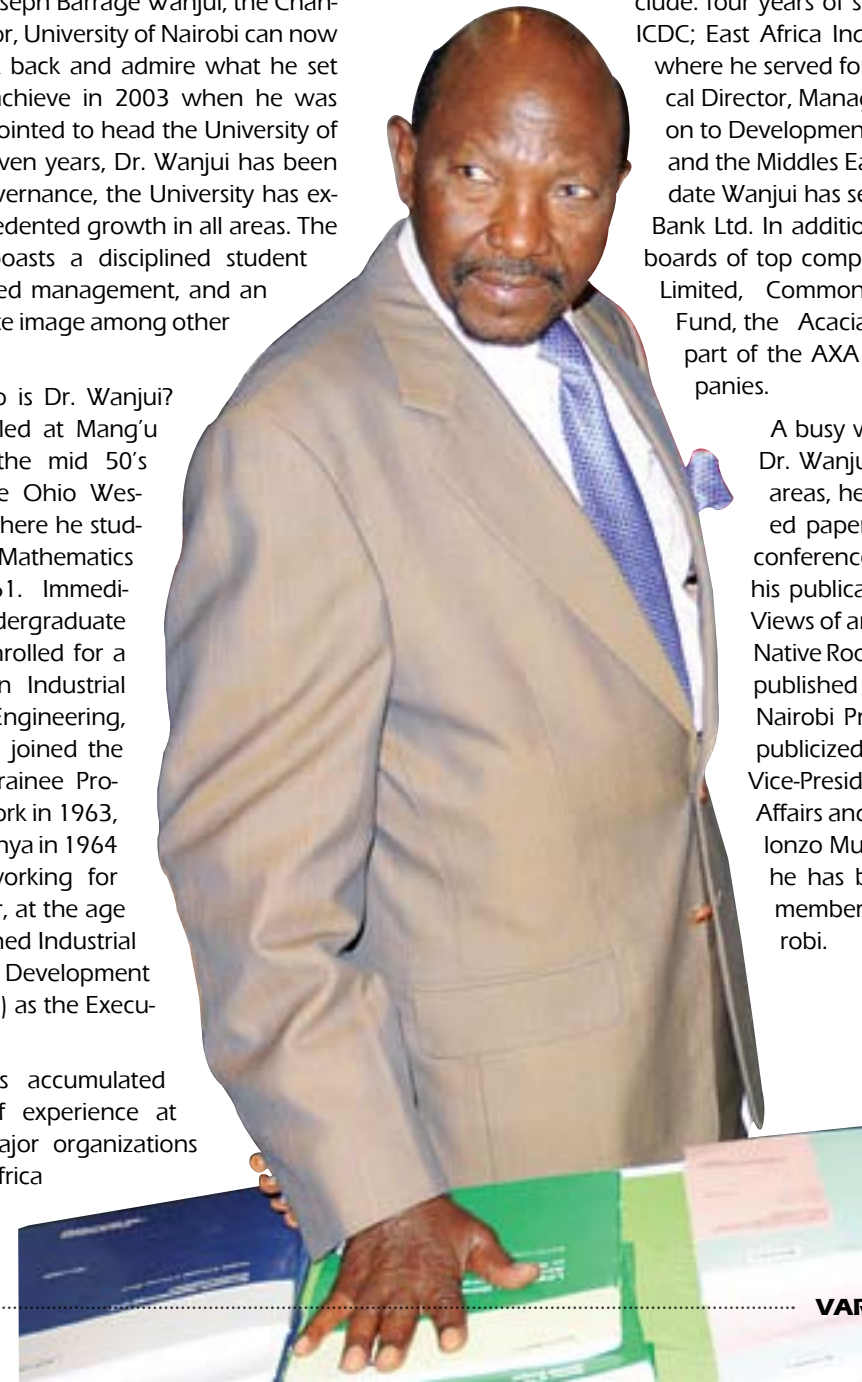
But exactly who is Dr. Wanjui? Dr. Wanjui schooled at Mang'u High School in the mid 50's before joining the Ohio Wesleyan University where he studied Physics and Mathematics graduating in 1961. Immediately after his undergraduate studies, Wanjui enrolled for a Masters degree in Industrial Management Engineering, on completion he joined the ESSO Executive Trainee Programme in New York in 1963, he returned to Kenya in 1964 and continued working for ESSO. A year later, at the age of 27 years, he joined Industrial Commercial and Development Corporation (ICDC) as the Executive Director.

Dr. Wanjui has accumulated over 30 years of experience at board level of major organizations in Kenya and Africa among them in-

clude: four years of service as Executive Director, ICDC; East Africa Industries Ltd (now Uniliever), where he served for 28 years starting as Technical Director, Managing Director, Chairman and on to Development member of Uniliever Africa and the Middle East Region. Between 1967 to date Wanjui has served as chairman of Stanbic Bank Ltd. In addition he has served on various boards of top companies including Simba Fund Limited, Commonwealth Africa Investment Fund, the Acacia Fund Limited, and the UAP part of the AXA Group of Companies. companies.

A busy working life has not stopped Dr. Wanjui from venturing into other areas, he has published and presented papers at local and international conferences and seminars. Among his publications are "From where I sit, Views of an African Executive" and "My Native Roots" which was launched and published last year by the University of Nairobi Press, in a well attended and publicized launch, officiated by the Vice-President and Minister for Home Affairs and National Heritage, Hon. Kalonzo Musyoka. For the last 43 years, he has been a keen and dedicated member of the Rotary Club of Nairobi.

Dr. Joseph Barrage Wanjui, the Chancellor, University of Nairobi.





Completed Projects

The School of Education complex consists of the library, lecture theatres, office space and communication and speech laboratories.

INADEQUATE RESOURCES COMPOUNDED the problem of reviving and completing several stalled building projects on various campuses. The University management prioritized the projects and with injection of capital generated from internal sources was able to complete most of the stalled projects and construct new ones. We bring you highlights of projects completed in the last five years.

COLLEGE OF EDUCATION AND EXTERNAL STUDIES

For several years the infrastructure at the College of Education and External Studies (CEES) remained

a challenge. Efforts spread over 10 years to complete the building projects only created an eye sore, with the local population believing that all University projects are white elephants. There was quite some suffering for both students and staff as they grappled with teaching space, library facilities and accommodation. Indeed, students were inconvenienced as they shuttled to the JKLM every Tuesday and Friday to make reference. The old library which was housed near the kitchen used to operate late at night and over holidays to meet the demands of over 1,500 regular students and 11,000 distance learning and extra mural students.

This all changed in 2005 following the face lift un-

dertaken by the University administration. In 2005, the Library Hill complex was completed and handed over officially. The complex which consisted of a library and teaching facilities for the school of Education cost 115,745,800 million.

The School of Education space includes two large lecture theatres, tuition rooms, office space and communication and speech laboratories.

The Library complex consists of a two storey building with a capacity of 1,200 readers, and over 200,000 books and reference materials. The library is fully computerized matching only the JKLM in terms of reading space and books.

Kisumu

In 2007, the University purchased the former British Council library in Kisumu. The purpose of buying the building, estimated at Kshs 40 million, was to consolidate the activities of the University in the western region, it was clear that the presence of the University would lead to increased activities in Kisumu.

The University now has office space, class rooms, a modern computerised library, a computer lab and an amphitheatre specifically for theatre arts.

Warden's house

In 2006, management supported the rehabilitation of a warden's house at Kikuyu campus to the tune of Kshs 5 million. The one storey house which stands on the frontage of the Campus has brought in a new aesthetic on infrastructure within the University. The house is occupied by a senior member of staff who can oversee student accommodation and needs on the campus first hand.

The Ultra modern Examination Centre completed in 2008 at a cost of Kshs 110 million.

COLLEGE OF BIOLOGICAL AND PHYSICAL SCIENCES

Central Examination Centre

As part of its effort to improve the learning environment and to ensure that our stated objectives of becoming a leading institution of higher learning, producing quality and professional graduates, the University management undertook the construction of a modern Central Examination Centre. The Centre which was completed in 2008, at the cost of 110,900 million has two examination rooms with a capacity of 1,000 students each, office space, a computing unit, and wide reception rooms. The Centre is fully networked, and under 24-hour security surveillance.

CEBIB renovations

In 2007, the International Centre for Insect Physiology and Ecology (ICIPE) donated its former headquarters at Chiromo to the University of Nairobi. The centre, which is worth Kshs 40 million has been renovated further by the University to the tune of kshs 5 million, is the home of the Centre for Biotechnology and Informatics (CEBIB) of the University of Nairobi. This building is now part of the University's

revamped facilities, attracting international support worth 500,000 dollars from USAID.

The centre has been critical in facilitating and strengthening research and development in the areas of biotechnology and bioinformatics in the region and contributing immensely to Kenya's and African development.

The revamped facility has opened up space for a molecular biology laboratory, a transformation laboratory, a tissue culture laboratory, a bioinformatics unit, a genomics platform, office space, cabinets, and a microbiology and mycology laboratory.

Cabro works

As part of the goal to beautify the University, the management facilitated the paving of the trunk road from YMCA to Chiromo campus at the cost of 2,826,150 million. The cabro road works which commenced in July 2008 were completed by September of the same year. The management also supported the cabro works for car parks in the College to the tune of kshs 7,947,770 million. These works were hailed as a welcome move because for a number of years, staff and students





The 8.4.4 Building houses the Department of Agricultural Economics, lecture theatres, computer laboratories among other facilities. Left: students on the newly paved road to Chiromo campus.

had commented over the poor state of the road and parking space which was often dusty, sometimes muddy and generally potholed, a real nightmare for the road users.

School of Computing

By 2005, it was clear that the School of Computing and Informatics could not function without an extra laboratory. The School which has been a leading centre for training computer experts was challenged by the fact that it could no longer operate with existing facilities. The University management agreed to facilitate the completion of stalled facilities for the School to the tune of kshs 28 million.

Later, in 2008, the University man-

agement supported the School to raise extra floor space of the building to the tune of 26,872,210 million.

To-day the School is enjoying computer facilities for over 300 staff and students at a single sitting. Indeed, the laboratory which is open to all students of the University has been used by a cross section of students and is forming a big part of the University's heavy investment in ICT infrastructure.

COLLEGE OF AGRICULTURE AND VETERINARY SCIENCES

8-4-4

Plans to complete the stalled 8-4-4 building in this College were articulated in 2007, with work commencing

in 2008, while the actual completion was realized in late 2008. The building, which houses the Department of Agricultural Economics now has modern lecture theatres, seminar rooms, offices, a computer lab, and facilities for international seminars, worth Kshs 39,781,200 million.

Cabro works

In a separate development, the management of the University supported cabro works of the car park outside the Principals office to the tune of 2million. This welcome development has added to the beauty and serenity of the atmosphere enjoyed by staff and students.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

For several years the infrastructure at the College has been a challenge, specifically given the substantial increase in student numbers and new academic programmes. At Lower Kabete Campus for instance, there was some suffering as students lacked teaching and

"The University expanded its fixed asset portfolio by acquiring the University Plaza formerly Kenya Re Plaza in Mombasa at a cost of Kshs 190 million"

accommodation space. The University management however took up the challenge in 2005 with a face lift of facilities at the campus

In 2009, the Chancellor inspected a state of the art residential hall at Lower Kabete, with the first phase completed at the cost of Kshs 240 million with a capacity for 224 students, this new hall has reduced accommodation problems.

In the same vein, the Chancellor officially opened the Mwai Kibaki Library at the same campus; the new library which cost Kshs 31 million has reading space for 600 students, a computer laboratory and offices for staff.

University Plaza

In 2008, the University expanded its fixed asset portfolio by acquiring the University Plaza formerly Kenya Re Plaza in Mombasa at a cost of ksh 190 million. The building has further been renovated to the tune of 8,563,550 million shillings. The Plaza is being used as teaching space for programmes in the Schools of Business and Law, as well as housing the Department of Extra Mural Studies which has had a strong presence in Mombasa for the last ten years.



The University Plaza in Mombasa acquired from Kenya Re.



The 300-car parking yard at the Main Campus.

MAIN CAMPUS WALKWAYS

In 2008-2009, refurbishment of the existing pavements, water channels and gratings at Main Campus was undertaken. This project which cost Kshs 2 million was part of the beautification program within the University. The walkways are a pleasant complement to the planting of trees, grass and flowers that has been undertaken in the last five years. The University is now one of the most pleasant if not beautiful parts of Nairobi.

Parking at main campus

Parking within the central business district has always been a nightmare; one then can imagine the dilemma that the University faced with the opening up of the University to working class students. Indeed, for a number of years students and staff were inconvenienced by the sheer large number of queues for the limited parking space on the campus.

In order to manage this problem which in some cases descended into fights, tempers and road rage, the management authorized the renovation of parking space at the main campus. Parking behind the 8-4-4 building was widened to accommodate 300 cars. A program of planting flower beds, trees and shrubs for shade was also initiated. Again the parking on University way was also upgraded to accommodate an extra 70 cars.

So extensive and well landscaped is the car park that those coming in late quip that they can only find space at Westlands. The new car parks which cost Kshs 9 million were completed in a period of 2 months and have transformed make shift parking space within the University.

More facilities for health training

COLLEGE OF HEALTH SCIENCES (CHS)

The College of Health Sciences (CHS) passes as the oldest health training institution in the country and the region. It celebrates its 43 birthda this year and has trained leading specialists in medicine and surgery, dentistry, nursing and pharmacy. To date, University of Nairobi is still the only local University offering training in dentistry and Pharmacy.

In the last decade, demand for training in healthcare related courses has increased due to the population increase and the opening up of more training opportunities to more qualified applicants who would otherwise not be absorbed in the government sponsored programme. This has in turn led to the urgency to expand the existing facilities – health courses are practically oriented and any increase in admission must be pegged on expansion of training facilities and refurbishment of the old ones to keep them in tandem with latest technological developments in the field.

The biggest project undertaken in the last five years to address this need was the construction of level-3 laboratory worth Kshs.280 million at the Institute of Tropical and Infectious Diseases (UNITID). The building houses level 3 laboratories used in handling of highly contagious, emerging pathogens, such as the Rift Valley Fever, Ebola, Marburg and other viral hemorrhagic diseases in the region. The construction and equipment of the building was funded by Canadian institutions among them



The UNITID building housing level 3 laboratories at the College of Health Sciences.

Canadian Foundation for Innovation (CFI), the University of Manitoba, and the Government of the Province of Manitoba. The project was commissioned in 2007 by the then Kenyan health Minister Hon. Charity Ngilu and her Canadian counterpart Hon Tony Clement.

In the School of Nursing Sciences, the Chancellor, Dr. Joseph Wanjui inaugurated the Nursing Sciences block building worth Kshs.31 million in 2005. The facility comprises teaching rooms, laboratory and offices.

At the School of Medicine, an extension block to the Department of Surgery was completed and inaugurated by Dr. Wanjui in 2009. The project provides offices and teaching

space. The extension worth Kshs.30 million was funded by the University of Nairobi.

Other on going projects at CHS include the extension to the Department of Paediatrics and the Animal House. This project commenced in 2007 and is estimated to cost Kshs.20 million. This extension will provide teaching space to the department of paediatrics. currently the only remaining works include the renovation to the Animal House-rearing which is nearing completion and the construction of the staircase.

The development and acquisition of modern equipment will give CHS a competitive edge in offering health care training in the region.

IN JANUARY 2005, the Vice-Chancellor of the University of Nairobi, Prof. George A.O. Magoha, upon assuming office set up a committee to prepare a strategic plan for the University to cover five (5) years. Subsequently, the Vice-Chancellor in his brief to the committee stated that his vision is for the University to be a centre of excellence in scholarship.

The vision put demands on every unit of the University to realize, set objectives and required that the entire university be re-engineered as opposed to business as usual.

For SWA, which is the hospitability wing of the University, the challenges ahead were overwhelming and threatened its very existence. Its annual capitation at that time stood at only Kshs.40 million which fell short of its expenditure and therefore was not adequate to finance the urgent repair and renovation works within the halls of residence and Its food and beverage outlets which were

Improving hospitality

completely dilapidated, and required modern equipment.

The challenge therefore was to manage the drastic changes that had to be undertaken within SWA ranging from “switching on” the entire workforce while at the same time applying stringent controls that would ensure that the revenue base for the unit would grow. This was not an easy task because of the existing mind sets among staff who were used to doing certain things in line with a tradition, that had been inherited from USAB.

In the financial year 2009/2010, there was a significant shift with the SWA management targeting a staggering Kshs.235 million revenue realization from accommodation and catering operations together with the support of its revenue generation activities. With this kind of resources, it was possible to line up a number of projects aimed at improving the welfare of its clients. In particular, at the Central SMU's that comprise of Women's hall, Mamlaka, Lower State House Road and Upper State House Road strategic management units which together accommodate over 7000 students. Renovation works have seen the dilapidated facilities completely acquire new face through painting, plumbing and electrical repairs.

The HAMIS (Hostel Management Information System) has come of age and has greatly enhanced the Management of student registration and room allocation process. Word on the grape vine is that come September 2010, the system will have been completely modified to handle student accommodation bookings online, to enable students to be allocated accommodation across the country and be able to pay for the same before the reporting day to the University.



The completed Phase of Lower Kabete halls of residence.

42nd graduation ceremony surges alumni numbers

IN THE LAST FIVE YEARS, the University of Nairobi (UON) has graduated 37,656 students in different professions and at different levels broken down as follows: 161 PhDs, 5,545 masters, 25,898 bachelors, 641 postgraduate diplomas, 5,386 diplomas, 3 honorary degrees and one doctor of science.

The University of Nairobi held its 42nd graduation ceremony on December 4, 2009. During the occasion 3,394 graduands drawn mainly from two Colleges: Health Sciences; and Humanities and Social Sciences, were conferred with their respective degrees and awarded diplomas. A few other graduands from the other Colleges who for some reason failed to graduate during the 41st ceremony also

graduated.

At the occasion, the second to be held in 2009, 2,602 bachelors, 998 Masters and 28 PhDs degrees were conferred, while 328 diplomas and 34 postgraduate diplomas were awarded.

The graduands from the Colleges of Biological and Physical Sciences, Architecture and Engineering, Agriculture and Veterinary Sciences and Education and External Studies constituted the 41st congregation held in September 2009, bringing the total number of graduands for 2008/2009 academic year to 7,370.

At the professional level, the University released 274 doctors, 190 lawyers, 61 pharmacists, 30 dentists, 38 nurses, 1,141

business administrators, 107 media and journalism professionals, 927 specialists from various disciplines of humanities and social sciences, 516 building and engineering professionals, 463 scientists, 318 Agrovet professionals and 3,976 educationists and related specialists among others, to the market.

The well attended ceremony was presided over by the Chancellor, Dr. Joseph B. Wanjui, who challenged the graduands to use their intellectual resources to create job opportunities. He illustrated his point by citing Larry Page and Sergey Brin who in 1996, as graduate students, founded the Google search engine, from a simple room at Stanford University.



PhD graduands with the Chancellor and other top government and University officials during the 42nd graduation.



A section of the School of Medicine graduands take the hippocratic oath during the 42nd graduation ceremony in December 2009.

2005-2010 Graduation Statistics

Diplomas: 5,386

Bachelors: 25,898

Postgraduate Diplomas: 641

Masters: 5,445

PhD: 161

Doctor of Science 1

Honorary degrees: 4

Total: 37,656

Dr. Wanjui also used the occasion to announce the reappointment of the Vice-Chancellor, Prof. George A.O. Magoha for a period of five years starting January 5, 2010; he urged Prof. Magoha to provide the leadership that will take the University of Nairobi to the next level of development. Prof. Magoha was first appointed in 2005 after a competitive process initiated by the Chancellor. PricewaterhouseCoopers and the University Council oversaw the stringent recruitment process in which Prof. Magoha was judged the best among other applicants. On his appointment, Prof. Magoha was put on a performance contract that the University Council, the Chancellor and other stakeholders would use to reevaluate his performance and reappointment.

The Vice-Chancellor, Prof. George A.O. Magoha, thanked the various stakeholders for supporting his efforts to reinvigorate the University and used the occasion to outline some of the recently completed projects among them phase one of students hostels in Lower Kabete campus housing 224 stu-

dents at a cost of Kshs 240 million.

On his part, the Chairman of Council, Mr. John Simba, requested the government, through the Ministry of Higher Education, Science and Technology, which was represented by the Assistant Minister, Hon. Dr. Kilemi Mwiria, for more support to bridge the perennial financial deficit. The deficit, occasioned by reduced funding, has forced the management to rely on funds generated from internal sources and from benefactors to carry out most of its business. He noted; "with more support from government, internally generated funds will be released to improve other areas." Mr. Simba also appealed to the Vice-Chancellor to view the University as a business, the totality of whose resources should be optimally deployed to ensure increased rewards to all concerned.

The ceremony was also attended by the Chief Justice, Hon. Evans Gicheru among other dignitaries. The graduation raised the Alumni of the University of Nairobi to 113,080 up from 109,090 as per the 41st congregation.

Long walk for UoN Alumni

THE UNIVERSITY OF NAIROBI ALUMNI ASSOCIATION (UONAA) was established in 2005 following a colorful launch ceremony presided over by the Minister for Education. An interim committee, chaired by Dr. Betty Gikonyo, was mandated to oversee the development of the Association.

In late 2005, the University management supported the establishment of an Alumni Office with a secretariat and head hunted an alumni affairs administrator. It was envisaged that the formation of such an office would provide a link between the University and its Alumni.

One of the first tasks facing the office was the development of an alumni data base to capture over 2,000 members. The data base was perceived as another way of estab-



Students on one of the benches at the Main Campus. The Alumni Association played a leading role in erecting benches at convenient points for students.

lishing a tangible link between the University and the Alumni

By 2007, the Alumni data base had expanded to over 16,000 members. This raised the financial base of the Association and expanded its Alumni reach mandate. The "youth" wing of the interim committee developed branded association polo shirts and other souvenirs. The Committee suggested, and it was accepted, that Friday corporate dress down day be institutionalized. This activity has been appreciated for its role in increasing corporate identity and loyalty among staff, it also contributed to the visibility of the institution.

In late 2006, the Association hosted the first ever Alumni night. Attended by over 600 graduates, the night provided an avenue for Alumni to interact, network and dialogue with the University management.

By the beginning of 2007, it was clear that Alumni of the University of Nairobi interact better in discipline based fora. Towards this end, the interim committee encouraged and oversaw the launching of chapters that include Medicine, Vet. Medicine, MBA, Journalism, and Range Management. By 2009, Development Studies, Law, Pharmacy and Dental Surgery Alumni have expressed interest, and are in the advanced stages of launching their chapters.

With the formation, in 2007 of several chapters, the membership of the Association increased to over 20,000 while the financial base increased to over 20 million.

The Association, in an effort to make itself more relevant in the lives of students as future alumni, launched the University of Nairobi

Alumni Award for the best overall student in each college.

By mid 2008, the Alumni Association had developed and implemented an Alumni Information Management System, this has ensured the prompt and efficient capture of data on alumni, it has also made it easier to retrieve and archive information.

In order to complement the University efforts to make the lives of the students at the university a memorable experience, the Association purchased 100 concrete garden seats and donated them to the University halls of residence and the Library. The concrete seats have contributed to the overall serene environment evident at the University,

In late 2008, the Alumni Association donated Kshs 5 million towards the University Bursary Scheme for Needy Students. While this act provided an opportunity for alumni to give back to the society, it has also motivated future recipients to work hard and to live a life of purpose.

The Alumni Association has come of age. It plans to construct an Alumni Centre worth Kshs 200 million. Already, the Association has provided Kshs 10 million as seed money towards the project. The alumni will be able to conduct their business and at the same time be a focal point for the alma mater. It has also rebranded its newsletter with a new name UoNairobi. The Association has negotiated the use of the Library system by active members and has produced souvenirs and branded shirts and blouses for members.

Ultimately, the Alumni Association has served as a bridge in the forging of a new relationship between the University and its alumni with feedback that UoN is sensitive and appreciative of its Alumni. More alumni have been motivated to join the Association, to belong and to contribute towards the development of their Alma Mater.



Ficus junior: a nurturing hand at Kongi's square.

From the ashes

THE GREEKS WERE GREAT STORYTELLERS and tale spinners, they also had many myths and legends, some of which we have come to believe. One such myth is that of the Phoenix, Simply put the Phoenix is the name of an eagle which according to mythology rose from the ashes to become even mightier than it had been.

At the University of Nairobi we have our own phoenix-Ficus Altissima junior...

About a year ago, our old fig tree, the one that stood at the corner of Kongi's square came down in a flurry of roots, branches and twigs. The old fig had entrenched its history into our minds so much, providing a cover for students who often enjoyed a cup of tea and a biscuit while ensconced on the alumni bench under the shade of Ficus senior.

Ficus senior had served his purpose, protected us from the elements of sun, wind, rain and even hawks, so important was he that we all pondered over him, our spirits plummeting at the evidence of our old friend sorely missing.

Hopefully, like the Phoenix, there is evidence of another Ficus rising; across the root and shadow of a sapling jacaranda, new shoots of Ficus junior have been growing. We do not know if it is an experiment or nature, but it seems as if there is another tree coming up of the same species,

So again we believe that another generation will be served by the house of Ficus; the University may be nurturing another Ficus who like the Phoenix is rising from the ashes of Ficus senior, a practicing vegetarian whose remains made excellent wood ash.

Good bye Ficus senior, welcome Ficus junior. Serve us well.

ICT investment at UoN

IN THE HIGHER EDUCATION sector, the adoption and use of ICT services is realized by the extent to which ICT supports and fosters innovative research, learning and teaching in addition to supporting administrative processes in these institutions.

Taking the cue, the University has in the last five years, expanded and upgraded the internet bandwidth, launched a new look webpage, hosted the University webpage for ease of access worldwide, and increased the number of computers available for use by students and staff.

Currently, all staff and students have access to a computer. Data points have also been installed in all campuses. To support the function, the University has over 65 highly qualified professional ICT staff to plan, implement and support her ICT infrastructure and services.

The University continues to recognize the importance of a sound computing backbone infrastructure as the basis of efficient ICT services. This has led to the implementation of campus based fibre networks that facilitate students and staff to gain access to the university wide ICT services, with speeds of 100Mbps to the desktop as the standard. The University has realized an over 70 per cent network infrastructure coverage of all campuses with continuous expansions being carried out periodically, in line with the

University development plans.

The University also provides corporate Internet services on all networked computers for the benefit of staff and students. Current total purchased Internet access bandwidth is 15Mbps. The Bandwidth is expected to double in the coming months, through an ongoing infrastructure expansion project (KTCIP) that is spearheaded by the Kenya ICT board (under the Ministry of Information and Communications), and funded by the World Bank.

To enhance communication within the University, in addition to effective use of the network infrastructure, several integrated services have been implemented. These include the VOIP

and data messaging services installed at a cost of Ksh. 28M, which included training abroad for three (3) personnel and supply of 175 VOIP phones

There are over 5,400 PCs at the University; about 2,400 dedicated to staff and close to 2,700 dedicated to student laboratories. This gives approximate ratios of 1:2 for staff and 1:14 for students. The plan is to achieve a ratio of 1:1 for teaching and senior administrative staff

and 1:10 for students in general by the year 2013 when the current strategic plan period ends.

The University has continued to automate its functions to increase productivity and enhance efficiency in its operations. The ICT centre has a portfolio of computer based Information systems that support administrative services, teaching, research and learning, with a vast majority being developed in-house. The current systems developed

include: Library information system; student management information system, human resource management information system, university system of websites, financial management information system, health management system, student's clearance

system and student archiving system.

The automation status of the University is a dynamic function of many variables. New requirements and needs come up each day but there is a status that we want to achieve. The status in which we have empowered staff and students in their ability to use the ICT resources effectively for academic and administrative purposes; to use the resources to facilitate their research effort; faster access to information; and a flexible means of hosting of their own content. Raising the level of their ICT skills is key to achieving this productive status. It has become a lifestyle for all of the University community.

Period	Total No of PCs at end of Period
2004-05	2,800
2005-06	3,500
2006-07	4,015
2007-08	4,425
2008-09	5,100
Current	5,400
Total Investment	188Million

2400 PCs are dedicated to staff, while 2,700 PCs are used by students, giving a ratio of 1:2 for staff and 1:14 for students.

IN A BID TO TRACK DEVELOPMENTS in ISO, the University management held a successful three-day refresher training for Internal Quality Auditors (IQAs) at the Merica Hotel, January 10th-13th, 2010. The retreat focused on the importance of the training, benefits of ISO to UoN, challenges faced during implementation, funding and resourcing, records management and cascading the ISO process to the colleges. So far the University has trained 120 IQAs to ensure its compliance to the QMS and the standard. The IQAs, representing various departments of the University were trained in 2007 and 2009.

In his opening remarks, the Vice-Chancellor, Prof. George Magoha challenged the IQAs to make ISO a way of life. He particularly challenged them to ensure that quality services and products are rendered to customers and urged them to help change some negative perceptions that have been dragging development initiatives.

Prof. Magoha assured the participants that management shall avail resources to ensure that the UoN remains committed to ISO requirements by building on the gains made. In brief remarks, the Deputy Vice-Chancellor, Administration and Finance, Prof. Peter Mbithi underscored the importance of ISO in achieving the University's strategic objectives while the Deputy Vice-Chancellor Academic Affairs Prof. Jacob Kaimenyi underscored the role of ISO 9001:2008 in the delivery of academic programmes and services in the UoN.

The major objective of the training was to update the knowledge and skills of IQAs so that they can identify challenges on the ground. The retreat recommended an annual training for auditors and cascading ISO awareness to the colleges where ISO management committees shall be formed. The retreat was facilitated by Cyrus Wambari of KEBS who encouraged the IQAs to be tenacious in carrying out their task.

According to the IQA's, "the adoption

New milestones for maintaining ISO



Students receive service at the Mombasa Campus. The administration has stepped up efforts to improve the quality of services as per ISO 9001:2008 requirements.

of ISO has led to the institutionalization of quality and ultimately enhanced customer satisfaction. Other benefits have included major and minor institutional reforms that have improved productivity and increased efficiency". However the process has not been without some frustrations, key among them being, lack of adequate funds and infrastructural shortages to cope with increased demand for goods and services.

The second refresher training was held in preparation of an internal audit to be held at the end of January, followed by external surveillance in February 2010. The audit surveillance is undertaken periodically to ensure that the University conforms to the Quality Management System (QMS) and the University standard as per the requirements of ISO.

Performance - based appointments

Competitive hiring of VC ushers in a new era of engaging top managers.



JANUARY 6TH 2005, WILL REMAIN A HISTORIC moment not only for the University of Nairobi but also for all public universities in the country.

This was the first time in the history of public institutions that the competitive hiring of a CEO, of a public university was announced through a press conference. The press con-

ference was held at the University of Nairobi by the Chancellor of the University of Nairobi, Dr. J. B. Wanjui.

The importance of the occasion was manifested by the heavy media

presence at the conference. In his press statement, the Chancellor said that the University had embarked on a process of reform, of becoming a centre of excellence and the leading institution of higher learning in the region. "This approach is to help us ensure that the resultant appointment is transparent and is informed as much as possible by meritocracy", said the Chancellor. Dr. Wanjui noted that the intended reforms could not be realized unless "we have the right individual at the helm of management at the university, supported by a team of competent and dedicated professionals who are passionate about sustained effective performance and high standards".

He reminded the media that the advert had clearly stated that they were looking not only for a world class academic but also an innovative, visionary leader capable of building a dynamic, motivated management team. The University had to change the way it was conducting business. "The status quo is not an option", he said, adding that change could only start if the right people were put in the right place in a credible manner and hence the need for a competitive hiring process.

He told the conference that the pace-setting recruitment process had attracted numerous responses from all over the world; candidates were screened based on criteria set by the University Council. Four candidates were short listed and interviewed.

Dr. Wanjui announced the appointment of Professor George A. O. Magoha as the Vice-Chancellor of the University of Nairobi for a period of five-year renewable term with

effect from 1st January 2005. Prof. Magoha has since been reappointed for his second term after successfully steering reforms at the University,

The announcement marked a turning point in the transformation of the hiring of top managers in public universities. Since independence, Kenyans had been used to the tradition of surprise announcement over radio that His Excellency the President had made appointments.

How the decision was arrived at was never made public but was left to speculations, creating a culture of mystery and intrigue, a situation where possible candidates would always sit next to their radios, waiting for the status-transforming announcement.

History was made when for the first time; the post of Vice-Chancellor had been advertised internationally in leading magazine such as The Economist.

PriceWaterHouse Coopers was mandated to source for applications nationally and internationally. Clearly, a new era had been initiated and with it came the need to embrace the best practice in recruitment which required the involvement of the University Council and external consultants in the search and interview process.

The announcement set in mo-

tion the anticipated reform process. Soon after, the position of Deputy Vice-Chancellor (Administration and Finance) was also advertised and Prof. Peter M. F. Mbithi was appointed as the new Deputy Vice-Chancellor, Administration and Finance, the circle of competitively hiring the top managers was completed when Prof. Jacob T. Kaimeyi was reappointed as Deputy Vice-Chancellor, Academic Affairs early last year. Currently, all the College Principals and Deputy Principals have been competitively hired. And

it seems like the other institutions had been, as usual, waiting for the mother of all public universities in Kenya to take the lead. No sooner had the UoN embarked on the reform agenda then it became fashionable for the other public universities to follow suit.

The reform agenda that was put in motion about five years ago has not only taken root but has also translated into visible achievements such as the

transformed mindsets of staff in the way we do things, ISO 9001:2008 certification which means we can benchmark with the best and our new approach to service delivery. Other core values of the University of Nairobi such as community service which is clearly anchored in our current strategic plan, is one of the activities that earn a consistent positive image for the University.

All top managers are competitively hired and put on performance contracts

IN THE LAST FIVE YEARS, THE University has embarked on various corporate social responsibility activities. In 2006, for instance, the University took part in the efforts to curb famine that engulfed most parts of the country. Through efforts led by the Chancellor, Dr. Joseph B. Wanjui, members of staff and students donated foodstuff worth 4.3 million to Mwingi, Kajiado and Mandera Districts. The exercise of distributing the food stuff was conducted by students, and members of staff.

The College of Agriculture and Veterinary Sciences, has been consistent in holding an annual tree planting ceremony, at the College's expansive farm at Kabete, and at the Ngong Field station. The College is also involved in an annual exhibition that brings together professionals, agrovet businesses and farmers. The exhibition is a platform to share the latest trends in scholarship, business and farming.

The College of Health Sciences, holds routine medical clinics with students of the School of Medicine taking charge, while the School of Dental Sciences runs a free dental clinic for 10 customers on a daily basis. The most recent activities that caught the eye of many was the reconstruction surgery carried out on 50-year old Ms. Ndusya Kilonzo to treat a massive growth in the mandible measuring 16 cm by 14cms.

The College of Biological and Physical Sciences donated food, clothing and a 5,000 litre water tank to Kajiado children's home.

Student organizations also carried out several activities including: clean up campaigns organized by AISEC (UoN chapter); WOSWA in partnership with other stakeholders distributed food and other basics to victims of the post election chaos of 2007; a

Giving back to society

joint eradication of jiggers in the country with a focus on young people in Kandara Division in Muranga District, a region that has of late featured in the news prominently as one of the regions with a high jigger infestation.

In ensuring that students from under privileged families do not drop out of University due to lack of fees, management created a Needy Students Fund worth five million. The fund is administered by the Special Students Advisor, Prof. Godfrey Muriuki. This

effort has been cascaded to colleges with each college contributing Kshs One million towards this purpose. Further, the student organizations led by Students Organization of Nairobi University (SONU 98) set up a student scholarship fund worth Kshs 3 million to assist needy students. The Alumni Association on its part has also set up a scholarship fund worth Kshs 5 million with plans to create an endowment fund to address this problem permanently.



Students in a jigger elimination campaign in Kandara District, Central Province. Inset: Prof. Godfrey Muriuki, Special Students Advisor.

Stella Awinja: a heroine of all times

MANY FEMALE STUDENTS have been housed at Stella Awinja Hall. This beautiful hall was purchased from the Nairobi City Council in 1977, formerly called Marys' Hall; it accommodated mainly the senior female students drawn from all faculties. The inside of this hostel resembled a country side English hotel, the terrazzo floors were always immaculate and clean, the grounds covered with heather, rockery and occasional sprigs of blue grass, it was beautiful to live in and to work on your study notes, and thesis from the pristine rooms.

The Marys Hall remained so in name until 1990 when a specific request was made to rename the hall Stella Awinja. But who was Stella Awinja?

Stella Sally Muka Awinja was a third year student in the faculty of engineering, a brilliant scholar, leader, actor and poet, she died after being crushed by

“An aegrotat degree is a degree granted to a student who dies in the course of their studies.”

a big stone, which fell from the crane that was lifting building materials to erect the hotel we call Lillian towers. At the time, there was a bus stop on the site and the contractor had put up a balustrade for pedestrians, but on the day in question the balustrade was not able to save Stella from death.

Stella Muka Awinja was awarded an aegrotat degree in 1984. An aegrotat

degree is a degree granted to a student who dies in the course of their studies, but whom the faculty believes would have graduated fully if they had lived. During the graduation ceremony held in December of 1984, faculty, senate and the council had considered the case, saddened by the death of this fascinating and brilliant scholar, the decision had been unanimous, grant her the degree.

And so her name was called out, and her own parents stood in recognition of the academic excellence that their daughter stood for. This was no candle burning in the wind, but a legend when the rains came in. And so even if we did not know her, the candle burnt out long before the legend ever will

Stella Sally Muka Awinja, heroine, academic, scholar, her name lives, Rest in peace.



Hall of residence named after the late Stella Muka Awinja [inset] Awinja an engineering student who died after being hit by building materials.

Hostels that defined lifestyles since time

For along time, the Women's hall commonly known as 'box' was the only female hall of residence at UoN.



THE BOX IS THE COMMON NAME for the ladies halls of residence at main campus. For a number of years between 1956 and 1977, this was the only hall for ladies, that is until ladies moved into Hall 12, Mary's Hall (now Stella Awinja) and in the last 15 years, into the co-ed Hall 13.

Over the same period, the male students have been accommodated in Halls 1-11, 13, State House, Mamlaka and the Pre-fabs. I was therefore intrigued when my editor claimed that there has been a history of twinning of halls, indeed he asserted that the Box has been twinned to Hall 9 for a long time

So I set out to investigate what twinning or this twin marriage between the seasoned 54 year old

Boxer and the relatively younger 41 year old Hall Niner could reveal.

Melissa(not her real name) tells me that Hall Nine represented freedom, after all had it not been named for Tom Joseph Mboya, a fire brand revolutionary who spoke of liberation? "You see, says Melissa, Hall nine was for many years associated with intellectualism, so that all the smart men seemed to occupy that hall. In those days, who did not want to be associated with intellectualism, so we all ladies, boxed up in the Box, tended to visit Hall Nine regularly to see our beaux.

But Sam disagrees, according to him, Hall Nine only seemed popular because of the history of ethnic relations existing on campus. Indeed at some stage, a form of ethnic sentiment clouded room allocation, se-

questered in this ethnic cocoon only made the Hall Niner more confident and noisier giving the impression that this was the only hall existing. Inevitable because the ladies had fewer facilities there seemed to be a relationship between the Box and Hall Nine.

As a student in the 70's, the days of clean laundry, superb meals, boom, collection and venereal disease, we ladies visited all the halls "I do not believe that there was a particular hall that did not receive female visitors" says Wathira.

Silvia however agrees on the concept of twinning. According to Silvia, the reason why Hall Nine seemed linked to the Box was because the disciplines which were accommodated in Hall 9 before the advent of State House, was the neat guys pursuing law, commerce and architecture. We Boxers were clear that after graduation we should be married to smart professionals, so we tended to coalesce around this hall in the

hope of getting future husbands.

The Boxers of the 80's are now the young professionals and they had quite a lot to say about Hall Nine-a serious hall that housed most of the student leaders of the time. Enscorced in those cozy rooms that they had, they seemed to attract the attention of the Boxers, at least some of them

But the ladies at campus also had their own brand of snobbery as Jackie reminds me. The Box was not regarded as a smart hall, indeed, the smarter ladies tended to occupy Mary's hall and to focus their attention on working class men rather than cockroaches, " why do you imagine that hall nine would be so important to the ladies says Mavis. Who would want to go to hall nine

Hall 9-a serious hall that housed most of the student leaders of the time

let alone be seen near the other contracted halls (halls 6,7,8)" asks Wanjiru.

I am at a loss for words at the outburst.

I hate to do this, but I must let my editor know that his idea of twinning is a sham. I will be gentle as only a lady knows how as I inform him that inevitably all the halls of the University have received their fair share of male,

female visitors from within and outside the University.



The Front elevation of Hall 9 also called Tom Mboya, named after the late Minister for National Planning and Economic Development.

Public Lectures

2005-2010 Public Lectures

IN THE LAST FIVE YEARS, the University of Nairobi hosted many eminent personalities. The personalities interacted with students and staff on wide ranging academic issues and problems afflicting our society. Among those who interacted with us are:

The U.S President H.E. President Barack Obama
Governance Issues August 2006

US. Secretary of State, Hillary Rodham Clinton

Governance Issues August 2009

World Bank Vice President for Africa, Obiageli Ezekwesili
World Bank

Youth unemployment and their role in development
November 2009



Honorary degrees



2005-2010 Honorary Degrees

IN THE LAST FIVE YEARS, the University of Nairobi has conferred honorary degrees to four eminent personalities. These personalities have achieved merit in their distinguished service, pursuit of knowledge and development of society. It continues to be our pride that our honour though much sought has only been bestowed on some of the most deserving cutting across areas of knowledge and social contribution. The University takes pride in the following:

- **Prof. Wangari Mutta Maathai**
Doctor of Science (DSC) Honoris Causa 11 March 2005
- **H.E President Mwai Kibaki**
Doctor of Laws (LLD) Honoris Causa 17 October 2008
- **Rt. Hon Prime Minister, Raila Amolo Odinga**
Doctor of Laws (LLD) Honoris Causa 17 October 2008
- **Dr. Kofi Annan**
Doctor of Laws (LLD) Honoris Causa 17 October 2008





➔ Martin Luke Odour, CEO, Kenya Commercial Bank with Rose Waruhiu. They are among the prominent personalities who attended the launch of Dr. Wanjui's book " My Native Roots."



➔ The Vice-President and Minister for Home Affairs and National Heritage, Hon. Kalonzo Musyoka, when he launched Dr. Wanjui's book " My Native Roots."



➔ Retired Registrar Administration, Mr. Christopher Ombati (second left) with Prof. Henry Mutoro Principal CEES(Left), Michael Karue, Finance Officer and Chief Medical Officer, Dr. Stephen Ochief during the staff Christmas Luncheon held in December 2009. Mr. Ombati retired after 30 years of service to University.



➔ Christmas party pictorial

Members of staff queue for for service during the staff luncheon .



➔ Staff in a jovial mood during the luncheon.



➔ The VC and his deputies were not left out either. Their expressions said it all.

ON THURSDAY 3RD DECEMBER, the University of Nairobi Press launched the book, "My Native Roots" by Dr Joseph Wanjui. The book was formally launched by the Vice President, Hon. Stephen Kalonzo in a colorful ceremony held at the Vice Chancellor's Parlour, University of Nairobi.

In his address, the Vice president stated that he was interested in publishing some of his life experiences especially detailing those experiences that would help Kenyans understand that tribe is not an issue as people make it to be.

On his part the author, Dr Wanjui alluded to the fact that his interest in writing stemmed from his conviction that one must be proud of one's past irrespective of their current position in life "you must be proud of your past, you are part of it, you shared in it, he said.

In brief remarks the Vice chancellor Prof. George Magoha emphasized that the work ethic expressed in the book was responsible for the future development of individuals and the nation.

My Native Roots emphasizes the important role played by women, it also emphasizes the importance of family life. The book covers six generations of Dr Wanjui's family, it is interesting then that among those present at the launch included the latest member of the family; a baby barely five months old and three other people in their nineties.

A rallying call in the book is that the past shapes ones character, from the book we understand that Dr Wanjui's

Dr. Wanjui's native roots



Dr. Joseph Wanjui (centre) autographs copies of the book "My native roots" during its launch in the Vice-Chancellor's Parlour.

background, his upbringing, the care provided by his elder brother, and learning to be an entrepreneur with all the challenges in life, have contributed to his success.

Speaking to Varsity Focus, the Managing Editor of the University of Nai-

robi Press, Mr J. Kirimania noted that the book launch had been successful, "we sold quite a number of copies of the book, we also got a number of useful trade enquiries, created understanding about the important role of a University press, and lastly we mentored some people who are interested in writing down their life stories and experiences"

As one member of staff put it, "we did a great job with the decor, the presentation ceremony, the refreshment and even the numbers"

The book emphasizes the important role played by women and importance of family life

Latin America strengthens ties

PLANS ARE AT AN ADVANCED stage for the endowment of a chair by the Latin American and Caribbean countries (GRULAC) at the University of Nairobi (UoN). This was revealed by the Ambassador of Bolivia Republic Mrs. Maria Jacqueline Mendoza when she made a courtesy call at the University of Nairobi. This revelation follows up on proposals made in an earlier meeting held on June 17, 2009 also attended by the Ambassador, Embassy of Argentina H.E. Mr. Daniel Chuburu.

According to Mrs Mendoza, GRULAC wishes to establish closer working relations with Kenya hence the need to forge alliances with the University. The initiative is a coordinated effort by all the Latin American countries represented in Nairobi.

The specific content of highlights of the envisaged Chair, according to a proposal presented by GRULAC includes a staff and student exchange programme to enhance networking in a globalized context.

Other outcomes of the proposal are to broaden scholarly understanding, sharing of institutional development concerns and peer information exchange. Staff capacity building through negotiated institution and cultural exchange opportunities will also be explored.

The process will involve opportunities for competent scholars in Latin American Studies to establish an appro-

priate organizational structure, facilitate development of academic programmes and curricula and coordinate the initial sourcing of funds for viable programme implementation. The programmes will run at all levels, from certificate to Ph.D. Other benefits will eventually include GRULAC sensitization of the people of Kenya on the cultural diversity of Latin America.

The Institute of Diplomacy and International Relations (IDIS) will initially house the Chair. A committee comprising the Director, IDIS and including representatives from departments of sociology, political science, as well as GRULAC was formed to fine tune the proposal and report in a month's time.

Those present during the discussion were Prof. Enos Njeru, Dean, Faculty of Arts; Dr. Peter Wasamba, Chairman Department of Literature; Dr. Andrew Mbatia, Chairman Linguistics Department, Dr. Paul Mbatia, Chairman, Department of Sociology the Director, Centre for International Programmes and Linkages, Prof. Simeon Mitema, and the Acting Academic Registrar, Mr. Humphrey Webuye.



Mrs. Maria Jacqueline Mendoza, Ambassador of Bolivia Republic.

UNIVERSITIES, THE WORLD OVER, FORM PART OF THE POST-SECONDARY education institutions forming the higher education category. To this end, the universities are charged with the role of research and training that lead to the generation of high-level knowledge in the society. The University of Nairobi, as the oldest and the largest higher education institution in the country, has not only provided higher education to students for the last 40

years, but has also joined other institutions internationally, in conducting research that would lead to a better understanding of higher education itself.

To this end, from 2003 and through the Institute for development Studies, the University has been conducting research on: pathways to higher education; undergraduate students' voices; issues of students unions, governance, and democracy in and outside the university; and graduate training.

University enrolments in the country have increased over the years from

about 522 in 1970 to over 150,000 in 2009. However, the picture is less impressive with regard to female students who form about a third of the total student body in Kenya. In 2003, the University of Nairobi conducted a study on some of the secondary schools in Kenya, exploring some of the factors responsible for low female enrolments, especially in science subjects. The study was informed by the need to understand what needs to be done to increase female enrolments in our universities.

Undergraduates form the largest

student constituency in any university. However, for many years the relationship between the undergraduate students, the university management, and the state has been characterized with tension and suspicion, partly due to low levels of understanding of students by the university managers and the state. In an effort to address this gap, one of the studies conducted by the Institute for Development Studies in 2005 used a very novel methodology: the use of students to identify and write on issues that they felt important. This led to the "Student Voices" study, whose other objective was to give students a forum within which to "voice" their concerns. The

study directly involved 40 students (as researchers), drawn from the University of Nairobi, Egerton, and one private university as part of seeking students inputs on the on-going global reforms in higher education. Professor Njuguna Ng'ethe, the IDS coordinator of the study says that his motivation in the study was "to find ways of changing "student noises" into "student voices", creating a forum that would enable students, the university administration and government officials or leaders to dialogue on the issues affecting universities, with the hope of generating a reasonable mode of discourse as an

alternative to stone-throwing, police batons, and tear gas on university premises". It is efforts like these that are partly responsible for the dramatic reductions in the cases of student unrest at the University of Nairobi in the last six years.

Still related to the student voices has been the more recent (2009) study on the relationship between students, the student unions, the university, and democratic practices at the national level. The study attempted to find out the



UoN curves niche in higher education research

UoN and Higher Education Research

role of higher education in the promotion of a democratic culture within and outside the universities, given that before 1992, the most vocal advocates of democracy in Kenya came from the student community. The study was a three-country study involving the University of Nairobi (Kenya), the University of Dar es Salaam (Tanzania), and the University of the Western Cape (South Africa). The study conducted interviews with ordinary students, the student leaders, and university managers in the three institutions. The findings are not out yet due to the collaborative nature of the study, but one can start seeing the place of the University improving in the continental research networks and collaborations on matters that would be beneficial to the University community and other higher education stakeholders in the country.

The University of Nairobi has also conducted higher education studies on: public and private universities reform in the country; university-industry linkages; and differentiation and articulation of higher education systems in Kenya, Uganda, Tanzania, and Rwanda.

Still related to the above has been the internationally increasing interest on graduate training, partly because of the increasing undergraduate enrolments in most universities in the world through the so-called massification of higher education. In other words, the increase in undergraduate enrolments call for an investment in the production of graduate students, either as a natural response to the growing pool of bachelors' degree holders who need higher training, or in matters related to quality with the aim of increasing the student-lecturer ratio at the university. To this end, one of the main problems in Kenya has been the slow pace and the low completion rates in graduate training, especially for the PhDs. The IDS has, therefore, been conducting a study on the "rates and pace of doctoral training in Kenyan public universities". The study has conducted interviews with past and current doctoral students, PhD supervisors, and heads of department in three public universities in Kenya: the University of Nairobi, Kenyatta University, and Moi University.

Once completed, the findings of the above studies shall be of great help in enriching our understandings on the dynamics in higher education, especially within the University of Nairobi.

Quiz: to Scholars only

IN PAST ISSUES of Varsity Focus, we challenged you to define several words. To date, we have not received a serious entry. Varsity Focus therefore has decided to pick several easy words for you to define. Remember, the highest scorer wins a prize. No guess work.

- Afterages _____
- Aristology _____
- Blype _____
- Biduous _____
- Brocage _____
- Bumfodder _____
- Gynarchy _____
- Pareliculation _____
- Misoneist _____
- Holus-bolus _____
- Homilophobia _____
- Callisteia _____
- Callomania _____
- Camarilla _____
- Carossa _____
- Chubby Chaser _____
- Discalceate _____
- Dilling _____
- Diurnation _____
- Epigone _____
- Erotesis _____
- Eunomy _____
- Fugleman _____
- Geophengia _____
- Groaking _____



Israel Ambassador, Jacob Keidar with Vice-Chancellor Prof. George Magoha, after talks on revival of Kibwezi Project.

Israel to assist in reviving Kibwezi Farm

THE UNIVERSITY OF NAIROBI, in conjunction with the Israel government is set to revive the Kibwezi Farm project. This was revealed by the Israel Ambassador to Kenya H.E. Jacob Keidar when he paid a courtesy call on the Vice-Chancellor, Prof. George Magoha.

Mr. Keidar said the government of Israel has held talks with the government of Kenya and was waiting for terms of reference from the ministry of water and irrigation to send experts to Kibwezi to undertake feasibility studies. The Ambassador further said that Israel investors were interested in developing Kibwezi commercially and would also target special programmes for capacity building. The talks touched on UoN's plans on dairy, poultry and crop farming among other activities at the Kibwezi Farm.

During the meeting, it was agreed that a joint paper be developed outlining how this initiative will benefit students and staff training in dry land management. The exercise will be driven by the University. To fast track the process, a timeline of two weeks was set for the University team to prepare the way forward.

Under the terms of the project, the revamped Kibwezi Farm would train locals on best practices in water management and develop it into a national resource to benefit the whole country. The Deputy Vice-Chancellor Administration and Finance, Prof. Peter Mbithi will

spearhead the joint efforts to revive the project.

The Israel government has also been involved in cascading farm management practices to rural communities in Kenya. Among the beneficiaries include Mwingi and Yatta Districts in Eastern Province which have benefited from irrigation systems while selected areas in Nyanza Province have benefited from fish farms.

The first phase of the Kibwezi project began in the 1980s with initial support from the World Bank for the infrastructure and later the Israel government whose main support was in dryland agriculture. Currently, farming at Kibwezi targets tree, cassava and rearing of beef, cattle, sheep and camels for research and commercial purposes. The farm is also a major resource for dry land research at postgraduate level.

Others present during the talks were the Deputy Ambassador of Israel, Maor Elbaz, Starinskye, Director, Centre for International Programmes and Links, Prof. Simeon Mitema, and the Dean, Faculty of Agriculture Prof. John Nderitu.

Five-year financial gains



Students served at the ultra modern examination centre, Chiro-mo Campus. Many building projects have been completed in the last five years.

The University embarked on major infrastructural developments to improve service delivery

IN THE LAST FIVE YEARS the University of Nairobi has undergone tremendous change and transformation which has secured the discharge of its mandate. These have been driven by the University's Strategic Plan which in itself is linked to National policy documents such as Millennium Development Goals (MDGs), National Development Plan, and Vision 2030. The University has operated in a fast changing and

dynamic environment and the following is a summary giving highlights of the total University performance.

Between 2005 and 2009 the University undertook major refurbishment of projects at the cost of more than Kshs one billion. The funds used to refurbish these projects were internally generated. The results of the above activities translate to better facilities and services to our core customers – the students.

During the period 2004/2005 to 2008/2009, the University cumulative deficit dropped from Kshs 2 billion to 0.295 billion. This was as a result of support from the Government to offset the tax arrears, tight financial controls and intensified income generating activities especially through the various Campuses, Colleges and subsidiary Company, University of Nairobi Enterprises and Services (UNES) Limited.

It is worth noting that the University has been registering surpluses since year 2005/2006, outlined as follows:

The University's fixed asset value now stands at Kshs 36.7 billion from Kshs 11 billion in 2004/2005. This is as a result of the fixed asset revaluation exercise done in 2006/2007, the acquisition of Kenya Science Campus, Uni-Plaza Mombasa and British Council Library in Kisumu.

Also in the last four years the University has seen a tremendous growth in externally sourced research grants, rising to Kshs. 868 million up from 342 million five years ago.

In order to enhance efficiency and effectiveness in the financial operations, the University put in place various austerity and cost cutting measures which had the net effect of realizing savings as indicated below: -

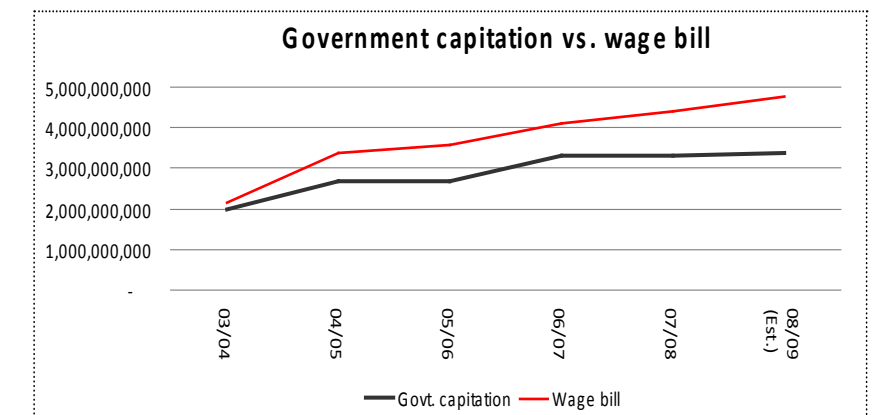
It is worth noting that the Government capitation covers only 38 per cent of total University expenditure and 70 per cent of the salary wage bill. The remaining balance of 62 per cent is funded through the internally generated funds.

The 62 percent deficit depicted below is impacting negatively on the operations of the University in that, projects take longer to complete, developmental projects to cater for expanding student population are affected while the wage increase brought by collective bargaining agreement only widens the gap.

Financial Year	Cost reduction (Kshs.)
1. 2005/2006	3.90m
2. 2006/2007	14.84m
3. 2007/2008	15 m
4. 2008/2009	42.5 m

Year	Surplus/Deficit (Kshs)
2004/2005	(19.4) million
2005/2006	42.1 million
2006/2007	291.5 million
2007/2008	124.7 million
2008/2009	293.3 million

Financial Year	Amount received (Kshs.)
1. 2004/2005	342,686,330
2. 2005/2006	501,029,422
3. 2006/2007	594,274,975
4. 2007/2008	627,190,710
5. 2008/2009	868,343,317



Performance-based contracts

The University has in the last five years been on a performance contract with the Government through the Ministry of Higher Education, Science and Technology.

Performance contracting as a management concept is still not a well understood management concept even within the University. From a government perspective, performance contracts emanated from the realization that government departments and institutions are not always clear about their goals, and so they sometimes develop or aim at the wrong goals. These have in the past resulted in declining performance and poor service delivery.

Within the Kenyan public sector, Performance Contract was embraced in the 2004/2005 fiscal year as a management tool by the government to drive service delivery. Initially targeting selected departments, the process was started in most government departments the following year and thus the University of Nairobi was put on its first Performance contract, in what was then quite a novel undertaking.

In those initial years, staff and stakeholders argued that it was the Senior Executive Officers (the VC and DVCs) who were on performance contract, more so those who were newly hired competitively. It was only later elabo-

rated that it is the University which was put on performance contract (through Council), the Vice-Chancellor and the deputies - and the rank and file - being the facilitators or implementers.

But what are the advantages of performance contracting? It assists in focusing on results, by clarifying and goals and objectives. More importantly it defines obligations and responsibilities of the parties to the contract and measures the extent of achievement of each objective.

The act of defining the measures of

“Defining the measures of performance clarifies the expectations of both the public and other stakeholders on the public institution”

performance clarifies the expectations of both the public and other stakeholders on the public institution such as University of Nairobi.

The strategic plan is the cornerstone of the performance contracting process. The importance of a Strategic Plan is that it defines the situational analysis of the institution.

With the strategic plan, an institution is therefore in a position to set its

own (or negotiate with government ministry) performance targets.

Setting of performance contract targets is the centerpiece in the exercise of performance evaluation. It involves: reviewing the annual operating plans; identification of cost efficient, inefficient areas; negotiates agreements to improve performance by way of agreeing to a set of targets for the institution's management.

The critical attribute of the performance contract is that performance targets should be growth oriented.

i.e. each contract year should demonstrate significant growth in the performance of each criterion over the previous year. A good performance contract should also be comprehensive, relevant (to the institution's mandate), benchmarked to past trends and performance of correspondent organizations, specific, realistic,

easily understood, attainable and measurable.

The above are the various criteria taken into account when the University negotiates its corporate performance contract with the Ministry. In a cascaded manner, the same criteria is used by University of Nairobi Management when it negotiates performance contract documents with its colleges and key central departments.

Auditor-General gives UoN a clean bill of health

THE UNIVERSITY OF NAIROBI HAS BECOME THE FIRST PUBLIC UNIVERSITY to be issued with the Financial Accounts Audit Certificate for the year ended June 30, 2009 by the Kenya National Audit Office.

Presentation of the financial accounts audit certificate by the Controller and Auditor-General is a testimony of prudent financial management and can largely be attributed to the implementation of a Quality Management System, a requirement of the ISO 9001:2008 Standard.

During the year under review, the University realized a surplus of KShs. 293,330,097 as compared to a surplus of KShs. 124, 674,898 for the year 2007/2008. The Report notes further that the cumulative deficit for the University as at June 30, 2009 was KShs. 294,913,005 compared to the deficit of KShs. 588, 243,102 as at June 30, 2008.

The Report acknowledges the continued support for research to the University from donors and other government support that stood at KShs. 868,343,317 compared to an amount of KShs. 627,190,710 for the year 2007/2008 for research.

Issuing the Certificate, the Controller and Auditor – General disclosed that the audit which is conducted in accordance with the Internal Standards on Auditing involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements.

The audit also evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

The Controller and Auditor General concluded that the audit evidence obtained was sufficient and appropriate to provide a basis for the opinion. “ The financial statements give a true and fair view of the financial position of the University as at 30 June 2009, and of its financial performance and its cash flows for the year then ended”.



Performance of UoN Improves

ACCORDING TO THE RESULTS RELEASED by the Government, in 2005/2006, the University was ranked at number 21 among all State Corporations in the country, with a composite score of 2.1209. In that year the University was ranked number 1 among the public universities and also number 1 in the Ministry of Education.

In 2006/2007, the University was ranked sixth among all State Corporations, with a composite score of 1.8094. The University scored even better in the 2007/2008, when the tentative composite score was 1.5614 and those of 2008/2009, where our tentative score was 1.5102.

As of January 2010, according to Webometrics' ranking of World Universities, the University of Nairobi is ranked number 28 in Africa and 3,897 out of over 18,000 universities worldwide. In Kenya, it is number two after Strathmore University.

(See list on ranking on page 52.)



More students in environmental awareness

THE UNIVERSITY OF NAIROBI HAS OVER 200 student clubs and organizations. While the most famous may be SONU and WOSWA, there are other organizations that participate in various important activities. These clubs fly the University flag high and bring great pride to this institution. One such organization is the Organization of Student Volunteers (OSV). OSV is a non-partisan, non-political and non-profit making students' organization which prides itself in contributing, through expertise and resources, to improve the lives of the members of the society. The organization's main aim is to undertake voluntary work and charitable activities to help the students and the community at large. Among students, it aims to sensitize the community on issues surrounding HIV/AIDS, drug abuse and reproductive health; advocating for sexual behavior change. OSV has a membership of over 150 students mainly from Main and Chiromo campuses.

As part of its environmental awareness, OSV has embarked on programmes that have included planting of trees in Karura forest. The most recent tree planting programme took place on 5th September 2009. The club also participated in the "Education for All" walk which was held on 21st November 2009. The walk centered on promoting basic education in Kenya. The Club also participated in a walk organized to remember road crash victims and sensitized the public on the importance of safe driving. The walk had been organized by the Association of Safe International Travel (ASIRT) and took place on 18th November 2009.

OSV has also engaged in hospital clean-ups; a more recent activity being the clean-up of Nairobi Women's Hospital and the University Sick-Bay. The members divided themselves into two groups. One group went to Nairobi Women's Hospital

Students on an environmental awareness campaign. An activity undertaken by OSV to mitigate the negative effects of environmental degradation.



while the other remained in the University and spent the whole morning cleaning the University health services.

Members have also visited the sick and the disadvantaged and made donations to children's homes and other groups needing assistance; A recent visit to the Good Samaritan Children's Home on 9th January 2010 provided a great avenue for the club's members to interact and spend time with the orphaned children

OSV also runs a mentorship programmes, its members actively participate in mentorship programmes, recently, the Club visited Mlolongo Secondary School. The Secondary School has a population of 300 students and is located in Kathiani district, on the outskirts of Nairobi. The members of the club spent the day socializing and interacting with the High School Students, sharing their campus experiences and inspiring the students.

The immediate future plans of OSV include increased membership and expansion of their activities. "The organization shall not stray from its mission and vision, and its members will always strive to continue to make a difference in the society" says the Chairman, Emmanuel Kamboga.

The future certainly does look bright for the club and with a little more support from the University Community, they will continue to excel and make the University proud.



Professor Yoon Ha Yoo of the Korean Development Institute receives gifts from fourth year economics students.

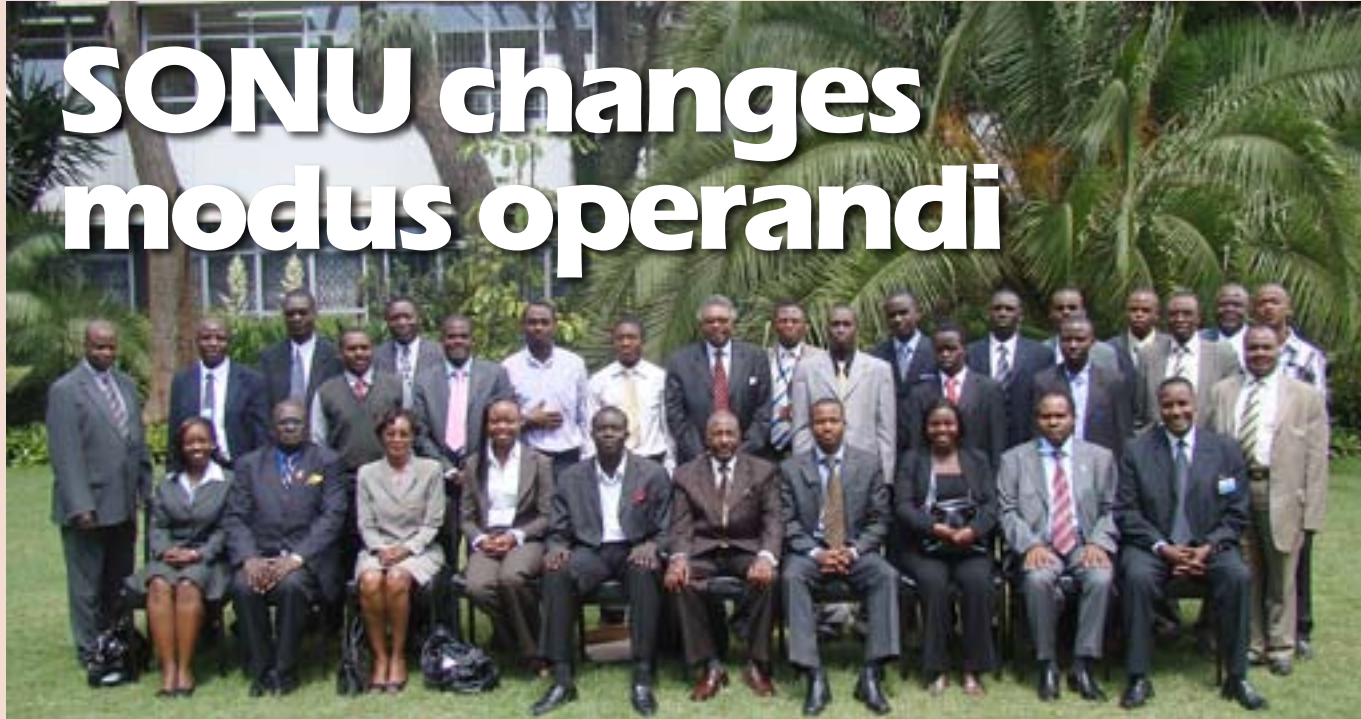
Korean Prof in working partnership with UoN students

FOURTH YEAR STUDENTS of the School of Economics had the rare opportunity of engaging on economic development with a visiting professor from Korea. Professor Yoon Ha Yoo, a lecturer at the Korean Development Institute; School of Public Policy and Management took the 40 students through an intensive three-week course of lectures that focused on Korean Development history in the last 40 years.

The students were able to compare the economic development of South Korea with that of Kenya. The programme was arranged by the College of Humanities and Social Sciences (CHSS), the School of Economics and the Korean Embassy in Nairobi. One of the outcomes of the classes' was the challenge to set out reforms that will enable Kenya to move into developed country status.

At the end of the program the students received certificates, in a ceremony presided over by the Principal, CHSS, Prof. Isaac Mbeche.

SONU changes modus operandi



STUDENTS ORGANIZATION of Nairobi University (SONU) which is the oldest and the largest umbrella student organization at the University has undergone many changes and significant development within its history. SONU has played a role in the political dispensation of this country.

In the last five years, the organization has been active in diverse activities that include a dinner whose theme was "Good Governance and Democracy: The Role of Student Organizations attended by representatives from government, the corporate world and SONU alumni. SONU has embraced dialogue as a means of bringing forth and solving student issues. Indeed, this has ensured that problems are solved and students do not stay longer in the University due to strikes occasioned by student grievances.

The organization has also set aside KShs 3 million to assist needy students. The fund which is under the Dean of Students has been critical in ensuring that the less fortunate but deserving students get a helping hand to enable them complete their studies. To date 400 students have benefited from the funds.

With the interest of Students at heart, SONU has also organized events and activities which include sports days, mentorship programs, career talks, first year orientation programs and many others. An example of a

SONU executive with the Chancellor, Dr. Joseph Wanjui and top university management shortly after being sworn in 2009.

very successful sports day was the Chiromo Sports day which not only included students from Chiromo but also from the entire University.

Contrary to what some people believe, SONU has and always will have the Students' interest at heart. For members of SONU and the Student Leaders, the sky is the limit. The spirit of comradeship lives on.

The current leadership of SONU includes: David Osiany-Chairman; Nixon Korir-Secretary General; Liz Chibole-Treasurer; Othiambo Ochanda-Vice Chair (A&F); Grace Rotich-Vice Chair (Academic Affairs); Norah Bosibori-Organizing Secretary Parliamentary Affairs; Nancy Abira- Gender Affairs Secretary; Anastasia Mirimu -Health and Accommodation Secretary; Dan Kinuthia-Legal Affairs Secretary; Valentine Okoth and G.G Gathonjia -Module II reps; Cheruiyot Kimeli-Sports and entertainment; Abdul Othiambi-Main Campus Rep.; Allen Ellavula -Upper Kabete Rep; Hopewell Gacharamo-Lower Kabete Rep; Kimathi Nabeba-Kikuyu Campus Rep; Mwachi Abidan-Medical School Rep; Nicodemus Wambua-Kenya Science Rep; Toroitich Luka-CAE Rep and Innocent Okeyo- Chiromo Campus Rep. The Speaker of the SONU Parliament is Nicholas Ouma, while the members of Parliament are 162 representing all students in campuses, all halls of residence, faculties, institutes and schools.

Useful links with IBM S. Africa

THE UNIVERSITY OF NAIROBI (UON) WILL SOON benefit from the IBM graduate recruitment programme. This was revealed by the General Manager, Mr. Oliver Fortuin when he paid a courtesy call on the Vice-Chancellor in February, 2010.

According to Mr. Fortuin "10 employment opportunities will be available annually to the top UoN final year students from any field who are willing to pursue a career with IBM. The offer is in addition to a cash donation of US\$20,000 to the School of Business". Further, Fortuin revealed that IBM has a keen interest in the University of Nairobi; the University appears on IBM's key strategic accounts as a key driver on the Kenya-university network. IBM has launched a virtual sales programme in Sub Saharan Africa markets that targets Kenya among other countries.

On his part, the vice chancellor, represented by Prof. Jacob Kaimenyi, Deputy Vice-Chancellor (Academic Affairs) stated that the University was grateful to the



General Manager, IBM, Mr. Oliver Fortuin receives a gift from the Deputy Vice-Chancellor, Academic Affairs, Prof. Jacob Kaimenyi.

IBM's offer, "this offer will indeed strengthen university-industry partnerships, it will enhance the Universities strategy to expand and engage in more corporate social activities".

The meeting also discussed IBM's assistance to help UoN manage costs in changing technology especially in regard to PCs and servers which have a lifespan of about seven years. Another outcome of the meeting were the formation of a task force to steering the engagement towards signing a Memorandum of Understanding between UoN and IBM within two months.

In attendance was the Acting Director,

Information, Communication and Information Technology, Agnes Wausi, Acting Academic Registrar, Mr. Humphrey Webuye, Director, Centre for International Programmes and Links, Prof. Simon Mitema, Grace Kabugua and Dan Kazungu both of IBM.

In a further development, IBM in liaison with the School of Computing and Informatics has organized a series of lectures on the "Future of IT encompassing cloud computing virtualization and other trends". The lectures will be delivered by Susan Schreitmueller, an IBM distinguished engineer and Chief Technology officer for Central Europe, the Middle East and Africa.

German-African Network discusses language policies

In November, 2009, scholars and administrators from 17 African countries converged at the University of Nairobi, Main Campus for the 4th International ganaa-Workshop on Language policies. The theme for the Workshop was "Indigenous languages vs. International languages as languages of instruction and subjects in African educational systems". The Workshop conference was jointly organized by the German Studies Programme and the Department of Linguistics of the University of Nairobi, with funding from the German Academic Exchange Service (DAAD).

The Workshop was officially opened by the Deputy Vice-Chancellor for Academic Affairs, Prof. Jacob T. Kaimenyi, who emphasised the role of the University of Nairobi as a facilitator of international scientific cooperation, he stated that local languages are critical for the development of African countries "there is therefore need for language scholars to contribute to the development of language policies.

During the four-day workshop eminent researchers from the areas of linguistics, literary criticism and cultural studies, presented reports on the status of language in their respective countries

focusing on the various educational systems. The workshop agreed that education can only succeed, if the language of instruction is mastered fully by both the teachers and the students.

The workshop participant's emphasized that education in the vernacular languages of learners is a prerequisite to successful schooling in general. Furthermore, it was agreed that it is necessary for children to be educated in a second languages for at least six years before that language is a viable medium of instruction for them. This is in sharp contrast to the reality in many African countries where the languages of the former colonial powers are commonly held as the ones fit for instructional purposes yet neither teachers nor students have sufficient command of them.

The Workshop reiterated that policy makers should appreciate the need to facilitate education in the many African vernacular language adding that this would require considerable financial and administrative efforts on the part of the governments given that teachers have to be trained and educational materials developed. However, these investments can be exceeded by the direct and indirect costs created by failed educational and, as a consequence, professional careers of up to 70 per cent of the pupils in some African countries.

Those in attendance at the Workshop included Prof. Enos Njeru, Dean, Faculty of Arts, UoN, Jutta Quade, DAAD office, Sub-Saharan Africa and Prof. Ekkehard Wolff, a scholar in African languages and cultures.



Scholars from 16 african countries and germany during the 4th International ganaa workshop on language policies in africa.

New Programmes Developed in pursuit of excellence

OVER THE LAST FIVE YEARS the University has expanded dramatically not only in terms of student numbers, staff and physical facilities but also, significantly, in its core business of providing quality education and training. Being the oldest and largest institution of learning in Kenya for a long time, the University of Nairobi had been charged with the responsibility of providing academic leadership. This responsibility was made all the more challenging by the need to increase access to quality education, meeting market demands and preferences and a highly competitive environment.

Consequently, the University had to review, repackage or develop new programmes in order to align them to the changing market demands and in line with the University vision to be a world class institution. The aggressive campaign has resulted in the development of new exciting programmes at all levels. The University has also reviewed some of its programmes and repackaged others.

Speaking to Varsity Focus, the Deputy Vice-Chancellor (Academic Affairs), Prof. Jacob T. Kaimenyi, stated that "the University is in the process of revamping the quality assurance programme with a view to ensuring that the university continues to offer quality education in line with market demands and our aspirations".

The University has increased programmes on offer at all levels to include three new PhD programmes, twenty two masters, Sixteen bachelors, six post graduate diplomas, three diplomas and two certificates in floriculture and negotiations.

The University has increased programmes at all levels to include 3 PhDs, 22 masters, 16 bachelors, 6 postgraduate diplomas and 2 diploma certificates.

Tremendous growth in student enrolment

THERE HAS BEEN TREMENDOUS GROWTH IN enrolment of students between 2005 and 2010. New students joining UoN have increased from 37,046 to 49,548. During the 2009/2010 academic year for instance, 11,059 students were admitted to pursue various programs. During the same period, enrolment for female students increased by 30 percent while male students increased by 10 percent. The increment is also reflected in postgraduate enrolment which increased by 35 percent and a massive 80 percent increment being realized in PhD enrolment.

The growth is reflected in the number of graduates – in the last five years UoN has graduated 37,655 students at various levels in different professions. This can be broken down as follows. PhD 161, masters 5,545, postgraduate diploma 641, undergraduate 25,898, and diploma 5,386. On top of his there were three honorary degrees and one doctor of Science.

5 YEAR CUMULATIVE ENROLMENT

Academic year	No. Enrolled
04/05	37,046
05/06	39,686
06/07	38,456
07/08	42,927
08/09	45,548
09/10	49,548

Wangari Maathai Institute

THE UNIVERSITY OF NAIROBI HAS STARTED the Wangari Maathai Institute for Peace and Environmental Studies. The inspiration behind the formation of the Institute is the need to transmit the transformational leadership qualities of Wangari Maathai, an Alumnus of the University and the first African woman to be awarded the Nobel Peace prize, through a process of institutionalization and creation of a 'home' for her experiences at the University of Nairobi.

Currently, the Institute is being housed by the Faculty of Veterinary Medicine at the College of Agriculture and Veterinary Sciences with plans to construct its own premises. The Statutes of the Institute are also in place, and a Director has been appointed.

The Institute is in the process of appointing a management board to oversee the operations of the Institute.

Professor Wangari Muta Maathai, has distinguished herself as an uncompromising environmental conservationist, an advocate for better natural resource utilization practices, a tireless champion for democracy and good governance and a committed campaigner for a culture of peace. Because of her exemplary work Prof. Maathai has been honored with several recognitions, awards and prizes internationally.

It is an opportune moment for the University to seize the moment to recognize, celebrate, institutionalize and immortalize her achievements for posterity through the establishment of an institute in her name. The Institute will be located at the College of Agriculture and Veterinary Sciences and a special "green" building will be erected to house its operations.

It is envisaged that the institute will spearhead multi-disciplinary training, research, outreach and extension services in environmental and natural resource management, good governance and a culture of peace. Further, the Institute will institutionalize the experiences and values of Prof. Wangari Maathai through a permanent exhibition of her work. The Institute will also develop regional and international partnerships and linkages in order to create a centre of excellence in sustainable community development and to inspire, attract and develop talent that can sustainably promote and drive these values as well as provide a forum and platform for leaders to exchange ideas and interrogate issues that affect

"The inspiration behind the formation of the Institute is the need to transmit the transformational leadership qualities of Wangari Maathai."

the socio-economic transformation of societies. In doing so, the Institute will promote sustainable farming, post-harvest processing, indigenous foods and dietary knowledge, soil conservation, water harvesting and storage and the management of watershed ecosystems.

The Institute shall be responsible for the promotion and conduction of teaching, research and commu-

nity outreach initiatives relating to the application of multi-disciplinary research to contemporary problems of the environment, governance and culture of peace.

The University appointed Dr Stephen Kiama Gitahi as the Acting director of the institute to spearhead its establishment with effect from 22nd January 2010.



Prof. Wangari Maathai with Prof. Agnes Mwang'ombe, Principal, College of Agriculture and Veterinary Sciences.

Link to utilize agric waste

Core objective is to build an innovative applied science and materials company in the country.

THE UNIVERSITY OF NAIROBI IS preparing ground to enter into collaboration with Brielle Laboratories Ltd.

The link will be between Brielle Laboratories Ltd and the centre for Biotechnology and Informatics (CEBIB) and the Department of Chemistry. The collaboration will utilize agricultural sector biodiversity waste in manufacturing biodegradable plastics. The project will enable the two units to appreciate how polysaccharide and cellulose waste (bagasse) produced during the Sugar milling process can be converted into a degradable polymer.

The core objectives of this initiative is to build an innovative applied science and materials company in the country, initially specializing in manufacturing of bio-degradable plastics with a key application towards consumer plastic bags. Locally, raw materials are readily available as waste products from the Nation's agricultural sector and biodiesel waste processing. The project Director, Brielle Industries Mr. Ray Mathews revealed this when he paid a courtesy call on the Vice-Chancellor, Prof. George Magoha. Through contacts with Centre for Biotechnology and Bioinformatics (CEBIB) and Department of Chemistry, a number of academicians have shown interest according to Prof. J. Ochanda, the Director, CEBIB.

When implemented, the project will inject resources in the units to benefit both students and staff. The project will eventually be up-



Brielle Project Director, Mr. Ray Mathews, CEBIB Director, Prof. J. Ochanda and Principal, CBPS, Prof. Lucy Irungu.

scaled and to partner with the Science Park because of shared prospects.

In attendance during this meeting was Principal CBPS, Prof. Lucy Irungu who pledged the College's support for the project and the Director, Centre for International Programmes and Links (CIPL), Prof. Simeon. Mitema. Brielle Laboratories is incorporated in Kenya and is charged with a directive of utilizing some of the brightest biotechnology and chemical minds in the nation in generating viable products.

International collaborations comes of age

NO UNIVERSITY IN THE WORLD can claim an international reputation if it lacks linkages and collaborations with other institutions and organizations. In the last five years, Centre for International Programmes and Links (CIPL) has experienced remarkable growth. According to the Director, Prof Simeon Mitema, "this growth can be attributed mainly to our aggressive marketing and fund raising activities abroad".

Speaking to *Varsity Focus*, Mitema noted that as a vehicle for international-

ization of the University, the Centre has provided a focal point for international activities in the university, we have been initiating, promoting, facilitating and coordinating international programmes and links, staff/students exchanges and mobility, collaborative research projects as well as world-wide networking.

It is not in doubt that the Centre has been at the forefront in assisting the University achieve its strategic goals. This role has become more critical considering the fact that one of the key pillars of university ranking world wide is the number of links and collaborations that the university has with other institutions in the world. Consequently with the rolling out of the current University of Nairobi Strategic Plan, whose aspiration is to be a world class university, the responsibility of the Centre has increased with time.

According to records, the Centre has witnessed the greatest growth in the programmes and links which have now exceeded 257. The collaborative programmes and links are relations which the University of Nairobi establishes with other universities/organizations. The Centre is also a focal point in strengthening existing partnerships and links established by faculty.

In the last two years, the Centre has organized its data base of international students, conversely, the centre has organized International students days, bringing together students from the East, central and southern Africa region, with others from the Far East, Europe, and the America's. The Centre has also maintained links with students participating in study exchange programmes abroad. Information for international students has been circulated widely in an international student's information booklet and via the Web.

President and Vice-Chancellor of the University of Manitoba Dr. David Bernard when he paid a courtesy call on the Vice-Chancellor, Prof. George Magoha. Dr. Bernard was inspecting projects funded by the University of Manitoba.

At another level, the Centre has been responsible for maintaining a data base on visiting professors and research fellows.



The role of the university in development



Students acquiring skills in one of the practical lessons at the School of Physical Sciences.

It is named after the capital city of this country yet it represents far much more than a city in terms of its history, diversity of students, programmes and overall contribution to the country and beyond. It has been described as the mother of all public universities in Kenya, pioneer institute of university education or simply the University. Welcome to the University of Nairobi, the largest and oldest institu-

tion of learning in Kenya; an institution that, for ages, has been synonymous with higher education in the country.

As clearly stated in its mission statement, the core business of the University is to provide quality university education and training as well as embody the aspirations of the Kenyan people and the world through creation, integration, transmission and utilization of knowledge. The birth of the University

was as a result of the desire by each of the three East African countries to set up their national universities. This led to the university of East Africa, which was serving the three countries, being dissolved in July 1970 and the University of Nairobi being set up through an Act of parliament.

While its setting up was largely based on patriotic reasons, it was also based on the desire for capacity building through

the production of high level manpower to spearhead the development of the newly independent country.

The University was also expected to enhance national integration by bringing together students from various parts of the country. Integration was also to be realized through offering diversity of programmes that provided an environment for multi-disciplinary projects.

Being the largest and oldest institution of higher learning in the country, the University of Nairobi has been faced with the challenge and obligation to provide academic leadership. To demonstrate its commitment to fulfill its mandate as reflected in its mission statement, the University has remained focused towards world class excellence in line with its vision.

Over the years, the leadership role has been manifested by the pioneering and diverse programmes it has initiated and the research activities that have been carried out by its rich pool of international scholars.

The UON boasts one of the largest alumni. It has been argued that if the University of Nairobi Alumni were to stop working, then the whole country would come to a standstill. At the moment, the alumni of this premier University are over 100,000 and the number keeps on growing with each graduation ceremony.

The alumni are holding key positions not only in Kenya but also various places in the world. The fact that the alumni have penetrated all sectors and playing key roles means that the University has made tremendous progress in its expected role of providing highly skilled

human resource to the economy.

The University has also developed core values that drive the behaviour of the organization. This is out of the desire for the University to justify its existence and the trust and investment that the public has in it. As Mwalim Nyerere put it "East Africa cannot spend millions of pounds, cannot beg and borrow for the university, unless the university plays a full and active part in the urgent tasks of East Africa. Even if it were desirable, we are too poor in money and educated manpower to support an ivory tower existence for the intellectual elite." He also visualized university members as torch bearers of the society.

the leadership role has been manifested by the pioneering and diverse programmes it has initiated and the research activities that have been carried out by its rich pool of international scholars

To maintain and extend the leadership role and in order to survive and thrive in a competitive environment, the University has embarked on continuous improvement.

Five years ago, it was realized that conducting business as usual and doing more of the same was not sustainable in a competitive and constantly changing environment. The University therefore embarked on transformative programmes to realign itself to the changing market environment and to realize its determination to offer superior customer service with a view to be the University of Choice within the re-

gion and beyond.

The outcome has been success stories as manifested by ISO 9001: 2008 certification, improved ranking and formulation of several policies among them research policy, intellectual property, Gender and HIV/Aids policy. Other success stories include increased PhD graduates, number of publications, a successfully implemented and entrenched performance management system, and numerous training programmes for all cadres of staff.

Although our role continues to be vital yet difficult (in view of dwindling resources), even after 40 years of prejudice, solvenly attitudes and yet impressive innovations, inventions and a wonderful pioneering spirit, the university is proud to celebrate academic excellence, research and community service. We continue to think of the present and future; problems cannot wait and have called for revolutionary ideas from the University. We have consistently won awards from trade faires and exhibitions. Wonderful and pioneering

work is being carried out at our colleges. Perhaps best of all we are home to internationally known scholars- men and women who are outstanding in their respective areas. Aren't we home to the country's one and only Nobel Peace Laureate Prof. Wangari Mathai? Ngugi wa Thiong'o among others - the list is endless and of course you have heard the awards that our students have been winning. Not only have they contributed to positioning our university as a leader but also made us proud to be associated with this premier institution.

ECOSA engage stakeholders

ECONOMICS STUDENTS ASSOCIATION (ECOSA) is a professional association of students studying economics as well as those who are interested in the subject. Established in the early 1980's ECOSA is an exciting student society, which plays a big role in preparing students for the job market by delivering opportunities to explore the diverse challenges that are facing Kenya and the humanity in general.

The vision of ECOSA is to nurture world class economic leaders who can use conventional thinking to deliver solutions to the economic challenges of the new millennium. This vision has been echoed in some of the activities that the organization has held in the last five years:

ECOSA actively organizes conferences, for instance in April 2010, it is scheduled to host a conference for all universities in Kenya. Other activities include holding dialogue with the CEO's of top companies, corporate visits, participating in career talks and exhibitions and the hosting of a student maga-

zine "The Student Economist" The Association also encourages collaboration with various stakeholders who take up to 200 students annually on attachment.

The highlight of the organizations activities is the Annual East Africa Conference; these conferences are aimed at equipping participants with the necessary knowledge to understand issues affecting the society. Further engagement is in the form of round table discussions, in 2009, it successfully held talks on the Doha Round Table at the Nairobi Safari Club.

Key speakers during the last two years include: The Permanent Secretary, Ministry of Planning, Dr Edward Sambili on vision 2030; Mrs .Obiageli K. Ezekwesili, World Bank Vice President on youth, unemployment, and opportunities

ECOSA is set to expand, the Association has outlined several activities including an Alumni dinner with a view to launching an Economics Chapter; creation of an annual sports fixture with external donors; and a tree planting/ adopt a tree initiative.



Students with officials from the Embassy of the Republic of Korea .

IT WAS A PARTY LIKE NO OTHER... big and sumptuous and attended by all staff from Central Administration. Best of all, it was a surprise Christmas gift from the Vice-Chancellor. Unlike other Christmas gifts, it was not to be opened on Boxing Day, rather, it was to be enjoyed first before Christmas Day. As one person commented, "it was a great party held at the Great Court".

Initially some were not sure whether it was for real. "Have you heard?" they whispered. "There is going to be a party!" others wondered aloud why only some workers had been invited, were they not all working for the same institution?

On the day of the party, some were not very sure how to behave or even how near the centre one would seat. This was evidenced by the safe distance at which lower and middle cadre sat. Then slowly by slowly they gathered the courage to sit where one was comfortable.

The Vice-Chancellor, Prof. George Magoha expressed his gratitude to the staff acknowledging their support, and especially their team spirit and willingness to work long hours. This new attitude had made it possible for the University to achieve a great part of its objectives. Prof. Magoha promised to create a friendlier working environment in order to enhance better interpersonal relations for better service delivery. On their part, the staff took the opportunity to congratulate the Vice-Chancellor, on his reappointment as the Vice-Chancellor for another period of five years.

The Christmas Party was also an opportune moment to recognize staff who have given long service to the University. The list of old timers was as

Christmas luncheon for staff



A section of members of staff served at the Christmas luncheon.

follows: Raphael Owegi Odera 37 years of security service; David Mwangoo of Construction and Maintenance section 35 years; Mrs Teresa W. Muchai from ICT 37.9 years, Mrs. Pauline W. Kuria from telephone section 38 years , Peter Matanji from Library Section 36years , Mrs Salome Munavu also from Library Section, 33 years, Mrs. Monica Shimba of personnel section 33 years , the doyen of long faithful service was Mrs Pauline Kuria of telephone section with over 38 years of service.

Among those who graced the lun-

cheon were top management, Deputy Vice-Chancellor (A&F) Prof. Peter Mbithi, Deputy-Vice Chancellor (AA) Prof. Jacob Kaimenyi, Principal, College of Humanities Social Sciences, Prof. Isaac Mbeche . Principal College of Education and External Studies, Prof. Henry Mutoro, and the outgoing Registrar Mr. Christopher Ombati.

As the staff left the party, there was a general feeling that such occasions should be more regular. A tradition of a pre-Christmas had, hopefully, just begun.

Webometric ranking of universities in Africa

Since Webometric Ranking of Universities worldwide was established in 2004, the University of Nairobi (UoN) has remained among the top in the region. According to the January 2010 ranking, UoN is ranked first among the public universities category, 28 in Africa, and 3,897 worldwide out of over 18,000 universities. Below is the list of the top 100 universities in Africa.

Continent Rank	University	World Rank	Size	Visibility	Rich Files	Scolar
1	University of Cape Town	317	322	343	293	451
2	University of Pretoria	531	457	1,046	721	63
3	Stellenbosch University	549	732	971	414	229
4	University of the Witwatersrand	688	1,536	969	646	222
5	Rhodes University	997	1,396	1,258	1,276	567
6	University of Kwazulu Natal	1,014	1,217	1,507	926	681
7	University of the Western Cape	1,032	1,133	1,394	1,072	805
8	University of South Africa	1,290	1,080	2,386	2,291	144
9	Cairo University	1,387	1,592	1,384	2,077	1,421
10	American University in Cairo	1,614	1,642	1,662	1,464	2,554
11	Ain Shams University	1,713	5,145	1,886	3,085	372
12	University of the Free State	2,095	2,399	3,844	1,561	1,035
13	University of Johannesburg	2,179	3,378	4,451	1,929	407
14	Nelson Mandela Metropolitan University	2,300	3,245	1,785	3,173	3,341
15	Makerere University	2,685	1,829	5,020	3,937	907
16	Université Cheikh Anta Diop de Dakar	2,828	2,774	2,860	3,958	3,318
17	North West University	3,023	6,980	3,826	4,640	845
18	Mansoura University	3,100	3,128	4,980	2,445	2,176
19	Al Akhawayn University Ifrane	3,416	4,057	4,131	2,484	3,909
20	Kwame Nkrumah Univ. of Science & Tech.	3,527	3,108	5,132	9,712	726
21	University of Namibia	3,562	2,665	5,150	4,334	2,579
22	Strathmore University Nairobi	3,623	4,605	3,509	5,288	3,401
23	University of Zimbabwe	3,694	4,284	4,909	5,076	1,993
24	University of Dar Es Salaam	3,750	3,530	4,204	4,487	3,834
25	Université Cadi Ayyad	3,781	4,284	4,109	2,678	5,547
26	Université Abou Bekr Belkaid Tlemcen	3,782	3,916	5,149	3,106	3,381
27	University of Mauritius	3,792	4,284	4,681	3,381	3,661
28	University of Nairobi	3,897	3,136	4,679	4,363	4,104
29	Cape Peninsula University of Technology	3,954	6,108	5,511	4,478	1,807
30	Addis Ababa University	4,022	4,921	5,477	7,714	1,268
31	Durban University of Technology	4,050	5,123	6,677	5,784	978
32	University of Botswana	4,148	6,785	4,690	5,667	2,207
33	École Mohammadia d'Ingénieurs	4,256	5,142	4,963	3,459	4,505
34	Arab Academy for Sci.& Tech. & Maritime Transport	4,288	8,380	3,754	4,891	3,637
35	National University of Rwanda	4,310	4,181	3,452	8,533	4,795
36	Assiut University	4,335	4,653	7,829	3,240	1,904
37	Polytechnic of Namibia	4,480	4,665	5,678	4,607	3,651
38	Université Senghor d'Alexandrie	4,538	11,223	1,935	6,506	6,984
39	German University in Cairo	4,586	6,021	7,032	3,150	2,694
40	University of Ghana	4,627	3,371	3,516	8,448	7,515
41	Faculté des Sciences Rabat	4,691	7,277	8,162	3,131	1,509
42	Zagazig University	4,746	5,400	6,673	4,049	3,132
43	Universidade Eduardo Mondlane	4,860	7,281	4,235	7,342	3,828
44	Université Mohammed Premier Oujda*	4,900	5,948	6,405	2,926	4,788
45	University of Khartoum	4,941	4,622	6,002	6,213	3,688
46	Helwan University	4,978	4,057	4,946	4,962	8,001
47	Université Abdelmalek Essaadi*	5,313	7,069	5,109	6,621	4,531
48	Université de Ouagadougou	5,371	7,456	4,740	6,224	5,475
49	Mauritius Institute of Education	5,539	8,800	3,268	7,919	8,563
50	Sudan University of Science & Technology	5,550	4,566	9,673	2,804	3,433

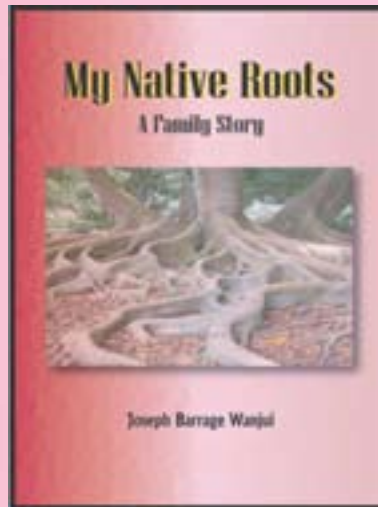
Continent Rank	University	World Rank	Size	Visibility	Rich Files	Scolar
51	Université de Batna	5,598	6,838	7,318	4,717	3,686
52	Tshwane University of Technology	5,662	6,769	6,403	3,988	6,261
53	Université Mentouri de Constantine	5,715	6,820	8,187	5,339	2,715
54	Université Virtuelle de Tunis	5,809	7,324	5,887	5,251	6,154
55	University of Ilorin	5,846	6,589	10,553	3,955	1,629
56	University of Zululand	5,882	8,540	8,255	5,553	2,160
57	Alexandria University	5,883	6,408	5,708	6,113	7,086
58	Central University College	5,946	12,546	2,642	7,834	9,750
59	Université Mohammed V Souissi	5,983	4,803	7,423	4,547	6,984
60	University of Malawi	6,114	9,048	6,901	6,947	3,056
61	Obafemi Awolowo University	6,265	7,114	7,303	6,511	4,249
62	University of Fort Hare	6,302	5,571	6,437	5,867	8,563
63	University of Ibadan	6,396	6,654	4,762	9,009	9,750
64	Université M'Hamed Bougara de Boumerdes	6,472	6,602	8,900	4,185	4,739
65	Université Ferhat Abbas Setif	6,509	9,149	7,224	7,523	3,168
66	Egerton University	6,548	8,205	6,553	5,379	6,825
67	University of Zambia, 6769	9,806	3,835	11,726	8,563	
68	Université Djillali Liabes	6,784	6,904	7,607	5,249	7,086
69	Université d'Alger	6,792	7,264	6,327	6,512	8,563
70	University of Tanta	6,851	7,988	7,078	5,285	7,515
71	Al Azhar Al-Sharif Islamic Research Academy	6,854	6,568	5,800	8,364	9,750
72	Université Saad Dahlab Blida	6,924	9,601	5,818	7,008	7,252
73	Université Abdelhamid Ibn Badis Mostaganem	6,928	8,061	7,159	9,646	4,043
74	University of Jos	7,000	8,087	8,889	6,737	3,440
75	College of Medicine University of Malawi	7,108	9,480	10,137	7,071	1,697
76	Kenyatta University	7,189	8,026	8,054	6,061	5,852
77	École du Patrimoine Africain	7,190	9,761	4,851	9,222	9,750
78	Université des Sci. et de la Tech. Houari Boumediene	7,217	6,391	7,380	7,929	7,631
79	University of Lagos	7,246	6,625	10,014	7,880	2,948
80	École Supérieure des Comm. de Tunis	7,274	9,878	9,649	6,740	2,368
81	Nile University	7,323	5,261	8,830	7,507	6,042
82	Sokoine University of Agriculture	7,337	9,728	5,756	8,583	8,001
83	Moi University	7,352	8,675	6,534	6,410	9,750
84	Institut National des Postes et Telecom. Maroc	7,385	8,955	7,966	7,520	4,664
85	Université Hassan II Ain-Chock	7,424	6,113	8,057	5,932	9,750
86	British University in Egypt	7,445	7,502	11,368	4,366	3,089
87	South Valley University	7,476	6,462	9,769	4,149	7,086
88	Mogadishu University	7,498	13,007	2,828	15,764	9,750
89	Université des Sci. et de la Tech. d'Oran Mohamed Boudiaf	7,509	7,822	9,014	4,929	6,624
90	Vaal University of Technology	7,520	6,394	8,914	6,200	6,825
91	Université Sidi Mohamed Ben Abdellah Fes	7,537	6,426	7,620	7,018	9,750
92	Suez Canal University*	7,605	6,914	6,986	8,484	9,750
93	Université de Nouakchott	7,666	10,081	6,054	7,550	9,750
94	Minufiya University	7,689	8,308	8,466	5,229	8,001
95	Central University of Technology	7,846	6,301	8,657	7,104	8,563
96	Université Mohammed V Agdal	7,850	9,048	6,878	7,506	9,750
97	Ashesi University*	7,906	8,386	7,870	9,727	5,815
98	Université d'Oran	7,934	10,378	7,473	6,576	7,515
99	Monash University South Africa	8,027	8,169	7,365	8,140	9,750
100	Université Mohamed Khider Biskra	8,043	9,833	6,972	7,297	9,750



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