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MOI UNIVERSITY

Joint Research to Commercialisation Master plan between Moi University and the Kenya National Innovation Agency

Signed by Moi University

Name: PROF. ISAAC S. KOSGEY

Signature:

Date: 24/10/2023

Place: NAIROBI

Signed by KeNIA

Name: Dr Tonny Omwansa

Signature:

Date: 24/10/2023

Place: NRBI.

MOI UNIVERSITY

ISO 9001:2015 Certified Institution

COMMERCIALISATION STRATEGY

"We value our researchers, faculty, students and stakeholders. Our success in commercialisation of research and technology is founded on their passion and support in creating a future with a difference."

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FOREWORD

I take great pleasure to introduce to you the Moi University Commercialization Strategy. This is a pivotal document that outlines our institution's transformative path towards becoming a third generation university. As the Chairman of the Moi University Council, I acknowledge the crucial role and responsibilities of the council, particularly in terms of gathering and distributing resources.

In an era characterized by evolving funding models and limited financial resources, it is essential that our institution embraces innovative strategies to ensure its sustainability and maintain its position as a leader in higher education. The Commercialization Strategy acts as a catalyst for exploring new avenues of resource mobilization and allocation, fostering a vibrant ecosystem of entrepreneurship and innovation within our university community.

As the governing body of Moi University, the council plays a critical role in setting strategic directions, providing oversight and ensuring efficient resource management. We bear the responsibility of ensuring the university's financial sustainability and resilience while delivering high-quality education, research and community engagement programs.

The Commercialization Strategy seamlessly aligns with the council's mandate of resource mobilization and allocation. By commercializing our research outcomes, inventions, and intellectual property, we can generate additional revenue streams that complement traditional sources of funding. This approach not only enhances our financial sustainability, but also cultivates a culture of innovation and entrepreneurship among our faculty, staff, and students.

As the council, we must actively support and promote the implementation of this strategy. We will closely collaborate with university management to create an enabling environment for commercialization activities. This involves developing policies, frameworks and mechanisms that streamline intellectual property management, technology transfer, and commercial partnerships. We will explore collaborations with industry, government agencies and funding organizations to leverage their expertise and resources for mutual benefit.

Furthermore, the council recognizes the significance of capacity building initiatives to empower our faculty, researchers and students in embracing the commercialization mindset. We will allocate resources towards training programs, mentorship schemes and entrepreneurship support services. By nurturing a supportive ecosystem, we can unlock the full potential of our human capital and intellectual assets, driving sustainable economic growth and societal impact.

I urge all council members, university management, faculty, partners and other stakeholders to actively participate and contribute to the successful execution of this Commercialization Strategy. Let us collaborate, share insights and leverage our collective strengths to realize our shared vision for Moi University.

Together, we can transform our institution into a dynamic, financially resilient, and globally recognized hub of innovation and academic excellence. Our commitment to effective resource mobilization and allocation will propel Moi University to unprecedented levels of success.

Thank you for your unwavering dedication and support.

DR. DR. HUMPHREY K. NJUGUNA, PH.D. (LAW), PH.D. (ENTREPRENEURSHIP)
<u>CHAIRMAN OF COUNCIL, MOI UNIVERSITY</u>

PREFACE

I am pleased to present Moi University's Commercialization Strategy, which outlines our vision and roadmap for transforming our esteemed institution into a third generation university. As we embark on this transformative journey, the critical role of a robust commercialization strategy cannot be overstated.

Moi University has a strong foundation in training, research and outreach, enabling us to make significant contributions to knowledge creation and societal development. However, the changing landscape of higher education and the evolving needs of our stakeholders demand a proactive and dynamic approach. To ensure our sustainability and relevance, we must embrace innovation, harness the power of research and maximize the commercial potential of our intellectual assets.

The commercialization of research, innovation and technology presents an invaluable opportunity to augment our university resources and support our diverse programs. In an era of dwindling exchequer funding and the new higher education funding model in Kenya, we must proactively seek alternative avenues to secure financial sustainability. By commercializing our research outcomes, we can generate revenues that can be reinvested to enhance the quality of our education, infrastructure and services, while nurturing a culture of entrepreneurship among our students and faculty.

Moreover, commercialization allows us to address societal challenges through technology transfer and creating tangible solutions for our communities. By leveraging our research expertise and partnerships, we can translate innovative ideas into practical applications that improve lives and drive economic growth. This strategy aligns seamlessly with national, regional and international strategies and agreements, positioning Moi University as a catalyst for regional and global development.

To implement this strategy successfully, we will foster an ecosystem that nurtures entrepreneurship and innovation, promote interdisciplinary collaboration and establish strategic partnerships with industry, government and funding agencies. We will enhance our intellectual property management frameworks, streamline technology transfer processes and develop mechanisms to support start-ups and spin-off ventures.

Furthermore, we will invest in capacity building initiatives to equip our faculty, researchers and students with the necessary skills and knowledge to drive commercialization efforts effectively. We will establish technology hubs, innovation centers and incubation facilities that serve as vibrant platforms for creativity, collaboration and entrepreneurship.

I call upon all stakeholders, including our esteemed faculty, staff, students, alumni, government agencies, industry partners and funding organizations, to join hands with us on this transformative journey. Together, we can unleash the immense potential of Moi University and create a vibrant ecosystem where innovation, research and entrepreneurship thrive.

I am confident that our Commercialization Strategy will propel Moi University into a new era of excellence, relevance and impact. Let us embrace the spirit of innovation and seize the opportunities before us.

Thank you for your unwavering support, and I look forward to our collective success.

PROF. ISAAC S. KOSGEY, Ph.D., LLB, MBS
VICE CHANCELLOR, MOI UNIVERSITY

ACKNOWLEDGEMENT

We would like to express our deepest gratitude and appreciation to all the individuals and organizations who have contributed to the development of the Moi University Commercialization Strategy. Their valuable support, guidance and expertise have played a crucial role in shaping the ideas and improving the document.

First and foremost, we would like to acknowledge the generous funding provided by UKaid and Foreign, Commonwealth and Development Office (FCDO), Kenya. Their financial support has been instrumental in driving the initiatives outlined in the Commercialization Strategy, enabling us to formulate a winning commercialization strategy for Moi University.

Our special appreciation goes to Kenya Innovation Agency (KeNIA) steered by its CEO, Dr. Tonny Omwansa and African Centre for Technology Studies (ACTS) led by the CEO, Prof. Tom Ogada, for their technical support and guidance throughout the development of the strategy. Their expertise, insights, and guidance have been invaluable in ensuring the strategy's alignment with best practices, emerging trends and the unique needs of our university.

Further, we would like to also recognize and thank the Moi University Council, led by Dr. Dr. Humphrey Njuguna, for their leadership, strategic direction and unwavering commitment to advancing Moi University's commercialization agenda. Their guidance and support have been instrumental in shaping the vision and objectives of the strategy.

In addition, we are deeply indebted and grateful to the Moi University Management, guided by Prof. Isaac Kosgey, for their visionary leadership and continuous encouragement. Their commitment to fostering innovation, research and entrepreneurship has been instrumental in creating an enabling environment for the successful implementation of the Commercialization Strategy.

Special thanks go to Sir Prof. Ambrose Kiprop, Director RMEDIA, Prof. Khaemba Ongeti, and Prof. Simeon Mining (former Director Research) for their invaluable contributions and expertise in shaping the strategy. Their insights and extensive knowledge in research, innovation and commercialization have enriched the document.

Finally, we would like to acknowledge the contributions of the Innovation Champions, Deans of Schools and Directors at Moi University for their active involvement, feedback and dedication to advancing the commercialization agenda that have been integral to the strategy's development and refinement as well as other stakeholders who have participated in the various consultations, workshops and review processes. Their valuable input, feedback and suggestions have enhanced the strategy, ensuring its relevance, feasibility and alignment with the aspirations of Moi University.

MOI UNIVERSITY COMMERCIALIZATION STRATEGY CO-CREATORS

UKAID/FOREIGN COMMONWEALTH DEVELOPMENT OFFICE (FCDO)

Dr. Emmeline Skinner
Dr. Emmy Chirchir
Dr. Jordan Kyengo

AFRICAN CENTRE FOR TECHNOLOGY STUDIES (ACTS)

Prof. Tom Ogada
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KENYA INNOVATION AGENCY (KeNIA)

Dr. Tonny Omwansa
Ms. Agnes Tsuma

MOI UNIVERSITY, INSTITUTIONAL WORKING GROUP

Prof. Bernard K. Nassiuma
Dr. Kefa C. Chepkwony
Mr. Antony Mbayaki

PARTICIPATING INSTITUTIONS - INSTITUTIONAL COMMERCIALISATION SUPPORT PHASE II

Moi University
University of Kabianga
Jaramogi Oginga Odinga University of Science and Technology
Kenya Agricultural and Livestock Research Institute (KALRO)
Kenya Industrial Research Institute

EXECUTIVE SUMMARY

The report of the Presidential Working Party chaired by Collins B. Mackay (1981) recommended the establishment of a second Public University in Kenya to focus on science and technology, agriculture and medicine. The University has grown significantly since its establishment, expanding from a single department to 13 Schools, 4 Directorates and 2 Institutes. The University's Commercialization Strategy aligns with the proposed Moi University's Strategic Plan (2023-2028) which prioritizes commercialization of research, technology and innovation outputs. Additionally, the University operates an established Technology Transfer Office (TTO) to manage its IP assets and transfer of knowledge and technology to industry. The commercialization strategy aims at transforming research, innovation and technology outputs into commercial value. The Commercialisation Strategy focuses on five key result areas: generation and protection of IP assets, capacity development and readiness for commercialization, policy development, review and alignment to the institutional commercialization strategy and commercialisation intensity. The University's vision is: "To be the University of choice in nurturing innovation and talent in science, technology and development."

The global trend among universities is shifting from teaching and research to commercializing research, technology and innovations outputs into commercial value. Moi University is a leading institution of higher education in Kenya but it has had limited success in translating research and innovation outputs into products and services for commercialization. The new funding model for higher education in Kenya will have a significant impact on the university's operations. Commercialization initiatives will facilitate the transfer of research and innovation into practical applications, contributing to technological advancement, promoting entrepreneurial culture and fostering economic growth. In addition, it will foster collaborations between academia and industry that contribute to enterprise development, job creation and capacity building, and enhance the university's visibility and reputation. This strategy is aligned with Kenya Vision 2030, STISA-2024 and the SDGs.

The process of developing a Commercialization Strategy for Moi University involved an assessment of the TTO, University's policies, resources and capabilities, engagement with stakeholders and development of the Commercialization framework for M,E&L.

The key achievements of the institution include launching unique, innovative and competitive academic programs, becoming a research and innovations excellence hub and establishing several research centers and institutes to facilitate research activities. The institution has invested in modern technology and equipment to support teaching and research, in addition to establishing partnerships with international universities. Between 2018 and 2023, the University attracted over USD 20.6m (Ksh 2.8b) supporting 141 projects. The key challenges consisted of financial challenges, staff shortages, leakage of innovations and research outputs, low TTO staffing levels, low generation of innovations with commercial value, low-capacity development on commercialisation, small number of IP protection and commercialisation capacity and absence of a commercialisation strategy.

The strengths, weaknesses, opportunities and threats were analysed based on their strategic implications and the possible strategic responses to enhance the commercialisation effort. The strategic responses formed the basis of developing the strategies in the development of the commercialisation strategy.

The strategic direction of the commercialisation strategy is to be a leading institution in transforming research, innovations and technology outputs into commercial value. It includes a vision, mission, overarching goal, strategic goals, key result areas, guiding principles and the core values of the University.

Commercialization involves the process of bringing university research and innovations to the marketplace, where they can be turned into products, services and processes that benefit society and generate revenue for the University. Through commercialization, universities can play a critical role in driving economic growth and social development, while also strengthening their own financial sustainability. Moi University has already made significant strides in research and innovation, with many groundbreaking discoveries and inventions in various fields. However, there is a need to translate the innovation outputs into products for commercialization.

The key result areas, strategic objectives, strategic issues and outcomes for each of the strategic objectives are presented. The objectives include strengthening IP generation and protection, increasing creativity and innovations for commercialization, reducing loss of potential IP assets, increasing the conversion rate of IP applications to grants and improving on the quality of IP applications. Other objectives are strengthening the policy framework for commercialization, strengthening the Institutional Framework for commercialization, strengthening the Technology Transfer Office, strengthening other support structures for commercialization, strengthening business incubation services, strengthening common manufacturing facilities, strengthening Innovations hubs and strengthening commercialization activities.

The resources required to implement the strategy are in the proposed organization structure. The implementation structure includes the Council, Vice Chancellor, RMEDIA, Advisory Committee, Implementing Agencies and the stakeholders. The resource requirements for implementation of the strategy 2022/23 to 2027/28 is Kshs. 2,468 billion. Strategies for financial resource mobilization include revenue streams from operations and public private partnerships. Other measures include capacity building, communication strategies and the risk log.

The monitoring, evaluation and learning framework will be developed and implemented. The Monitoring tools include work plans, reports, meetings and customer satisfaction surveys, among others. The quarterly and annual operations work plans will be developed with time limits, indicators and actors. Evaluations will be at the midterm and end term, respectively. Lessons learned will be based on the key result areas of the strategy.

ABREVIATIONS AND ACRYNMS

Commercialisation: Means taking an idea to an outcome – whether a product, service, process or organisational system – to market by way of licensing, assignment, spin-off, or joint ventures.

Innovation: Is the process of using knowledge and technology to develop, improve the development, production or performance of products, services and processes that have value in terms of commercial impact or social benefit.

Business incubator: A facility providing favorable resources for the development of new companies or commercialized products. The resources include facility support, administrative assistance and professional expertise, e.g., management, marketing,

Science: Is a system of knowledge that is concerned with the physical and natural world and its phenomena and works to unveil general truths and the operations of fundamental natural laws.

Jua Kali: Refers to an informal sector enterprise.

Technology: Is the systematic, theoretical and practical knowledge and skill used in the process of production or service delivery.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This introduction chapter lays out the overview: background about the University, the Technology Transfer Office; rationale of the strategy and the process used in developing the Commercialization Strategy.

1.1Background of Moi University

The Report of the Presidential Working Party (1981) recommended the establishment of the second Public University in Kenya to focus on science and technology, agriculture and medicine. As a result, Moi University was established in 1984 and has since grown to 13 Schools, 4 Directorates and 2 Institutes. It is guided by its vision of being the "University of choice in nurturing innovation and talent in science, technology and development" and its core purpose of preserving knowledge and developing scientific, technological and cultural heritage.

The development of the Commercialization Strategy aims to transform Moi University into a third generation university by emphasizing interdisciplinary teams, entrepreneurship and innovation, hence creating value for society through globalization, social responsibility and environmental sustainability. The University currently operates a Technology Transfer Office (TTO) to manage its intellectual property assets, transfer knowledge and technology to industry. Its functions include sensitizing staff, assessing potential, obtaining protection, locating commercial development partners, developing mechanisms, identifying industrial problems, assisting Chairs of Departments, encouraging association and standardizing processes and products.

1.2 Rationale

Moi University is a leading institution of higher education in Kenya with a strong research and innovation culture. However, despite the significant contributions the University has made in knowledge creation and problem-solving, there has been limited success in translating research, innovation and technology outputs into commercial value. This is thus a missed opportunity for the University and the community.

The University's exchequer funding and by extension, its operations, would be significantly impacted by Kenya's new higher education finance model. It offers a more competitive system for allocating resources based on performance indicators such as student enrollment, which has an influence on the financial resource base and leads to budgetary limits. There is need for diversification of revenue sources and resource allocation optimization. Building a sustainable and inclusive future for universities and society at large requires commercialization of its research, innovation and technology outputs.

Commercialization initiatives facilitate the transfer of research and innovation outputs into practical applications, promoting entrepreneurial culture and fostering economic growth. The University will thus foster knowledge and technology transfer, contribute to enterprise development, job creation, capacity building, enhance its visibility and reputation through successful commercialization.

The Commercialisation Strategy is aligned with Kenya Vision 2030 and STISA-2024 as well as the SDGs which reiterate the urgent need to transfer technology to communities so as to bridge the gap between academia and industry. This will result in research and innovation being applied to solve real-world problems.

1.3 The Process of Developing the Commercialisation Strategy

The process of developing the Commercialization Strategy for Moi University consisted of:

a) Expressing the University's interest in participating in institutional support project for formulation of the Commercialization Strategy;
b) Selection of an Institutional Working Group (IWG) to spearhead the drafting of the plan;
c) Participation in workshops during the national innovation week to learn from experienced speakers from other countries;
d) The IWG attended workshops organized by KeNIA and ACTs physically and online, on the formulation of a commercialisation strategy;
e) Tools were developed to carry out a survey on the commercialization status at the university;
f) The results were presented to the Vice Chancellor and CEOs of ACTs and KeNIA, some of their staff and senior staff members of the University and Science and Technology Innovation (STI) champions of the University.
g) Development of the Commercialisation Strategy was done with guidance from ACTS, KeNIa, UKaid and FCDO led by Prof Ogada;
h) A validation workshop of the Commercialisation Strategy was conducted by Moi University Management, Directors and Deans, STI champions from all schools and departments, among others;
i) A workshop was held for incorporation of validation comments by IWG;
j) The Strategy was submitted to ACTS and KeNIA; and
k) There was official launch of the Strategy.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Introduction

This Chapter presents the context of the Commercialisation Strategy. It commences with the achievements and challenges to date. A detailed SWOT analysis was undertaken to determine the commercialization context of the University.

2.1 Key Achievements

In the period 2018-2023, Moi University recorded several key achievements, some of which are enumerated below:

i. The University launched unique, innovative and competitive academic programs at undergraduate and postgraduate levels, resulting in Masters and PhD theses increasing by 250%.
ii. The University also established several research centers and institutes to facilitate research activities.
iii. The University expanded infrastructure for training, research and innovation as well as other facilities to accommodate the growing number of students and researchers.
iv. The University set up programs and projects that can provide fodder for commercialization as presented in Appendix 3.
v. In the said period, the University invested in modern technology, laboratories (26) and equipment to support teaching, research and innovation.
vi. The University attracted USD 20.6m (Ksh. 2.8b) to support 141 projects.
vii. The University increased the number of experienced researchers, technologists and technicians.
viii. The University filed eight IP applications – two by staff, five by students and one by the University as a corporate body. One was granted. In addition, four IPs were filed for external stakeholders.
ix. An Incubation Center was established to support the commercialization process.
x. The University engaged in international activities through student and staff mobility.
xi. Several partnerships and collaborations national and international were established.

2.2 Key Challenges

The key challenges experienced in the period 2018-2023 include:

i. Financial challenges impeding operations.
ii. Inadequate staff in specialized research areas.
iii. Leakage of innovations and research outputs.
iv. Low TTO staffing levels.
v. Low generation of innovations with commercial value.
vi. Low visibility.

vii. Weak documentation of research outputs and innovations.
viii. Lack of alignment of University policies.

2.3 SWOT Analysis

A SWOT analysis was undertaken to determine the strengths, weaknesses, opportunities and threats with respect to their strategic implications and responses.

2.3.1 Strengths, Strategic Implications and Strategic Responses

Table 1. Strengths and Strategic Issues

Strengths	Strategic Implications	Strategic Responses
Policies and practices that encourage and enable innovation	The University has the potential to develop and activate an innovations ecosystem	Review, align and implement policies and programs that support enhancement of research and innovation outputs for commercialization
Technology Transfer Office	Opportunity for effective and efficient translation of research and innovation outputs into commercial value	Strengthen the Technology Transfer Office
Collaborations with industry	Access and facilitate avenues for commercialization support and pathways	Enhance, establish and nurture strong partnerships with industry
Mainstreaming of entrepreneurship courses in all programs in the university	Setting the stage for development of an entrepreneurial and innovative culture	Develop and implement entrepreneurship and innovation programs
High number of diverse researchers in the university	High ability to generate research and innovation outputs	Enhance awareness, adoption of IP and commercialization of research, innovation and technology outputs
Technologists and specialized laboratories	The University has resources and technical capacity to create research, innovation and technology outputs that can be commercialized	Maintain and optimize existing capacity and resources for research, innovation and technology outputs for commercialization
The number of postgraduate programs - postgraduate students	Potential to generate research, innovations and technology outputs that can be translated into commercial value	Review and align postgraduate programs and guidelines to creation of research, innovations and technology that can be commercialized
High number of publications in diverse research fields.	Abundant research resources for mapping and translation into commercial value	Promote and support research activities that have commercial value
Establishment of a functional PTRE Incubation Centre	Capacity to nurture, support and develop entrepreneurial and innovative ideas.	Establish and strengthen a University wide incubation and acceleration program
Partnerships with Stakeholders	Potential to increase and exploit projects and programs that can enhance research, innovation and	Strengthen and create more partnerships to support commercialization of research, innovation and technology

technology output for commercialization

2.3.2 Weaknesses, Strategic Implications and Strategic Responses

Weaknesses	Strategic Implications	Strategic Response
University policies not aligned to commercialization	Lack of coordination in the implementation of commercialisation activities of research and innovation outputs	Review, align and implement policies in line with commercialization strategy and overall university strategic orientation
Little understanding of the working of the TTO by researchers	Limited utilisation of the services of the TTO	• Clarify the TTO mandate • Undertake sensitization workshops • Develop a communication framework
Limited entrepreneurial and innovative culture	Limited generation of research, innovation and technology with commercial value	Strengthen the implementation of entrepreneurship education in university programs to create a strong entrepreneurial and innovative ecosystem
Time taken to file an IP	Delay in protection of research and innovation outputs resulting in potential leakage	Accelerate the intellectual property (IP) filing process
Limited generation of research and innovation outputs with commercial value	Limited potential for commercialization of research and innovation outputs	• Allocate adequate resources for R&D efforts • Capacity development of researchers • Leverage on resources and expertise of collaborators to enhance IP generation • Develop a framework of incentives for researchers
Limited IP awareness and outreach	Limited drive for commercialization of research outputs	Develop and implement a framework for awareness and outreach on IP
Limited funding	Low ability to invest in research and development and the commercialization of research innovations and technology outputs	Develop and execute a resource mobilization framework for communication

2.3.3 Opportunities, Strategic Implications and Strategic Responses

Table 3. Opportunities and Strategic Issues

Opportunities	Strategic Implications	Strategic Response
Collaborations and Partnerships	Ability to access funding and industry expertise	Strengthen networks with collaborators and partnerships
Increasing demand for inventions and intellectual property by companies for further development and commercialization	Opportunity to generate revenue from licensing agreements	Review and implement policies that support commercialization
National policies and practices that encourage and enable innovation	A conducive environment for nurturing research and innovation for commercialization	Align university policies and programmes to the national policies and plans
Emerging markets in the region	Potential demand for research, innovation and technology outputs in the region	Potential for enhancing commercial intensity
Growing demand for entrepreneurship and innovation as a pathway for solving emerging challenges	High demand for entrepreneurial and innovative culture	Develop and implement entrepreneurial and innovative programs and strengthen the University capacity in delivering solutions for commercialization of research, innovation and technology
Advancements in technology and digitization	Potential for technology-driven innovations and improvements in research and education	Invest in advanced technological infrastructure and equipment through collaborations and partnerships
Collaborations with industry and government	Access to funding, expertise and resources to support research and innovation	Develop a framework for nurturing partnerships with stakeholders to support the commercialisation efforts

2.3.4 Threats, Strategic Implications and Strategic Responses

Threats	Strategic Implications	Strategic Response
Limited market for innovations and technology	Lack of market fit for research, innovation and technology outputs with market needs	• Conduct market research to identify potential markets for the University's innovation and technology outputs • Prioritize and invest in research that has potential commercial applications • A framework for evaluating research proposals to determine commercial value
Disputes over intellectual property ownership	Lawsuits and delays in the commercialisation of innovations and technology outputs	Enhance the capacity of researchers on IP
Competition from established companies	Limited scope for commercialisation of university research and innovation outputs	• Develop partnerships with established companies to access industry expertise and resources • Identify market niche and understand market needs
Inability to comply to regulatory standards	Potential legal and financial penalties impeding the potential of commercialization.	Develop a framework for compliance with regulatory standards
Expensive Measures that impede commercialization	Limited scope for commercialization	Enhance compliance and create innovative approaches to research and innovation practices

CHAPTER THREE

STRATEGIC DIRECTION

3.0 Introduction

This Chapter presents the strategic direction of the Commercialisation Strategy. It starts with the vision, followed by the mission, overarching goal, core values, key result areas and guiding principles.

3.1 Vision

Creating successful commercial ventures that benefit society and the economy.

3.2 Mission

Commercialization of research and innovation through market insights and partnerships.

3.3 Overarching Goal

Establish commercialization framework to transform research, innovation and technology outputs into viable products.

3.4 Core Values

The core values of the Commercialization Strategy, which aligns with the core values of the University, are:

i. Quality
ii. Innovation
iii. Integrity
iv. Diversity

3.5 Key Result Areas

The key result areas for the Commercialisation Strategy are:

1. Generation and protection of innovations.
2. IP awareness, capacity development and readiness
3. Policy framework for commercialization.
4. Institutional framework for commercialization.
5. Commercialization intensity.

3.6 Guiding Principles

The principles are founded on the vision, mission and values of the University.

1. The Commercialization Strategy aligns with the overall mission and values of the University and is in line with the University's academic priorities and ethical standards.
2. The Commercialization Strategy prioritizes research, innovations and technology that have the potential for significant commercial impact and societal benefit.
3. The focus is on creating value for society rather than solely pursuing financial gains.
4. Collaborations and partnerships are at the core of the Commercialisation Strategy. It will accelerate the process, enhance the scalability and marketability of technologies, and increase the chances of success.
5. The IP policy strategies include patenting, licensing, royalty sharing and other forms of IP commercialization. The IP policy is flexible and adaptable to the unique needs and circumstances of each commercialization opportunity.
6. The creation of a supportive ecosystem that encourages entrepreneurship and innovation is at the core and shall help in nurturing a culture of commercialization within the University.
7. Creation of a long-term perspective and focus on sustainability.
8. A clear governance structure that addresses decision-making, evaluation and reporting of commercialization activities.
9. The Commercialization Strategy shall be developed and implemented based on feedback, changing market conditions and evolving technologies.

CHAPTER FOUR

KEY RESULT AREAS, STRATEGIC OBJECTIVES AND STRATEGIES

4.0. Introduction

This Chapter presents the key result areas, strategic objectives, strategic issues and outcomes for each of the strategic objectives.

Table 5. Key Result Areas, Strategic Objectives, Strategic Issues and Outcomes

Key Results Areas	Strategic Objectives	Strategic Issues	Outcomes
1: Generation and protection of innovations	1.1Strengthen IP generation and protection	1.1.1 Map existing technologies with potential for protection and commercialization	Increased Intellectual Property Rights (IPR) and commercialized products
		1.1.2 Reduce loss of IP assets	Enhanced stock of IP assets for commercialization
		1.1.3 Develop and implement incentive framework for IP applications	Increased researchers/innovators interests to protect and commercialize their outputs
	1.2 To increase the conversion rate of IP applications to grants	1.2.1Improve the quality of IP application	Increased IP application grants
		1.2.2 Increase funding for IP protection and maintenance	Increased IPRs generation and sustenance
2: IP awareness, capacity development and readiness	2.1 Enhance IP awareness and skills amongst the research community	2.1.1 Develop and implement IP awareness and outreach programs	Increased researchers'/innovators' readiness to implement IP protection and commercialization
		2.1.2 Develop and implement IP training programs	Enhanced researchers' and innovators' capacity to identify and protect IP assets
3: Policy framework for commercialization	3.1 Strengthen the policy framework for commercialization	3.1.1 Review existing commercialization related policies (IP, Research, consultancy etc.)	Aligned commercialization support policies
		3.1.2 Develop STI policy	Alignment of STI policy to commercialisation strategy
		3.1.2 Develop a commercialization policy	Streamlined institutional commercialization drive

4: Institutional framework for commercialization	4.1 To strengthen Technology Transfer Office	4.1.1 Develop and implement a program for strengthening TTO's capacity for commercialization	Increased commercialized research/innovation outputs
	4.2 Establish and/or strengthen the capacities of other support structures for commercialization	4.2.1 Develop and implement a program for strengthening business incubation services	Efficiency of conversion of research/innovations into commercial products
		4.2.2 Develop and implement a plan for strengthening common manufacturing facilities	Enhanced provision of common manufacturing services
		4.2.3 Develop and implement a framework for strengthening student innovations associations	Strengthened student innovations associations to support commercialization
		4.2.4 Develop and implement a plan for strengthening innovations hubs	Increased generation of innovations
		4.2.5 Develop an effective communication framework	Seamless flow of information for commercialisation
		4.2.6 Develop a framework for resource mobilization	Access to adequate resources for commercialisation
5.Commercialization intensity	5.1 Enhance commercialization activities	5.1.1 Develop and implement a framework for the commercialisation process	Streamlined commercialisation road map for university initiatives
		5.1.2 Promote and implement commercialization through spinoffs	Enhanced capacity of the institution to negotiate licensing
		5.1.3 Promote and implement commercialization through joint venture	Enhanced institutional capacity to negotiate licensing agreements
		5.1.4 Promote and implement commercialization through consultancy projects	Increased capacity of the institution to attract and implement consultancy projects
		5.1.5 Develop and implement a framework for commercialization of products generated in the University (Apples, [illegible] products, soap making, water, Moi University Press etc.)	Increased revenue streams and opportunities for research, innovation and technology development
		5.1.6 Develop and implement a framework for commercialization of services offered in the university(short courses, lab services, medical services, legal services, hospitality accommodation, dentistry etc.)	Increased revenue streams and opportunities for research, innovation and technology development
		5.1.7 Develop and implement a framework for commercialisable exploitation of institutional assets such as land and non IP related assets etc.)	Increased revenue streams and opportunities for research, innovation and technology development
		5.1.8 Promote licensing and of innovations and sale of IPR.	Increased revenue streams and opportunities for research, innovation and technology development

CHAPTER FIVE

COMMERCIALISATION STRATEGY IMPLEMENTATION

5.0 Introduction

This Chapter presents data on the resources required to implement the Commercialisation Strategy. This includes the proposed Organization Structure, Advisory Committee for the Commercialization Strategy, RMEDIA, Support Agencies and monitoring, evaluation and learning.

5.1 Implementation Structure

5.1.1. Existing Intellectual Property and Technology Transfer Structure

The implementation structure for the University's TTO is presented in Figure 1.

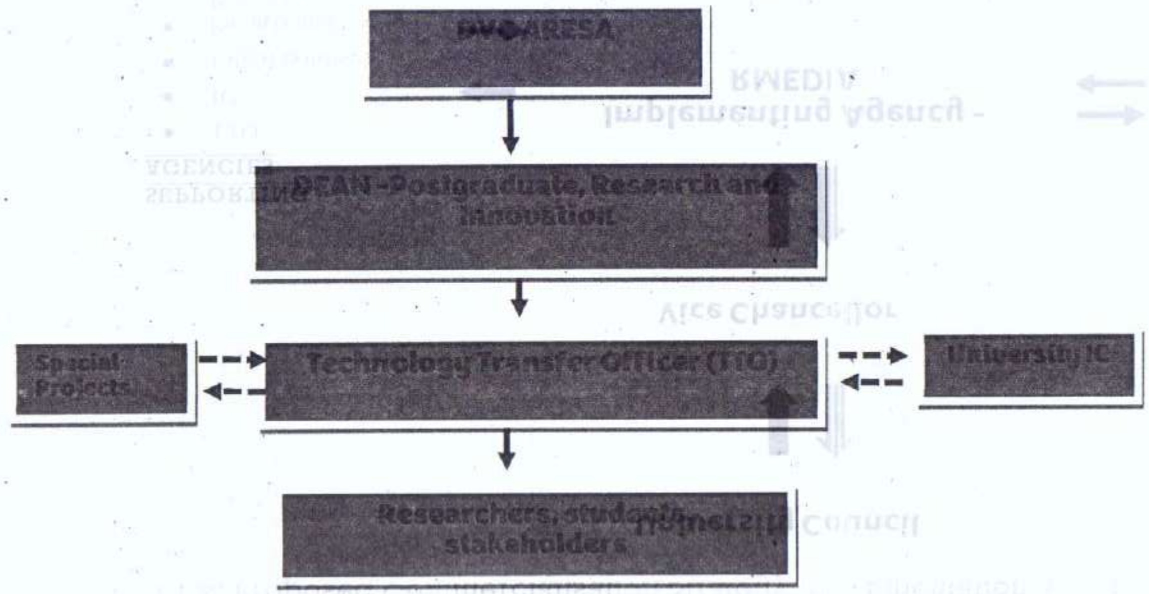

Figure1. Existing technology transfer and commercialization structure

5.1.2. Proposed Commercialisation Strategy Implementation Structure

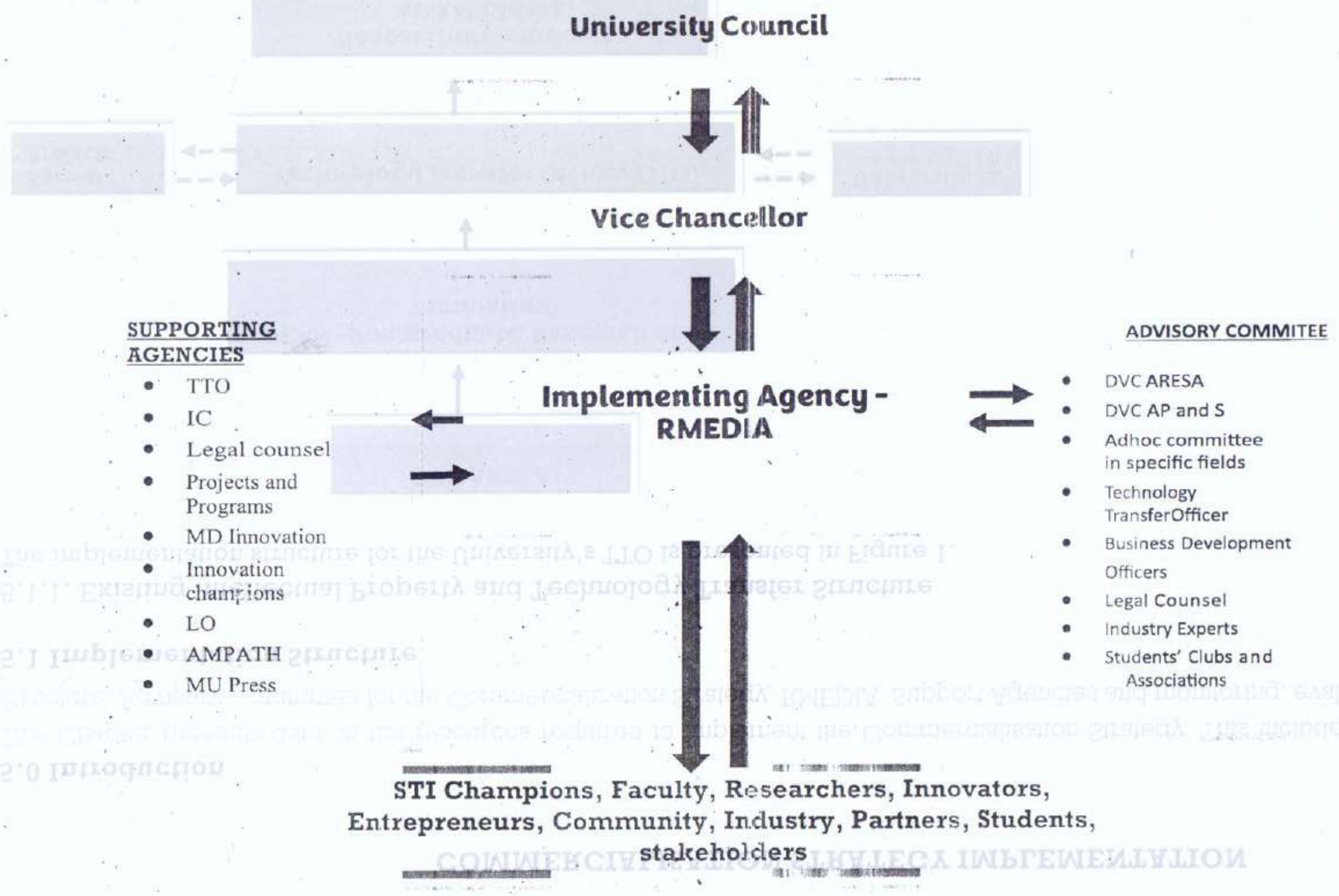

Figure 2. Proposed Structure of Commercialisation Strategy Implementation

5.2. Roles and Responsibilities in the Proposed Commercialization Structure

a. The University Council

- Provide strategic oversight and guidance for the implementation of the Commercialization Strategy.
- Approve policies, frameworks and budget allocations related to commercialization activities.
- Advocate for resource mobilization and allocation to support the commercialization agenda.
- Foster collaborations with industry, government and funding organizations to drive the commercialization efforts.
- Provide strategic guidance and oversight for the implementation of the Commercialization Strategy.

b. Vice Chancellor

- Provide visionary leadership, support and champion for the successful implementation of the Commercialization Strategy.
- Ensure the alignment of the University's overall vision, mission and strategic objectives with the commercialization agenda.
- Align and allocate the University's resources, infrastructure and academic programs to support the commercialization agenda.
- Engage with stakeholders and promote partnerships to enhance the commercialization ecosystem.
- Champion the University in key commercialization initiatives and events.
- Facilitate the integration of commercialization activities into the University's planning and decision-making processes.

c. DVC-ARESA AND DVC AP&S

- Chair meetings of Advisory Committee.
- Constitute Adhoc committees to be included in the steering committee on a need basis.
- Communicate the terms of references and time frame for the Adhoc committees.

d. Advisory Committee

- Provide guidance and direction for the execution of the Commercialization Strategy.
- Coordinate and integrate efforts across various units and stakeholders involved in commercialization.
- Identify challenges and propose solutions to ensure effective strategy implementation.
- Monitor, review and evaluate the progress of commercialization activities and make necessary adjustments.
- Facilitate collaboration and communication among different stakeholders.
- Engage industry experts, marketing and communications professionals, entrepreneurs, student clubs and associations to provide valuable input and support.
- Foster an environment for harnessing innovations

e. Implementing Agency (Resource Mobilization, Enterprise Development and Institutional Development[RMEDIA])

- Develop and execute strategies to mobilize resources to support commercialization activities.
- Identify and nurture business opportunities, entrepreneurship and enterprise development.
- Support the development of entrepreneurial skills and capabilities among faculty, researchers and students.
- Enhance institutional capacity to effectively implement the Commercialization Strategy.
- Coordinate and support the implementation of commercialization projects and initiatives.
- Establish partnerships and collaborations with industry, government and funding agencies to facilitate enterprise development.

f. Supporting Agencies (Technology Transfer Office, Incubation Centre, University Projects and Programs, Innovations Firm and Innovations Champions)

- Technology Transfer Office: Facilitate the identification, protection and commercialization of intellectual property and research outcomes.
- Incubation Centre: Provide support and resources for the incubation and growth of start-ups and spin-off ventures.
- University Projects and Programs: Integrate commercialization elements into existing University projects and programs.
- Innovations Firm: Facilitate the commercialization process by offering specialized services such as market research, business planning and product development.
- Innovations Champions: Promote and advocate for the importance of innovation and commercialization within the University community.
- Provide specialized support and services to facilitate technology transfer, intellectual property management and commercialization processes.
- Establish and manage incubation centers and programs to nurture and support start-ups and spin-off ventures.
- Identify and promote University projects and programs with commercialization potential.
- Collaborate with industry experts, innovations firms and champions to accelerate the commercialization process.

g. Faculty, Researchers, Innovators, Entrepreneurs, Community, Industry, Partners, Students, stakeholders

- Engage in research, innovation and entrepreneurial activities that have commercialization potential.
- Collaborate with industry partners to develop and transfer technologies and knowledge.
- Collaborate with the University's commercialization units and agencies to identify and explore commercialization opportunities.
- Seek opportunities to commercialize research outcomes, inventions and intellectual property.
- Participate in capacity building initiatives and training programs related to commercialization.
- Contribute to the creation of an enabling environment for commercialization within the University and broader community.
- Provide feedback, support and resources to ensure successful commercialization outcomes.

5.5Communication

An effective communication framework shall be developed to support the Commercialisation Strategy.

5.6 Risk Log

The implementation of the Commercialisation Strategy could face potential risks which can derail its implementation. Mapping the potential risks can help to identify potential interventions that can mitigate their adverse effects. Risk management includes identification and analysis of risks, definition of risks and implementation of a risk mitigation strategy. A summary of the map of potential risks and proposed mitigation measures are presented in Table 7.

Table 7. Risk Assessment and Mitigation

Risk Category	Risk Description	Risk Level	Responsible ISC	Mitigation Measures
1. Conflict of interest	• Create conflicts of interest for faculty members who may prioritize personal financial gain.	High	Advisory Committee	• Conciliation and reconciliation be applied
2. Intellectual property disputes	• Complex legal issues related to patents, licensing and intellectual property rights.	High	IP Advisory Committee	• Undertake due diligence in the management of IP assets • Dispute resolution processes be applied
3. Regulatory compliance	• May require compliance with various regulations and ethical guidelines.	Medium	Legal officer	• Evaluation processstrengthened
4. IP reputational risk	• If a project fails or results in negative outcomes, it can damage the reputation of the University and erode trust among stakeholders, including students, faculty, alumni and the wider public	Low	RMEDIA	• Strengthen the implementation of the Commercialisation Strategy
5. Unforeseen costs	• Can involve significant upfront costs such as hiring staff, acquiring equipment and conducting market research.	Moderate	RMEDIA	• Prudent utilisation and management of resources • Effective financial planning • Resource mobilization framework

- Foster collaborations between academia, industry and the community to drive innovation and economic growth.
- Actively participate in the commercialization ecosystem, providing feedback, insights sand support for the successful implementation of the strategy.

Ta ents (In Milli

Key Result Area1: Generation and protection of innovations	10	11	12	14	16	63
Key Result Area 2: IP awareness in the research community	9	9	10	5	5	38
Key Result Area 3: Policy framework for commercialization	5	12	9	8	8	42
Key Result Area 4: Institutional framework for commercialization	60	69	79	91	105	121
Key Result Area 5: Commercialization initiatives	115	173	259	388	582	873
Total	199	274	369	506	716	1,137

5.4.3 Projected Resources

The projected financial resource requirement for implementation of the strategy over the period of five years is Kshs: 2.468 billion.

5.4.4 Strategies for financial resource mobilization

a) It is anticipated that development partners and donor agencies shall support the Commercialisation Strategy implementation.
b) Revenue streams from operations.
c) Adherence to financial resource framework.
d). Promotion of public private partnerships and collaborate with a wide scope of partners.
e) Capacity building on resource mobilization and use through development of proposals.

6. Reduced focus on academic research	• Diversion of resources and attention away from traditional academic research,	Moderate	DVC - ARESA	• Compliance with institutional policies
7. Technology or intellectual property (IP) leakage,	• Failure to disclose the IP or patent outside the institution	High	TTO	• Regular IP scouting and audit

CHAPTER SEVEN

MONITORING, EVALUATION AND LEARNING

6.1 Introduction

This Chapter presents a monitoring, evaluation and learning (M, E&L) framework for the Commercialisation Strategy. The M, E&L framework is as shown in Appendix II. The success of the Commercialisation Strategy will depend on effective planning, monitoring and evaluation of outputs. Learning will facilitate flexibility and adaptation during the implementation stage.

6.2 Monitoring Tools

The planned activities are aligned to the monitoring tools during the implementation of the Commercialisation Strategy. The tools will include work plans, reports, customer satisfaction surveys and commercialized innovations and research.

6.2.1 Annual Operation Work Plans

The strategy activities will be in five years (2023/2024-2027/2028). Annual work plans shall be developed with time limits, indicators and actors in the implementation of the activities. Implementers shall use a standard format for data collection and reporting. The elements for reporting shall include progress made in realizing targets in the strategy, causes of deviation from targets set in the plan and areas of difficulties and alternative solutions to problems that adversely affect the strategy implementation.

6.2.2 Progress Reports

RMEDIA shall prepare progress reports periodically to provide feedback on the strategy implementation.

6.2.3 Meetings

RMEDIA will hold regular staff meetings to review the progress on the implementation of the Commercialisation Strategy, share experiences and provide policy direction.

6.3 Evaluation

Evaluation of the Commercialisation Strategy will firstly assess the feasibility of the plan and secondly, the overall impact.

Appendix 1. Implementation Matrix

Strategic Objectives	Expected Outcomes	Strategies	Expected Output	Output indicators	Target 5 Years	Targets 23-24	24-25	25-26	26-27	27-28	Budget 23-24	24-25	25-26	26-27	27-28	Total	Responsible ISC
1. Strengthen IP generation and protection	Increased Intellectual Property Rights (IPR) and commercialized products	Map existing technologies with the potential for protection and commercialization	Range of existing technologies with the potential for commercialisation and protection	percent	100%	40 %	50 %				1	3				3	TTO
	Enhanced stock of IP assets for commercialization	Reduce loss of potential IP assets	Conversion rate of generated R&D outputs to IP applications	Percent	100%	25 %	20 %	20%	15%	5 %	1	1	1			3	TTO
	Increased researchers/innovators interests to protect and commercialize their outputs	Develop and implement an incentives framework for IP applications	% of STI researchers seeking IP protection services	Percent	100%	40 %	50 %				1	1	1			3	TTO
2. To increase the conversion rate of IP applications to grants	Increased IP application grants	Increase the quality of IP applications	Conversion rate of IP applications in grants	percent	100%	10 %	20 %	20%	20%	20 %	2	2	1	4	4	13	TTO
	Increased IPRs generation and sustenance	Increase funding for IP protection and maintenance	% of research budget allocated to IP processes	Percent	100%	10 %	20 %	20%	20%	20 %	5	6	8	10	12	41	RMEDIA
3. Enhance IP awareness and training	Increased researchers'/innovators' readiness to implement IP protection and commercialization	Develop and implement an IP awareness and outreach plan	% of the IP awareness of the research community	Percent	100%	20 %	20 %	20%	20%	10 %	2	1	1	1	1	6	TTO

Objective	Expected Outcomes	Strategies	Expected Output	Output Indicators				25-26	26-27	2						Total	Responsible ISC
	Enhanced researchers and innovators' capacity to identify and protect IP assets	Develop and implement an IP training program	of the staff with at least basic IP skills	Percent	100%	20%	30%	20%	20%	10%	7	8	9	4	4	32	RMEDIA
4. Strengthen the policy framework for commercialization	Aligned commercialization support policies	Review existing commercialization related policies (IP, Research consultancy etc.)	% completion of the policy		100%	50	100				3					3	
			implementation of the policy	Percent	100%		50	50			[illegible]	6	3	3	3	15	RMEDIA
	Alignment of STI policy to commercialisation strategy	Develop STI policy	% completion of the policy		0	100					[illegible]					1	
			% implementation of the policy	Percent			50	50				2	1	1	1	5	RMEDIA
	Management of commercialisation in MU streamlined and enhanced	Develop commercialization policy	% completion of the policy	Percent	0	100					1					1	RMEDIA
			% implementation of the policy				50	50				3	3	2	2	10	
5. To strengthen Technology Transfer Office	Increased research innovation outputs for commercialisation	Develop and implement a plan for strengthening Technology Transfer Office	implementation of the policy	Percent	100%	0	100				1					1	RMEDIA
			% completion of the policy		100%	0		50	50		19	25	25	32	30	131	
6. Establish and/or strengthen the capacities of	Efficiency of conversion of research innovation	Develop and implement program for strengthening	% completion of the development of the program	Percent	100%	50	50				1					1	RMEDIA

Strategic Objectives	Expected Outcomes	Strategies	Expected Output	Output indicators	Target 5 Years	Targets 23-24	24-25	25-26	26-27	27-28	Budget 23-24	24-25	25-26	26-27	27-28	Total	Responsible ISC
other support structures for commercialization	ns into commercial products	business incubation services	% implementation of the program		100%		30	40	30			3	10	15	20	48	
	Enhanced provision of common manufacturing services.	Develop and implement a plan for strengthening Common Manufacturing Facilities	% completion of the development of the program	Percent	100%	50 %					1					1	RMEDIA
			% implementation of the program		100%		25	25	25	25		30	20	16	15	81	
	Streamlined student innovations associations to support commercialization	Develop and implement a plan for strengthening Innovations hubs	% completion of the development of the program	Percent	100%	50 %	50 %				1					1	RMEDIA
			% implementation of the program		**100%**		50%	50%				**20**	**5**	**10**	**10**	**45**	
	Increased generation of innovations.	**Develop and implement a plan for strengthening Innovations hubs**	% completion of the development of the program	Percent	100%	50	50				1					1	RMEDIA
			% implementation of the program		100%		30	40	30			7	4	5	5	21	
	Seamless flow of information for commercialisation	Develop an effective communication Framework	% completion of the development of the program	Percent	100%	50	100				1					1	RMEDIA
			% implementatio		100%		30	40	30			2	5	15	5	27	

Strategic Objectives	Expected Outcomes	Strategies	Expected Output	Output indicators					26-27							Total	Responsible ISC
			n of the program														
	Access to adequate resources for commercialisation	Develop a framework for resource mobilization	% completion of the development of the program	Percent	100%	50	100				1					1	RMEDIA
			% implementation of the program		100%		30	40	30			4	5	2	3	14	
7. Strengthen the capacity to commercialize R&D outputs and related knowledge services	Streamlined commercialisation roadmap for University initiatives	Develop and implement a framework for the commercialisation process	Commercialisation Framework	Number	1	1					1						TTO or IP Office
	Enhanced capacity of the institution to negotiate licensing	Promote and implement commercialization through spinoffs	Number of spinoff agreements signed	Number	0	0	0	1	2	2	30	35	40	55	60	240	RMEDIA
	Enhanced institutional capacity to negotiate licensing agreements	Promote and implement commercialization through joint venture	Number of joint ventures projects implemented	Number	0	0	0	1	2	2	30	35	54	55	60	234	RMEDIA
	Increased capacity of the institution to attract and implement	Promote and implement commercialization through consultancy projects	Number of consultancy services provided	Number				130	150	2	25	35	40	60	60	226	RMEDIA

Strategic Objectives	Expected Outcomes	Strategies	Expected Output	Output indicators	Target 5 Years	Targets 23-24	24-25	25-26	26-27	27-28	Budget 23-24	24-25	25-26	26-27	27-28	Total	Responsible ISC
	consultancy projects																
	Increased revenue streams and opportunities for research, innovation and technology development.	Develop and implement a framework for commercialization of products generated in the university(Apples, Elimu products, soapmaking, water, Moi university Press etc.)	% Increase in revenue streams	Percent	0		10	25	25	40	20	30	40	59	60	191	RMED IA
	Increased revenue streams and opportunities for research, innovation and technology development	Develop and implement a framework for commercialization of services offered in the university(short courses, lab services, medical services, legal services , hospitality , accommodation, dentistry etc.)	% Increase in revenue streams	Percent	0		10	25	25	40	20	30	40	59	60	191	RMED IA
	Increased revenue streams and opportunities for research, innovation and technology development	Develop and implement a framework for commercialisable exploitation of institutional assets such as land and non IP related assets etc.)	% Increase in revenue streams	Percent	0		20	25	30	50	30	48	55	63	70	266	RMED IA
	Increased revenue streams and opportunities for research, innovation and	**Promote licensing of innovations and sale of IPR.**	% Increase in revenue streams	Percent	0	10	20	20	25	25	5	10	15	20	20	70	RMED IA

technology development

APPENDIX 2. [illegible] ITORING, [illegible] AND LEARNI[illegible] ORK

Strateg[illegible]	[illegible]dicators (KPIs		[illegible]					Outcome			[illegible]en Responsib[illegible] ISC
Key Result Area 1: Generation and protection of innovations											
Objective 1: Strengthen IP generation and protection											
			2023/24	2024/25	2025/26	2026/27	2027/28				
Map existing technologies with potential for protection and commercialization	Range of existing technologies with potential for commercialisation and protection	10	40%	50%				Increased Intellectual property Rights (IPR) and commercialized products	An audit of existing technologies	Annually	TTO
Reduce loss of potential IP assets	Conversion rate of generated R&D outputs to IP applications	15	25%	20%	20%	15%	[illegible]	Enhanced stock of IP assets for commercialization	Research departments Commercial Centres	Annually	TTO
Develop incentives for IP applications	[illegible] of STI researchers seeking IP protection services	10	40%	50%				Increased researchers/innovators interests to protect and commercialize their outputs	IP Report	Every three years	TTO
Objective 2: To increase the conversion rate of IP applications to grants											
Increase the quality of IP applications	[illegible] increase in the quality of IP applications	10	20%	20%	20%	20%	10%	Increased IP application grants	IP Report	Quarterly	TTO

Strategy	Indicators (KPIs)	Baseline	Targets					Outcome	Data source	Frequency	Responsible ISC
Increase funding for IP protection and maintenance	% increased funding for for IP protection and maintenance	10	20%	20%	20%	20%	10%	Increased IPRs generation and sustenance.	IP Report	Annual	RMEDIA
Key Result Area 2: IP Awareness and Training											
Objective 2: Enhance IP Awareness and Training											
Develop and implement an IP awareness and outreach plan	% of the IP awareness of the research community	15%	15%	30%	45%	60 %		Capacity of the researchers to identify and protect an IP asset is enhanced	IP awareness survey	Quarterly	TTO
Develop and implement an IP Training program	% of the staff with at least basic IP skills	20%	15%	30%	45%	60 %		Capacity of the researchers to identify and protect an IP asset is enhanced	Staff IP skills audit	Annual	TTO
Key Result Area 3: Policy Framework for commercialization											
Objective 3: Strengthen policy framework for the commercialization of R&D outputs and related knowledge services											
			2023/24	2024/25	2025/26	2026/27	2027/28				
Review existing commercialization related policies (IP, Research, consultancy etc.)	% completion of the policy	0	50	100				Management of IP in MU streamlined and enhanced	Annual report	Annual	TTO
	% implementation of the policy			50	50						
Develop STI policy	% completion of the policy	0	100					Alignment of STI policy to commercialisation streamlined	Annual report	Annual	TTO
	% implementation of the policy			50	50						
Develop commercialization policy	% completion of the policy	0	100					Management of commercialisation in	Annual report	Annual	TTO

Strategies	Indicators (KPIs)			T				Outcome			Responsible ISC
	% implementation of the policy			50	50			MU streamlined and enhanced			
Result Area 4: Institutional Framework for commercialization											
Objective 5: To strengthen Technology Transfer Office											
Develop and implement a plan for strengthening-Technology Transfer Office	% completion of the development of the program	0	100					Increased research/innovation outputs for commercialisation	Plan	Annual	VC
	% implementation of the program	0		50	50			commercialization enhanced			
Objective 6: Establish and/or strengthen the capacities of other support structures for commercialization											
Develop and implement a program for strengthening-business incubation services	% completion of the development of the program	0	50	50				Efficiency of conversion of research/innovations into commercial products	IC	Annual	RMEDIA
	% implementation of the program	0		30	40	30					RMEDIA
Develop and implement a plan for strengthening-Common Manufacturing Facilities	% completion of the development of the program	0	50	50				Enhanced provision of common manufacturing services	IC	Annual	RMEDIA
	% implementation of the program			30	40	30					
Develop and implement a plan for strengthening Innovations hubs	% completion of the development of the program	0	50	100				Streamlined student innovations associations to support commercialization	IC	Annual	RMEDIA
	% implementation of the program			30	40	30					
Develop and implement	% completion of the development of the	0	50	100				Increased	IC	Annual	RMEDIA

Strategy	Indicators (KPIs)	Baseline	Targets					Outcome	Data source	Frequency	Responsible ISC
a plan for strengthening Innovations hubs	program							generation of innovations.			
	% implementation of the program	**0**		30	40	30					RMEDIA
Develop an effective communication Framework	% completion of the development of the program	**0**	50	100				Seamless flow of information for commercialisation	PR	Annual	PR
	% implementation of the program	**0**		30	40	30					RMEDIA
Develop a framework for resource mobilization	% implementation of the program	**0**	50	100				Access to adequate resources for commercialisation	FO	Annual	RMEDIA
	% implementation of the program	**0**		30	40	30					RMEDIA
Key Result Area 5: Commercialization Intensity											
Objective 7: Strengthen the capacity to commercialize R&D outputs and related knowledge services.											
Develop and implement a framework for the commercialisation process	A commercialisation framework	0	1					Streamlined commercialisation road map for university initiatives	Research departments Commercial Centres	Annual	RMEDIA
Promote and implement commercialization through spinoffs	Number of spinoff agreements signed	0	0	0	1	2	2	Enhanced capacity of the institution to negotiate licensing	Research departments	Annual	RMEDIA
Promote and implement commercialization through joint venture	Number of joint ventures projects implemented	0	0	0	1	2	2	Enhanced institutional capacity to negotiate licensing agreements	Research departments	Annual	RMEDIA
Promote and implement commercialization through consultancy projects	Number of consultancy services provided.	50	70	120	130	150	200	Increased capacity of the institution to attract and implement consultancy projects	Research departments	Annual	RMEDIA

S	dicators (KPI							Outcome		en	Responsi ISC
Develop and implement a framework for commercialization of products generated in the university(Apples, Elimu products, soapmaking, water, Moi University Press etc.)	Increase in revenue streams	0		10	25	25	40	Enhanced capacity of the institution to generate revenue	Research departments	Annual	RMEDIA
Develop and implement a framework for commercialization of services offered in the university(short courses, lab services, medical services, legal services, hospitality, accommodation, dentistry etc)	% Increase in revenue streams	0		10	25	25	30	Enhanced institutional capacity to negotiate licensing agreements	Research departments	Annual	RMEDIA
Develop and implement a framework for commercialisable exploitation of institutional assets such as land and non IP related assets etc)	Increase in revenue streams	0		20	25	30	50	Increased capacity of the institution to attract and implement consultancy projects	Research departments	Annual	RMEDIA
Promote licensing of innovations and sale of IPR.	Increase in revenue streams	0	10	20	[illegible]	25	[illegible]	Increased revenue streams and opportunities for research, innovation and technology development	Research departments	Annual	RMEDIA

Appendix 3. MU Programs and Projects

Project	Main Goal/Purpose	Contribution to Innovations, IP & Commercialization
UNEP INTEX PROJECT	InTex is a three-year project funded by the European Union (EU) that promotes innovative business practices and economic models in the textile value chain.	It is an enabler of eco-innovation in the textile value chain and capacity building of SMEs in the textile sector in Kenya.
RIVATEX	Processing of textile and apparels materials including production of stitched clothes.	Design and Sale of textile products and develop innovations in the sector.
DLP	Design and production of digital devices and integrating use of digital technologies in learning.	Innovate, design, production and sale of digital devices
ELIMU MILLERS	Milling and packaging of maize floor and animal feeds.	Production and sale of milled flour and animal feeds.
APPLE FARM	Value chain development of the apple fruit from genetic materials to value addition.	Development of apple genetic material, sale of apple fruits and their value-added derivatives.
CERM - ESA	Advancing and expanding excellent and innovative educational research on methods, didactics, and management strategies for African context.	Capacity building and empowerment of researchers through training in innovation and methods of research.
ACE II PTRE	To provide highly trained, skilled, and empowered human capacity in Phytochemicals, Textile and Renewable Energy, with the potential to develop innovative products of high value and quality, offer services and solutions for the industrial sector.	Capacity building and empowerment of staff through training, provision of equipment and support innovation of products from student and staff research work including training in IP management.
PTRE INCUBATION CENTRE	The Center aims to transform ideas into products and start-ups/spin-offs through incubation and acceleration services.	Incubation and acceleration services o students, staff and members of the community including the Jua Kazi sector.
CARTA	Support African partnership to mainstream proven and tested innovations into regular university programs.	Capacity building in innovative research
MU-African Cluster Centre	The overriding objectives are to offer interdisciplinary teaching and research in the broad field of African studies and to act as the center where all other Africa–focused scholarship in Moi University coalesce.	Supports innovation and production of artistic pieces of work including films and music.
ASALI	Established as a trans-disciplinary center for generating and disseminating knowledge and information.	Supported the establishment of a start-up village to support incubation and acceleration of innovative ideas.
IREK: Innovation and Renewable Electrification.	The IREK project brings together two research fields - development studies and innovation studies.	Supports innovation and product development in renewable energy.

HEPSSA	Aims to ensure that the higher education system in sub Saharan Africa produces engineers with the skills and knowledge required to meet the needs of industry tackle local challenges, and address the engineering skills shortage in sub Saharan Africa.	Capacity building of university researchers and industry professionals through an internship programme.
Centre of Competence in Digital Education (C-CoDE)	Through its <u>Digital Education</u> pillar, the EXAF initiative aims to offer support in the form of expertise and funding to promote the sustainable integration of digital education in African universities.	Capacity building in innovative digital teaching and learning
Moi University Press (MUP)	The MUP is committed to publishing knowledge and information within and across frontiers for the advancement of scholarship, research, teaching and service to society.	MUP, in addition to promoting the vision and mission of Moi University, also acts as an Income Generating Unit (ICU) and therefore has to carry out its business with a view of making profit/ earning income in a just, ethical and legal way.