Kenya Education Network

Critical Issues & Accession Strategies:
E-readiness survey of East African Universities

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Conclusions

- **Universities lacked simple ICT indicators for measuring ICT readiness and usage**
  - ◆ **Recommend 5 strategic indicators**
- **Mobile Internet is big**
  - ◆ **Consider m-learning in phase II**
- **Accession of the <u>Institutional ICT Strategy</u> indicators is correlated to accession of the <u>Networked Learning</u> indicators**
- **Universities to initially use the consortium approach to increasing the Master's and PhD throughput in ICT**
- **The size of the university matters in e-readiness**

1. Network access

Critical Issues	Accession Strategies
Inadequate Internet bandwidth	■ **Increase the total Internet bandwidth to at least 1 Mb/s & > 5 Mb/s per 1,000 students in ST & MT respectively** ■ **Ensure access to undersea cable bandwidth** ■ **Increase Internet budgets**
Low access to networked PCs by students (more emphasis on staff)	■ **Increase the ratio of networked PC to student ratio to an average of 1:10 - 1:5 & 1:5 – 1:2 in ST and MT respectively** ■ **Explore the use of Mobile Internet to increase student access to Internet**
Low quality network infrastructure and services	■ **Improve the quality of network infrastructure and services**

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2. Networked campus

Critical Issues	Accession Strategies
Lack of disaster recovery plan	■ Implement a shared disaster recovery program at NREN level
Lack of integrated MIS applications	■ Acquire, implement and sustain integrated MIS applications ■ Hire and retain qualified information systems professionals
Resistance to change by users	■ Create change management programs for each MIS application and implement it as an integral part of the application roll-out

3. Networked learning

Critical Issues	Accession Strategies
Minimal integration of ICT in curriculum	■ Review curricula and integrate ICT with industry input ■ Increase the percentage of on-line courses to 25% & >50% in ST/MT & LT respectively
Limited off-campus access to library resources	■ Enhance or accelerate library automation
Limited ICT research and innovations	■ Create in ICT MSc and Ph.D. programs via consortium approach ■ Improve quality of student ICT projects to international standards

Critical Issues	Accession Strategies
Lack of operational course management system for e-learning	■ Set up a course management system ■ Hire instructional designers and administrators
Lack of local research databases	■ Increase funding for development of research databases
Limited training for technical ICT staff and faculty	■ Aggressive training for technical ICT staff and faculty

4. Networked society

Critical Issues	Accession Strategies
Lack of interactive institutional Web sites	■ **Implement and sustain Internet-enabled core business systems (student, finance and library information systems)** ■ **Setup interactive websites linked to MIS applications** ■ **Hire and motivate qualified Information Systems (IS) professionals**
Lack of customer survey data	■ **Commission comprehensive surveys of the users annually and update indicators in this category** ■ **Amend existing customer satisfaction surveys to incorporate ICT issues and update indicators**

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5. Institutional ICT Strategy

Critical Issues	Accession Strategies
Low resource allocation to ICT, especially for PCs for students	■ **Allocate at least 3% of total institutional budget to ICT (excluding personnel emoluments)**
Lack of ICT financial data	■ **Maintain ICT financial data as part of the institutional financial management system**
Low profile of ICT function	■ **Raise the profile of ICT by upgrading the head of ICT to be at least at Prof. grade, to report to the CEO & to become a member of senior management**
Low championship of ICT	■ **CEOs and their senior managers to champion ICT in their institutions**

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Critical Issues	Accession Strategies
Low level of alignment of ICT strategy to corporate strategy	■ **Adopt and make the strategic ICT indicators an integral component of the corporate strategic plan and monitor these together with the other corporate performance indicators**
Incomplete implementation of ICT strategies	■ **Create a sound monitoring and evaluation framework and follow it**
Limited ability to attract and retain quality professional ICT staff	■ **Implement mechanisms for attracting and retaining professional ICT staff (e.g. attractive scheme of service for ICT and putting in place a staff development program for ICT staff)**