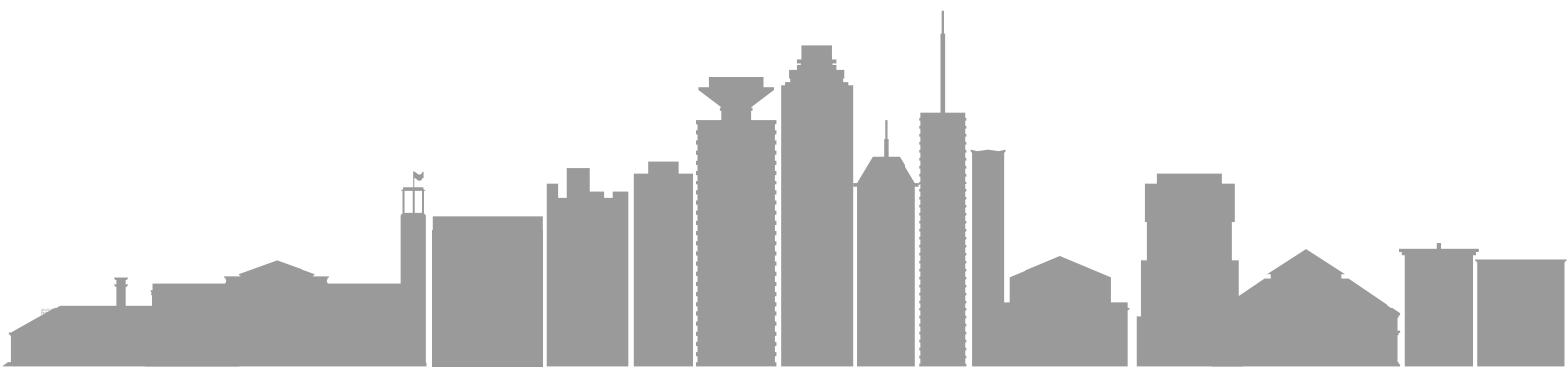




REPUBLIC OF KENYA

KENYA **SCIENCE, RESEARCH** AND INNOVATION (SRI) SYNERGY BLUEPRINT

Fostering Collaboration to Boost Innovation and Growth



ACKNOWLEDGEMENT OF COLLABORATIVE LEADERSHIP AND STRATEGIC PARTNERSHIPS

The Kenya Science, Research and Innovation (SRI) Synergy Blueprint represents the concerted and dedicated efforts of numerous stakeholders within Kenya and across the international community.

Political Leadership: The esteemed leadership of H.E. Dr. Musalia Mudavadi EGH, Prime Cabinet Secretary and Cabinet Secretary, Ministry of Foreign and Diaspora Affairs, and Prof. Shaukat Abdulrazak, EBS, Principal Secretary for the State Department for Science Research and Innovation (SDSRI), provided the essential visionary guidance and technical oversight throughout the collaborative co-creation process.

Strategic Partners: The development process, spanning from November 2025 to March 2026, was led by the SDSRI, in collaboration with the African Population and Health Research Center (APHRC), as the implementing partner, and the Foreign, Commonwealth and Development Office (FCDO) as the funder. The development process was co-created by a broader team of thirteen (13) strategic partners comprising relevant:

- Government Agencies (4) - National Commission for Science, Technology and Innovation (NACOSTI), National Research Fund (NRF), Kenya National Innovation Agency (KeNIA), and the Commission for University Education (CUE)
- Development Partners (7) - Research and Innovation Systems for Africa Fund (RISA), Science for Africa (SFA) Foundation, SciLink Global, MAWAZO Institute, Kenya National Academy of Sciences (KNAS), African Centre for Technology Studies (ACTS), and International Union for Conservation of Nature (IUCN)
- Industry Players (2) - International Business Machines (IBM) Corporation, and Kenya Association of Manufacturers (KAM)

Analysis: A comprehensive national landscape analysis was co-designed and governed by the Steering Committee of the broader strategic team and conducted through a nominated Technical Committee tasked with data harvesting, collation, analysis, and synthesis. The landscape analysis comprised:

- Primary data collection and document analysis across national SRI agencies to assess the current landscape and identify gaps;
- Review of international comparator models and best practices; and
- Integration of insights gathered from the data collection process, using gap, trend, geographic, and gender analyses to generate recommendations aligned with five key development pillar areas adopted from the International Development Innovation Alliance (IDIA) framework, the African Union Science, Technology, and Innovation Strategy for Africa (STISA) 2034 and the Kenya Vision 2030 benchmarks.

The five key development pillar areas comprised:

- Policy and Governance Coherence
- Strategic Funding and Investment
- Human Capital and Infrastructure
- Academia–Industry–Government–Strategic Partners Linkages and International and Diaspora Collaboration
- and Data and Digital Infrastructure

Regional Workshop: Four high-level regional workshops were held within the country in February 2026, and brought together over 200 participants who included, senior government officials, university leadership, researchers, and other key stakeholders.

The four regional workshops were carried out in:

Comprehensive National Landscape

- **Central/Nairobi (Nairobi):** Covering Nairobi, Kiambu, Murang'a, Nyandarua, Nyeri, Kirinyaga, Nakuru, Narok, Kajiado, Machakos
- **Coastal (Mombasa):** Covering Mombasa, Kwale, Kilifi, Lamu, Taita-Taveta, Tana River
- **Eastern (Sagana):** Covering Embu, Meru, Tharaka-Nithi, part of Machakos, Makueni, Kitui, Kirinyaga
- **Western (Kisumu):** Covering Kisumu, Siaya, Kisii, Nyamira, Homa Bay, Migori, Busia, Bungoma, Kakamega, Vihiga, Trans Nzoia, Uasin Gishu, Nandi, Kericho

The purpose of the Regional Workshops was to validate the land analysis report and co-create national priority strategies and a roadmap towards a coordinated national SRI ecosystem. The deliberations contributed directly to shaping the Kenya SRI synergy blueprint that advances national, regional, and global development priority areas.

Special Recognition: Acknowledgement is extended to youth and emerging leaders, women engaged in research, members of marginalized communities, diaspora experts, and international peer reviewers for their invaluable contributions in ensuring an inclusive and informed design.

This Blueprint is a collective outcome of all the above contributors. Its ultimate success will be demonstrated through measurable and positive transformations in the lives of citizens across the Republic of Kenya.

FOREWORD



Kenya stands at a defining crossroads. With over 75% of our population under the age of 35, we possess an unprecedented demographic dividend. However, this potential can only be realized by shifting from a reliance on finite natural resources to an economy powered by the limitless frontiers of knowledge. The Kenya Science, Research, and Innovation (SRI) Synergy Blueprint is our strategic response to this imperative.

For too long, our SRI ecosystem has been stifled by silos, overlapping mandates, and “data invisibility.” Despite being celebrated as the “Silicon Savannah,” we remain dependent on external funding for 74% of our research, while our R&D expenditure stagnates at 0.78% of GDP—far below our 2% statutory target. This Blueprint confronts these realities with a bold, systemic overhaul. We commit to:

- Restructuring Governance: Unifying fragmented mandates under the State Department for Science, Research, and Innovation (SDSRI) with binding authority and an independent budget.
- Mobilizing local resources and investments to reduce donor dependency over five-year period.
- Producing over 100 PhDs per million population, establishing a national postdoctoral framework, and ending “brain drain” by treating our diaspora as a strategic asset.
- Bridging the research-to-innovation gap: Tripling annual innovation commercialization through professionalized technology transfer offices and proof-of-concept funding.

This is more than a document; it is a national compact co-created by over 200 stakeholders who gathered across Nairobi, Mombasa, Sagana, and Kisumu. It operationalizes both Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA). To our researchers, private sector partners, and international collaborators: the era of working in isolation is over. We have the talent and the institutions; we now move to execution with excellence and urgency.

H.E. DR. MUSALIA MUDAVADI, EGH

Prime Cabinet Secretary and Cabinet Secretary,
Ministry of Foreign and Diaspora Affairs.

PREAMBLE



The Fourth Industrial Revolution is redrawing the global economic map. For Kenya to lead rather than follow, we must transition from a consumer of technology to a sovereign producer of innovation. While we possess a vibrant entrepreneurial spirit and a strategic regional position, our SRI ecosystem currently operates below its potential due to systemic fragmentation and a disconnect between the laboratory and the marketplace.

The Kenya SRI Synergy Blueprint serves as a covenant for national transformation, anchored in five integrated pillars:

1. Policy and Governance Coherence: To eliminate duplication and establish binding coordination.

2. Strategic Funding and Investment: To achieve the 2% GDP investment target through diversified financing.
3. Quadruple-Helix Collaboration: To bridge the research-to-innovation gap between academia, industry, and government.
4. Human Capital and Infrastructure: To repair the talent pipeline and unlock dormant national assets.
5. Data and Digital Infrastructure: To establish real-time system intelligence and sovereign data architecture.

Through a phase-gated implementation strategy Stabilization, Structural Reform, and Transformation this Blueprint ensures that research informs policy, innovation reaches the market, and every county contributes to national prosperity. This is Kenya's moment to secure its innovation sovereignty and build a resilient, knowledge-based economy for generations to come.

PROF. SHAUKAT ABDULRAZAK, PhD, EBS

Principal Secretary, State Department for Science, Research, and Innovation, Office of the Prime Cabinet Secretary and Cabinet Secretary, Ministry of Foreign and Diaspora Affairs.

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ABBREVIATIONS

ACTS - African Centre for Technology Studies

AI – Artificial Intelligence

AICAD - African Institute for Capacity Development

API – Application Programming Interface

APHRC – African Population and Health Research Center

AU – African Union

BETA – Bottom-Up Economic Transformation Agenda

CBE – Community Based Education Create

CBOs – Community Based Organizations

CHE - Commission for Higher Education

CoE - Centres of Excellence

CUE – Commission for University Education

ECRs – Early Career Researchers

EGH – Elder of the Order of the Golden Heart

EOSC - European Open Science Cloud

EU – European Union

FCDO – Foreign, Commonwealth & Development Office

GDP – Gross Domestic Product

GERD – Gross Expenditure on Research and Development

HPC – High-Performance Computing

IDEA – Kenya–UK Strategic Partnership Framework

IP – Intellectual Property

KAM – Kenya Association of Manufacturers

KeNIA – Kenya National Innovation Agency

KNAS – Kenya National Academy of Sciences

M&E – Monitoring and Evaluation

MES - Managed Equipment Services

NACOSTI – National Commission for Science, Technology and Innovation

NRF – National Research Fund

NSCF – National SRI Coordination Function

PhD – Doctor of Philosophy

RACI – Responsible, Accountable, Consulted, Informed

RISA - Research and Innovation Systems for Africa

SAGA(s) – Semi-Autonomous Government Agency(ies)

SDSRI – State Department for Science, Research and Innovation

SDGs – Sustainable Development Goals

SFA – Science for Africa

SRI – Science, Research and Innovation

STI – Science, Technology and Innovation

STIPs - Science, Technology, and Innovation Parks

STISA – Science, Technology and Innovation Strategy for Africa

TTO(s) – Technology Transfer Office(s)

TVETs - Technical and Vocational Education and Training

UK – United Kingdom

UN – United Nations

EXECUTIVE SUMMARY

This Blueprint sets out Kenya's pathway to becoming an innovation-led economy through the deliberate and systemic transformation of the national Science, Research and Innovation (SRI) ecosystem. It recognizes that while Kenya has made significant institutional progress over the past decade, structural weaknesses continue to limit the country's ability to convert research excellence into measurable socioeconomic impact.

At present, the SRI ecosystem remains fragmented. Governance is characterized by overlapping mandates among the National Commission for Science, Technology and Innovation, the National Research Fund, the Kenya National Innovation Agency, and various sector ministries. This institutional duplication dilutes accountability, slows decision-making, and weakens strategic alignment across the system.

Financing constraints further compound the challenge. Kenya's Gross Expenditure on Research and Development (GERD) stands at 0.78% of GDP, significantly below the national target of 2%. The funding structure is heavily donor-dependent, with approximately 74% of research financing originating from external sources. Private sector participation remains modest between 15% and 25% compared to nearly 70% in leading innovation economies. This imbalance limits sustainability and undermines national ownership of the research agenda.

Human capital constraints present an equally pressing concern. Annual PhD production stands at less than 1000 per year. Only 66.6% of university faculty hold doctoral qualifications, and the absence of a structured postdoctoral framework weakens the research career pipeline. At the same time, infrastructure inequities persist although universities host more than 70% of the country's researchers, they control only 1.7% of national research equipment value. This mismatch severely constrains productivity and competitiveness.

Commercialization remains one of the most critical bottlenecks. A persistent research-to-innovation gap separates laboratory research from viable market products. Only 16.7% of institutions have functional commercialization

or technology transfer offices, limiting patenting, licensing, and startup formation. In addition, systemic "data invisibility" undermines evidence-based management, as fragmented data systems prevent real-time performance monitoring and strategic decision-making.

In response, the Blueprint proposes five integrated development pillars designed to transform the ecosystem in a coherent and mutually reinforcing manner.

The first pillar focuses on governance and institutional coherence. It seeks to clarify mandates, eliminate duplication, and establish a unified, binding research authority by 2030 to ensure streamlined coordination and accountability.

The second pillar addresses strategic funding and investment. It proposes diversifying financing sources to reduce donor dependence and progressively increase GERD to 2% of GDP. The envisioned financing mix would comprise 50% public investment, 35% private sector participation, and 15% donor contribution, thereby strengthening sustainability and national ownership.

The third pillar strengthens human capital and infrastructure. It seeks to repair the broken talent pipeline by scaling doctoral production to more than 100 PhDs per million by 2030, it also seeks to establish a national postdoctoral framework, and developing shared national research infrastructure to ensure equitable access across institutions and regions.

The fourth pillar targets innovation pathways and commercialization. It aims to bridge the "Financial Gap" by strengthening technology transfer mechanisms, proof-of-concept funding, and industry linkages. The goal is a tenfold increase in patents and the generation of KSh 5 billion annually in commercialization revenue.

The fifth pillar establishes data and digital infrastructure as a backbone for the entire system. It proposes the creation of a national high-performance computing (HPC) platform, a sovereign data architecture, and AI-enabled analytics to support real-time intelligence,

planning, and performance management.

Implementation will unfold in three phases over a five-year period (2026–2030). Phase One, the Stabilization Phase covering Year 1 and 2, aims to establish the governance architecture and foundational reforms. Phase Two, covering Years 2 and 3, represents the Structural Reform phase that aims to operationalize pooled funding mechanisms and institutional restructuring. Phase Three, spanning Years 4 and 5, marks the Transformation phase, that aims to achieve the 2% GDP research investment target.

The total projected investment amounts to approximately KSh 500 billion over five years, representing 2.0% of cumulative GDP, consistent with the GERD target. This investment is not an expenditure but a strategic national repositioning toward productivity, competitiveness, and inclusive growth.

The success of this Blueprint will depend on several critical factors: sustained political commitment at the highest level; ring-fenced treasury financing; professionalized and performance-driven agencies; strong stakeholder ownership; equitable regional distribution of benefits; strategic international positioning; and disciplined implementation anchored in transparent accountability mechanisms.

With decisive action and coordinated reform, Kenya can transition from a fragmented research system to a globally competitive, innovation-led economy that delivers measurable returns for its citizens.



CHAPTER 1: CONTEXT AND RATIONALE

1.1 Introduction

Kenya possesses one of the most institutionally developed SRI ecosystems in Eastern Africa. The country has established strong legal and institutional foundations through the Science, Technology and Innovation Act (2013), the Universities Act (2012), and key institutions such as the National Commission for Science, Technology and Innovation (NACOSTI), the National Research Fund (NRF), the Kenya National Innovation Agency (KeNIA), and the Commission for University Education (CUE).

Despite this solid institutional base, the system faces a central structural challenge - fragmentation. Multiple institutions operate with overlapping mandates, siloed infrastructure, fragmented data systems, and uncoordinated funding streams. This weak coordination reduces efficiency, slows decision-making, limits research-to-industry translation, and weakens returns on public investment.

The Kenya National SRI Synergy Blueprint was developed to address this structural bottleneck. Rather than creating new institutions, it proposes a coordinated national architecture that improves coherence, strengthens accountability, aligns financing, integrates data systems, and enhances collaboration across the ecosystem.

1.2 A Co-Created National Process

The Blueprint was developed through a structured, government-led and partner-supported process. The State Department for Science, Research and Innovation (SDSRI) led the process, with technical support from the African Population and Health Research Center (APHRC) and financial support from FCDO.

A two-tier governance structure ensured both strategic oversight and technical rigor:

1. A **Strategic Steering Committee** provided policy direction and national alignment.
2. A **Technical Steering Committee** conducted diagnostic mapping, data analysis, and framework development.

The process unfolded in sequenced phases:

1. Diagnostic ecosystem mapping

2. Thematic refinement and validation
3. Regional consultations across the country
4. National consolidation and political anchoring

Stakeholders from universities, research institutions, regulatory agencies, county governments, private sector actors, civil society, and early-career researchers participated in regional consultations. These engagements confirmed that fragmentation and weak coordination are systemic nationwide challenges.

1.3 What the Process Produced

The co-creation process delivered:

- A validated national baseline on ecosystem fragmentation
- A five-pillar coordination framework
- A sequenced implementation architecture
- A synergy-focused monitoring and evaluation framework
- Political anchoring at the highest executive level

1.4 The Five-Pillar Strategic Framework

The Blueprint organizes reform around five mutually reinforcing pillars:

1. Policy and Governance Coherence
2. Strategic Funding and Investment
3. Human Capital and Infrastructure
4. Academia-Industry-Government-Other Strategic Partners Collaboration
5. Data and Digital Infrastructure

These pillars are guided by three core principles:

- Coordination without centralization
- Performance before expansion
- Intelligence-driven decision-making

1.5 Theory of Change

The Blueprint recognizes that Kenya's SRI system is constrained not by a lack of institutions, but by weak integration. The core

hypothesis is:

If Kenya establishes a coordinated governance architecture, aligns financing, strengthens infrastructure and talent systems, enhances industry collaboration, and deploys system-wide intelligence tools, then research outputs will translate more effectively into economic growth, industrial competitiveness, and socio-economic impact.

- The Sustainable Development Goals (especially SDGs 4, 8, 9, and 17)

It positions research, science and innovation as instruments of economic sovereignty, reducing dependency on fragmented, donor-driven systems and strengthening nationally coordinated development pathways.

1.6 Alignment with National and Global Commitments

The Blueprint aligns with:

- Kenya Vision 2030
- The Bottom-Up Economic Transformation Agenda (BETA)
- The African Union's Science, Technology, and Innovation Strategy for Africa (STISA) 2034
- The Accra Reset Declaration on research sovereignty



CHAPTER 2: POLICY AND GOVERNANCE COHERENCE PILLAR



2.1 Introduction

Kenya's SRI ecosystem is institutionally rich but structurally fragmented. Multiple ministries, agencies, universities, regulators, counties, and funding bodies operate simultaneously, often without a clear coordination architecture. While this diversity reflects national capacity, it has resulted in duplication of effort, unclear accountability, regulatory overlap, and slow decision-making.

This pillar proposes a shift from parallel institutional activity to a coordinated national innovation architecture. The goal is not to centralize authority, but to align decision-making so that policies, investments, and programs collectively advance Kenya's development priorities and economic competitiveness.

2.2 The Core Governance Challenge

The analysis identifies four structural weaknesses:

- 1. Legislative and Regulatory Ambiguity:** The STI Act (2013) does not clearly delineate mandates across institutions. This has created overlapping approvals, fragmented regulatory oversight, and inefficient compliance processes for researchers and innovators.
- 2. Weak Coordination Spine:** There is no fully empowered national convening authority to align actors across ministries and agencies. As a result, institutional silos persist, limiting collaboration and slowing innovation uptake.
- 3. Intellectual Property (IP) and Commercialization Gaps:** Weak IP protection frameworks and inconsistent institutional policies hinder commercialization of research outputs and discourage private investment.
- 4. Fragmented Data Governance:** Research data is managed in silos, with no unified national intelligence layer. This creates duplication, reduces transparency, and weakens evidence-based policymaking.

Importantly, these challenges are not failures of individual institutions. They reflect an

architectural gap in system-wide coordination.

2.3 Strategic Objective

To establish a coordinated, accountable, and integrated national SRI governance framework that aligns policy, investment, and implementation across government, academia, industry, and regional actors.

2.4 National Priority Actions - What Will Change

The Blueprint proposes a multi-level coordination structure built around clear decision rights and accountability mechanisms. The three key reforms comprise:

- 1. Governance Reform and Legal Re-engineering,** including amending the **STI Act (2013)** to clarify mandates, coordination mechanisms, and accountability relationships to remove systemic friction; and strengthening SDSRI's coordination function.
- 2. Strengthening the National Coordination Backbone,** including strengthening the Kenya SRI Coordination Function, provision of technical advisory support and promoting regional inclusivity.
- 3. The Kenya SRI real-time ecosystem Intelligence and Thematic Synergy,** through national thematic clusters and think tanks, and end-to-end integration to ensure research directly informs policy and market needs through a feedback loop that connects discovery to commercialization.

Together, these reforms create a "coordination spine" that strengthens alignment without dismantling existing institutions.

2.5 Phased Implementation

Reforms will be rolled out in structured phases as stipulated below:

Phase (Terms)	Period (Year)	Proposed Actions
Short Term	0–1	Stakeholder convenings, legal scoping, mandate mapping, and pilot coordination mechanisms, establishment of national thematic clusters and think tanks
Medium Term	1–3	Legislative amendments, operationalization of coordination units, digital performance dashboards, and regional nodes
Long Term	3–5	Full legal transition, decentralized coordination hubs, integration into national budgeting systems, and institutionalization of accountability frameworks

This phased implementation ensures that decision rights are clear, performance is measurable, and accountability is enforceable. Governance responsibilities will be structured across strategic direction, coordination, implementation, monitoring, and oversight levels. Detailed costing and operational steps are reserved for the implementation framework.

2.6 Key Risks and Mitigation

- Key risks include institutional resistance, mandate protection, and political transitions.
- Mitigation measures include legal anchoring of coordination structures,

phased implementation, and shared performance incentives across agencies.

2.7 Expected Results

If implemented effectively, this pillar will deliver:

1. Reduced duplication of programs and investments
2. Faster and more coherent national decision-making
3. Clear accountability and performance tracking
4. Improved cross-sector policy alignment
5. Stronger translation of research into economic competitiveness



CHAPTER 3: STRATEGIC FUNDING & INVESTMENT PILLAR

3.1 Introduction

A high-performing SRI ecosystem requires stable, predictable, and nationally aligned financing. While Kenya benefits from multiple funding streams including public allocations, international partners, philanthropy, and private sector investment, the current financing architecture remains fragmented, donor-dependent, and insufficient to support long-term national transformation.

This pillar proposes a structural shift: from reactive, externally driven funding to a predictable, diversified, and nationally directed SRI investment system capable of supporting commercialization, industrial competitiveness, and economic sovereignty.

3.2 The Core Financing Challenge

The analysis identifies five systemic weaknesses:

1. **Underinvestment:** Kenya's GERD remains at approximately 0.78% of GDP significantly below the 2% statutory target. Underfunding, coupled with delayed disbursements, limits long-term planning and weakens national research capacity.
2. **High Donor Dependency:** Approximately 74% of SRI funding originates from external sources. This skews national research priorities toward donor agendas rather than Kenya's strategic economic needs, undermining innovation sovereignty.
3. **Fragmented Funding Governance:** Multiple public and external funding streams operate independently, with limited coordination. This creates duplicative programs, high transaction costs, and inefficient utilization of resources.
4. **Weak Private Sector Participation:** Private investment contributes only 15–25% of SRI financing. Without stronger risk-sharing and commercialization frameworks, promising innovations fail to cross the research-to-innovation gap into scalable enterprises.
5. **Misalignment with National Development Goals:** Funding flows often bypass high-impact sectors such as agriculture, manufacturing, and local industrialization,

limiting Kenya's ability to transition into a high-value, knowledge-based economy.

These are not simply budgetary constraints - they reflect a structural financing architecture that lacks strategic coherence.

3.3 Strategic Objective

To establish a predictable, diversified, and nationally aligned SRI financing system that reduces dependency, improves coordination, and accelerates commercialization and economic impact.

3.4 National Priority Actions - What Will Change

The Blueprint Pillar introduces three key structural financing reforms to align investment with national priorities and long-term competitiveness, as highlighted below:

1. **Fiscal Stability and Strategic Coordination:** Moving toward long-term, coordinated investment cycles through:
 - a) Institutionalizing multi-year funding to protect high-impact research from annual fiscal volatility and political cycles;
 - b) Establishing a high-level platform to align public, private, and development partner investments with national priorities, reducing duplication; and
 - c) Adopting a framework aligned with **Kenya Vision 2030** to ensure research funding is distributed strategically across agriculture, health, energy, and manufacturing.
2. **Inclusive & Affirmative Financing,** through ring-fenced regional funding windows for historically underfunded areas, especially for Arid and Semi-Arid Lands (ASAL) counties, and dedicated funding streams to upgrade research laboratories and equipment.
3. **Private Sector Mobilization,** through matched funding, where government co-invests alongside private firms in high-potential sectors; and creation of "patient capital" and proof-of-concept funds to help startups survive the high-

risk research-to-innovation gap.

Together, these reforms aim to transform SRI financing from fragmented grant disbursement into coordinated national investment.

3.5 Phased Implementation

Reforms will be rolled out in structured phases as stipulated below:

Phase (Terms)	Period (Year)	Proposed Actions
Short Term	0–1	Framework design, sector mapping, pilot ring-fenced funds, dashboard development, and legal drafting for blended finance mechanisms.
Medium Term	1–3	Operationalization of multi-year funding cycles, launch of matching grant schemes, cross-agency M&E systems, and scaling of regional funding windows.
Long Term	3–5	Institutionalization of a 2% GDP R&D pathway, AI-enabled financing dashboards, mission-driven research consolidation, and a sustainable infrastructure funding model.

This pillar ensures that funding decisions are transparent, coordinated, and performance driven. A clear glide path toward increased GERD including recalibrating the financing mix across public, private, and partner contributions will be required to ensure sustainability.

3.6 Key Risks and Mitigation

Key risks include fiscal constraints, institutional resistance, and donor misalignment.

Mitigation measures include phased financing reforms, incentives for co-investment, transparency through public dashboards, and shared accountability frameworks.

3.7 Expected Results

If implemented effectively, this pillar will deliver:

1. Predictable multi-year research financing cycles
2. Reduced donor dependency and strengthened innovation sovereignty
3. Increased private sector participation
4. Balanced sectoral investment
5. Higher commercialization rates
6. Greater national ownership of the SRI agenda



CHAPTER 4: HUMAN CAPITAL & INFRASTRUCTURE PILLAR



4.1 Introduction

A nationally competitive SRI system depends on a strong research workforce and equitable access to modern research infrastructure. Kenya possesses significant talent and institutional presence, but systemic gaps in workforce coordination, doctoral training, career progression, and infrastructure access constrain national productivity.

This pillar proposes a structural transition from fragmented talent development and institution-owned infrastructure to a coordinated national research workforce system and shared infrastructure platform that strengthens retention, productivity, and equitable access.

Researchers: Kenya lacks a unified framework to coordinate research careers across ministries, universities, and research institutes. Promotion systems, mobility pathways, and retention incentives remain inconsistent.

These are not individual institutional failures, they reflect the absence of a coordinated national research workforce architecture.

4.2.2 Strategic Objective

To establish a coordinated national research workforce system that supports training, retention, productivity, and leadership across the entire SRI lifecycle.

4.2 HUMAN CAPITAL

4.2.1 The Core Human Capital Challenge

Kenya's SRI ecosystem faces five main structural weaknesses:

1. **Low Doctoral Output and Weak Data Systems:** Kenya produces fewer than 1,000 PhDs annually, far below what is required for industrial transformation. Limited, non-standardized doctoral data prevents targeted interventions and masks high attrition rates.
2. **A "Missing Middle" in the Research Career Pipeline:** The absence of a strong postdoctoral ecosystem and structured transition pathways creates instability for early-career researchers. Many PhD graduates face limited absorption capacity, increasing brain drain risks.
3. **Academic Workload Crisis:** Rapid enrolment growth has produced unsustainable student-to-staff ratios in public institutions. Heavy teaching loads eliminate protected research time, reducing national research productivity.
4. **Gender Leadership Gaps:** While undergraduate gender parity is nearly achieved, female representation declines sharply at doctoral and professorial levels. Limited mentorship and structural barriers reinforce the "leaky pipeline."
5. **Fragmented Governance for**

4.2.3 National Priority Actions - What Will Change

The Blueprint proposes four key structural reforms to stabilize and strengthen the research talent pipeline as highlighted below:

1. **Professionalizing the Research Career Path, by:**
 - a) Enforcement of the research protected time;
 - b) Establishment of a national postdoctoral and transition program to bridge the gap between PhD completion and full-time research or industry leadership;
 - c) Launching of structured mentorship models to ensure Kenyan researchers meet global excellence standards; and
 - d) Development of a National Research Workforce Information System integrated with labour market data to align human capital production with national economic needs.
2. **Strengthening Postgraduate Excellence and Supervision,** specifically moving from high attrition rates to a disciplined, milestone-driven model for advanced degree completion, specifically through:
 - a) Targeted PhD Production and scaling to over specific strategic and targeted 1,000 PhD graduates annually.
 - b) Introducing structured PhD programs with specific milestones to reduce

- completion periods
- c) Establishing a robust National Supervisor Registry to ensure quality and accountability.
 - d) Institutionalizing collaborative supervision and “nesting” programs for Early Career Researchers (ECRs) to foster interdisciplinary and inter-institutional synergy.
- 3. Inclusive Participation and Affirmative Action**, to ensure that innovation is a national endeavour that draws from the diverse talent of all the counties. More specifically, implementing strict provisions to guarantee participation across gender, geography, and career stages, with a specific focus on underrepresented regions and ECRs; and ensuring that researchers have equal access to national grants and high-level training opportunities.

- 4. Aligning education and research with industry needs**, to bridge the research-to-innovation gap, and ensure that the skills being developed are the skills the economy requires, through:
- a) Nationally investing in training researchers in the specific skills needed to translate laboratory findings into government policy or market-ready products; and
 - b) Integrating a research culture into the Competency-Based Education (CBE) framework at all levels and aligning postgraduate training with real-time industry demand.

These reforms convert Kenya’s research workforce from fragmented academic labour into a managed national talent asset.

4.2.4 Phased Implementation

These reforms will be rolled out in structured phases as proposed below:

Phase (Terms)	Period (Year)	Proposed Actions
Short Term	0–1	Launch postdoctoral pilot grants, introduce structured PhD milestone systems, conduct supervisor skills audits, enhance integration of workforce data into national databases.
Medium Term	1–3	- Operationalize protected research time policies - Roll out certification and mentorship schemes, align curricula with labour market needs - Expand industry-embedded doctoral training models. - Strengthen female leadership representation in the SRI ecosystem through targeted leadership development, mentorship programs, and inclusive institutional policies.
Long Term	3–5	- Stabilize and expand the national postdoctoral ecosystem through sustained funding, structured fellowship programs, and clear career progression pathways. - Reduce the average PhD completion time by strengthening supervision frameworks, streamlining administrative processes, and ensuring adequate research funding. - Institutionalize national talent mobility platforms to facilitate the movement of researchers across universities, industry, government, and international institutions.

4.2.5 Key Risk and Mitigation Measures

- Key Risks include institutional resistance, funding limitations, and brain drain persistence
- Mitigation measures include incentive-based retention mechanisms, phased policy adoption, and international collaboration opportunities

4.2.6 Expected Human Capital Outcomes

- Increased PhD completion rates
- Strong postdoctoral pipeline
- Reduced brain drain
- Balanced academic workloads
- Increased female research leadership
- Higher national research productivity

4.3 SHARED RESEARCH INFRASTRUCTURE

4.3.1 The Core Infrastructure Challenge

Kenya's infrastructure gap is not only about scarcity - it is about distribution, access, and sustainability.

Five key structural weaknesses define the system:

1. **Severe Equipment Imbalance:** State Agencies hold over 90% of national equipment value, while universities hosting the majority of researchers control only a small fraction. This creates a profound access gap.
2. **Limited Proposal and Technical Expertise:** Researchers lack the proposal-writing and technical skills necessary to access advanced global facilities, limiting participation in high-impact international science.
3. **Fiscal Barriers to Modernization:** Taxes and customs duties on scientific equipment increase acquisition costs and discourage modernization.
4. **Maintenance Failures:** Absence of sustainable maintenance models results in underutilized or non-functional high-

value equipment.

5. **Foundational Utility Gaps:** Many institutions lack reliable power, water, and connectivity necessary for high-quality scientific operations.

These are not isolated infrastructure shortages - they reflect the absence of a coordinated national shared research infrastructure system.

4.3.2 Strategic Objective

To establish a nationally coordinated shared research infrastructure system that ensures equitable access, sustainability, and optimal utilization of scientific facilities across institutions and regions.

4.3.3 National Priority Actions - What Will Change

The Blueprint proposes four structural reforms that shift from institution-owned assets to nationally coordinated access:

1. **Strengthening the National Shared Research Infrastructure Framework** through,
 - a) Operationalizing a national policy that mandates the sharing of high-end research assets across institutional boundaries;
 - b) Launching a digital National Research Equipment Portal for real-time booking and transparent usage-fee management;
 - c) Linking institutional funding to 'Sharing Scores', rewarding organizations that open their laboratories to external researchers and industry partners.
2. **Strategic Concentration and Centres of Excellence (CoEs),** and more specifically,
 - a) Establishing thematic CoEs to host specialized, high-cost equipment accessible to the entire national ecosystem;
 - b) Directing infrastructure investments toward institutions with high postgraduate enrolment to ensure the next generation of researchers is trained on world-class technology; and

- c) Ensuring CoEs are strategically distributed across regions to avoid Nairobi-centricity.

3. Sustainable Financing and Maintenance, through

- a) Establishing a dedicated, ring-fenced fund for the procurement of "Big Science" equipment that individual institutions cannot afford;
- b) Professionalizing equipment maintenance by creating national certification standards for lab technicians and biomedical engineers;
- c) Working with the National Treasury to align tax policies - including VAT and import duty exemptions - with SRI modernization goals to lower the cost of high-end technology.

4. Digital Synergy and Resource Intelligence, by:

- a) Integrating equipment data into the National SRI Dashboard to track utilization rates and identify geographic gaps in technical capacity;
- b) Conducting regular national audits to ensure all publicly funded equipment is functional and registered on the shared platform.

These reforms convert infrastructure from fragmented capital expenditure into shared national productivity assets.

4.3.4 Phased Implementation

These reforms will be rolled out in structured phases as proposed below:

Phase (Terms)	Period (Year)	Proposed Actions
Short Term	0–1	Conduct national asset audits, launch infrastructure tracking platform, define CoE accreditation standards.
Medium Term	1–3	Operationalize regional research hubs, enforce sharing compliance through performance contracts, deploy real-time equipment booking systems, commence sustainable maintenance financing models.
Long Term	3–5	Achieve full national access framework, anchor CoEs in national strategic missions, institutionalize cost-sharing and managed equipment services, leverage infrastructure to support 2% GDP R&D target.

4.3.5 Key Risk and Mitigation Measures

- Key Risks include institutional ownership resistance, maintenance funding gaps, regional inequities.
- Mitigation measures include incentive-based sharing, cost-recovery financing, and performance contracts.

- Increased doctoral training quality
- Reduced duplication of equipment purchases
- Higher infrastructure utilization
- Improved national research productivity

4.3.6 Expected Infrastructure Outcomes

- Equitable access to high-value facilities



CHAPTER 5: ACADEMIA-INDUSTRY- GOVERNMENT-STRATEGIC PARTNER COLLABORATION PILLAR

5.1 Introduction

A high-performing SRI system does not operate in isolation. Universities generate knowledge and talent, industry transforms ideas into market-ready solutions, government provides policy direction and regulatory coherence, and strategic partners including civil society, development partners, media, and the diaspora extend reach and global competitiveness. Kenya has all these actors. What it lacks is a structured collaboration architecture that systematically connects them.

This pillar introduces a coordinated Quadruple Helix Model to move from fragmented, personality-driven partnerships to institutionalized, performance-based collaboration that accelerates commercialization, competitiveness, and innovation sovereignty.

5.2 The Key Collaboration Challenges

Kenya's collaboration ecosystem faces six key structural constraints:

- 1. Elite Concentration and Supply-Driven Engagement:** Industry partnerships are concentrated in a few institutions and are often initiated by academia seeking funding rather than industry demanding solutions. This misalignment creates skills gaps and low commercialization rates.
- 2. Episodic and Transactional Partnerships:** Many collaborations stall at the Memorandum of Understanding (MoU) stage. They rarely evolve into long-term joint research, patenting, spin-offs, or scaled innovation.
- 3. Weak Institutional Commercialization Structures:** Technology Transfer Offices (TTOs) are either under-resourced, compliance-focused, or absent. Partnerships depend on individual faculty networks rather than institutional systems, sustaining the commercialization gap.
- 4. The research-to-innovation gap:** Promising prototypes (Technology Readiness Levels 4–7) lack bridge funding, venture support, and legal structures to scale into viable products. Innovations remain trapped in laboratories.
- 5. Diaspora Engagement Gaps:** Kenya lacks

a comprehensive national diaspora talent registry. Brain circulation remains informal, episodic, and underfunded. Administrative barriers limit sustained engagement.

- 6. Cultural and Incentive Misalignment:** Universities prioritize publications; industry prioritizes speed and proprietary advantage. Bureaucratic delays and weak coordination reduce trust and stall scaling.

These are not failures of individual actors they reflect the absence of a structured national collaboration spine.

5.3 Strategic Objective

To establish a coordinated collaboration ecosystem that systematically links research production, industrial application, policy direction, and global expertise to accelerate national innovation and competitiveness.

5.4 National Priority Actions - What Will Change

This Pillar introduces a structured collaboration architecture with clear performance incentives in the following five key reform areas:

- 1. Commercialization Reforms,** including repositioning TTOs as performance-driven commercialization units; adopting standard deal terms for publicly funded innovations; and introduce commercialization metrics that reward licensing and uptake.
- 2. Industry Co-Creation,** including launching innovation vouchers, implement matched funding for market-facing projects, providing tax incentives for R&D partnerships, and promoting consortia-based innovation to reduce firm-level risk.
- 3. Establishing Structured Quadruple Helix academia-industry-government collaboration Platforms.**
- 4. Facilitating Structured Diaspora and International Engagements,** through
 - a. Creating a national diaspora talent mapping system;
 - b. Institutionalizing joint appointments, sabbaticals, and virtual laboratories;
 - c. Reducing immigration and credential recognition barriers;

- d. Mainstreaming diaspora participation into flagship programs.

5. Establishing Robust Science Parks and Innovation Clusters

These reforms shift collaboration from

goodwill-driven interaction to structured, measurable performance.

5.5 Phased Implementation

These reforms, as proposed below, will be sequenced to ensure stability and credibility:

Phase (Terms)	Period (Year)	Proposed Actions
Short Term	0–1	Operationalize functional TTOs, launch fiscal study for innovation incentives, pilot diaspora mapping platform, identify priority strategic technologies, establish multi-agency coordination working group.
Medium Term	1–3	Deploy matched funding schemes, institutionalize Research-to-Commercialization (R2C) models, operationalize centralized diaspora talent systems, launch Science Park hubs, implement commercialization-focused performance metrics.
Long Term	3–5	Establish a fully integrated Quadruple Helix architecture, institutionalize diaspora brain circulation pathways, transition science parks into self-sustaining innovation anchors.

5.5 Key Risks and Mitigation Measures

- Key Risks - institutional mistrust, IP disputes, bureaucratic resistance.
- Mitigation measures - Standard contracts, incentive-based collaborations, shared performance metrics.

5.6 Expected Outcomes

- Increased commercialization rates
- Stronger and sustained industry participation
- Reduced brain drain through structured brain circulation
- Growth in innovation exports
- Globally competitive research–industry ecosystem
- Higher private sector contribution to SRI investment



CHAPTER 6: DATA AND DIGITAL INFRASTRUCTURE

6.1 Introduction

Kenya stands at a critical inflection point in its SRI ecosystem. Although the country has gained global recognition as the “Silicon Savannah,” its research data landscape remains fragmented and underutilized. Building a **National Research Intelligence Layer** is therefore essential to transform isolated data systems into an integrated infrastructure that supports evidence-based policymaking, accelerates innovation, and safeguards Kenya’s research sovereignty.

6.2 The Key Challenges

The current ecosystem faces five key structural constraints:

1. **A shortage of specialized technical talent** to manage advanced research data systems.
2. **Costly and unreliable infrastructure** that diverts resources toward redundancy rather than research.
3. **The absence of a centralized national repository** leading to data fragmentation and loss of institutional knowledge;
4. **Dependence on foreign computational infrastructure**, which risks data sovereignty and fuels a “computational brain drain”; and
5. **Weak governance and interoperability across institutions**, leaving policymakers without real-time visibility into the national research landscape.

6.3 Strategic Objective

The objective is to establish an integrated national research intelligence ecosystem that treats research data as a strategic national asset by strengthening sovereign data governance, enabling real-time evidence for policymaking, expanding high-performance computing infrastructure, and building the digital skills and open-access systems required to unlock the full value of Kenya’s research and innovation data.

6.4 National Priority Actions - What Will Change

This pillar introduces four key reform areas that comprise:

1. **Establishment of Sovereign Data Governance and the National Repository**, treating research data as a strategic national asset, ensuring it is preserved, accessible, and secure. More specifically, designating a formal national custodian to host and safeguard all publicly funded research outputs, mandatory adoption of FAIR (Findable, Accessible, Interoperable, Reusable) principles, and developing enforceable standards for cybersecurity, ethical data use, and long-term digital preservation to ensure innovation sovereignty.
2. **Fast-tracking National SRI Observatory (NASTIO)**, to mainstream data-driven policy across all government sectors and for evidence-based decision-making, which requires real-time intelligence rather than historical guesswork. This will also entail institutional investments on Research Information Systems to enhance local visibility and global coordination; and linking institutional data to a national dashboard to track SRI performance metrics (KPIs) in real-time.
3. **Establishment of National Tiered High-Performance Computing (HPC) Hubs and Investment in Green Data Infrastructure**, including centres, cloud servers and internet infrastructure powered by **renewable energy**, aligning our digital growth with climate resilience goals.
4. **Developing Digital Skills and Strengthening Open Access Governance**. This entails
 - a. Provision of targeted support for digital skills across the entire spectrum - from data engineering and cybersecurity to advanced analytics; and
 - b. Strengthening of the shared infrastructure model through open-access frameworks, ensuring that high-performance digital tools are available to researchers regardless of their primary institution.

6.5 Phased Implementation

These reforms, as proposed below, will be sequenced to ensure stability and credibility:

Phase (Terms)	Period (Year)	Proposed Actions
Short Term	0–1	Link licensing database with university repositories, enforce national data governance standards under the Data Protection Act (2019), pilot green data cloud servers, launch data stewardship training, and initiate the core infrastructure for the National Science, Technology and Innovation Observatory (NASTIO).
Medium Term	1–3	Adopt internationally recognized metadata standards, deploy comprehensive research information systems across institutions, transition digital infrastructure to geothermal and solar energy sources, embed open science principles into university programs, and invest in high-performance computing platforms to support large-scale research and simulations.
Long Term	3–5	Establish real-time national SRI performance tracking through automated analytics, achieve full compliance with global open science standards, host a regional research data repository and interoperability platform, build the capacity of advanced data analytics professionals, and connect Kenya's HPC hub to regional computing networks. institutional research funding, and regional partnerships.

6.6 Key Risks and Mitigation Measures

- Key Risks - Cybersecurity vulnerabilities, institutional resistance to data sharing, infrastructure costs
- Mitigation measures - Mandatory standards, incentivized compliance, phased infrastructure investments

6.7 Expected Outcomes

1. National research data sovereignty
2. Faster evidence-based policy decisions
3. Reduced duplication of research
4. Increased global research visibility
5. Attraction of advanced research investment



CHAPTER 7: MONITORING, RISK MANAGEMENT AND ADAPTIVE GOVERNANCE FRAMEWORK

7.1 Introduction

The primary objective of this Governance, Monitoring and Evaluation Framework is to measure coordination, not just expansion. Conventional Monitoring, Evaluation, and Learning (MEL) often focuses on isolated outputs. However, this Blueprint shifts the focus to System Intelligence, measuring how effectively the ecosystem operates as a unified whole. In this case, success will be defined by the degree of integration, interoperability, and system coherence. More specifically, Progress will be measured against the “Data Darkness” and “Governance Silos” identified in this Blueprint. The goal will be to move from parallel reporting and infrastructure isolation to a consolidated System Intelligence Layer.

7.2 Key Synergy Indicators

To ensure accountability, the framework tracks specific metrics, and specifically governance and integration, infrastructure sharing, funding coordination and research-to-commercialization parameters. Risk management will be proactive and data-driven, utilizing an Integrated Risk Dashboard with real-time “Red/Yellow/Green” alerts. Political, systemic, technical and economic risks will be closely monitored and mitigated.

7.3 Phase Gating and Accountability

The Kenya SRI Synergy Blueprint’s implementation will follow a Phase-Gated Discipline. Progression to subsequent phases will be prohibited if coordination indicators fall below threshold. This will enforce strict execution discipline. The implementation process will institutionalize **Adaptive Governance** through quarterly reviews and stakeholder validation. The ultimate metric of success will not merely more research, but an ecosystem where universities and SAGAs share resources seamlessly, funding is predictable and coordinated, data informs policy in real-time, and innovations reach the market faster.



CHAPTER 8: CONCLUSION AND WAY FORWARD



8.1 Conclusion

Kenya stands at a historic vantage point. With a constitutional mandate for science and a vibrant “Silicon Savannah” reputation, the nation possesses the institutional and demographic ingredients for a world-class knowledge economy. However, as this Blueprint demonstrates, Kenya does not lack talent or ambition; it lacks structured orchestration.

This document is not an “expansion” blueprint, but an Integration Blueprint. It moves the nation from episodic, donor-dependent reforms toward a disciplined, sovereign architecture. By replacing “data invisibility” with real-time intelligence and fragmentation with synergy, Kenya will evolve from a consumer to a producer of global technology.

The transformation envisions an investment of approximately Ksh 500 billion over five years, implemented through a three-phased transition of Stabilization, Structural Reform, and Transformation. It will establish a unified governance architecture that serves as a national “spine,” integrating coordinated leadership, pooled financing mechanisms, and strengthened commercialization pathways. The ultimate outcome will be a sovereign and sustainable SRI system in which knowledge is systematically translated into innovation, economic growth, and national prosperity.

8.2. Way Forward

To move from vision to reality, several immediate actions will be prioritized to secure the foundation of the Blueprint. Central to this effort is empowering the State Department for Science, Research, and Innovation (SDSRI) as the governance backbone responsible

for leading the operationalization of the framework. In this role, the SDSRI will spearhead the development of detailed White Papers that define the execution protocols for the five-year investment plan, ensuring clarity in implementation and accountability across institutions. It will also lead fiscal advocacy efforts with the National Treasury and Parliament to secure an independent budget vote that ring-fences research funding and supports the national goal of investing 2% of GDP in research and development. In parallel, the State Department will drive resource mobilization, catalyzing increased domestic investment while strengthening partnerships with the private sector and philanthropic organizations in order to reduce long-term dependence on external donor funding.

The SDSRI will further operationalize National SRI Clusters and Think Tanks as specialized engines to enhance competitiveness and support evidence-based policymaking. The National SRI Clusters will function as coordination hubs that bring together universities, research institutes, and industry actors within priority sectors. Through these clusters, institutions will be able to pool specialized infrastructure and expertise, reducing duplication while maximizing the use of high-end equipment and talent. The clusters will also strengthen industry-academia collaboration, accelerating commercialization, co-creation, and technology transfer. Ultimately, this coordinated ecosystem will help position Kenya more competitively within high-priority regional and global value chains, strengthening the country’s role in the global knowledge economy

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ANNEXES

Annex A: Acknowledgement:
Steering Committee Members.

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10	Ms. Topistar Karani	African Population and Health Research Center (APHRC)
11	Mr. Hiram Kariuki	African Population and Health Research Center (APHRC)
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13	Ms. Allen Mukhwana	Science for Africa (SFA) Foundation
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18	Mr. Ian Korongo	Kenya National Innovation Agency (KeNIA)
19	Ms. Charity Wayua	National Commission for Science, Technology and Innovation (NACOSTI)
20	Mr. Isaiah Ahija	Pan African Institute of Genomic Science (PAIGS)
21	Ms. Juliette Mutheu Asigo	Science Link Global
22	Prof. Ratemo Michieka	Kenya National Academy of Sciences (KNAS)
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28	Prof. Vasey Mwaja	Kenya National Academy of Sciences (KNAS)
29	Dr. Pauline Ngimwa	Partnership for African Social and Governance Research (PASGR)
30	Ms. Christine Kariuki	State Department for Science, Research and Innovation (SDSRI)
31	Dr. Fiona Wanjiku Moejes	Mawazo Institute
32	Mr. Josephat Okemwa	Kenya Association of Manufacturers (KAM)
33	Prof. Jackson Too	Commission for University Education (CUE)
34	Dr. Agnes Lutomiah	African Centre for Technology Studies (ACTS)

35	Dr. Simon Githuku	Kenya Association of Manufacturers (KAM)
36	Ms. Teresiah Nyawira	National Commission for Science, Technology and Innovation (NACOSTI)

Regional Validation WorkShops Institutions

	Name of Institution	Region
1	State Department for Youth Affairs and Creative Economy	Eastern
2	Chuka University	Eastern
3	Murang'a University of Technology	Eastern
4	South Eastern University of Kenya (SEKU)	Eastern
5	Tharaka University	Eastern
6	Kenya Methodist University	Eastern
7	Kenya Medical Training College - Chuka	Eastern
8	Kieni Youth Empowerment Center	Eastern
9	University of Embu	Eastern
10	Dedan Kimanthi University of Technology	Eastern
11	Kirinyaga University	Eastern
12	Lukenya University	Eastern
13	Methodist College of Health Sciences	Eastern
14	Mathira Technical and Vocational College	Eastern
15	National Commission for Science, Technology and Innovation (NACOSTI)	Nairobi/Central
16	International Service for the Acquisition of Agri-biotech Applications – AfriCenter (ISAA Africenter)	Nairobi/Central
17	Kenya National Bureau of Statistics (KNBS)	Nairobi/Central
18	Kenya Counselling and Psychology Association	Nairobi/Central
19	The Nairobi Polytechnic	Nairobi/Central
20	Kenya Forest Research Institute (KEFRI)	Nairobi/Central
21	Mawazo Institute	Nairobi/Central
22	Kenyatta University (KU)	Nairobi/Central
23	Amref Health Africa	Nairobi/Central
24	The Co-operative University of Kenya	Nairobi/Central
25	National Council for People with Disabilities (NCPD)	Nairobi/Central
26	Africa International University (AIU)	Nairobi/Central
27	Daystar University	Nairobi/Central
28	Wangari Githaiga & Co Advocates	Nairobi/Central
29	Research for Policy, Learning, Understanding & Sustainability in Africa (Research PLUS Africa)	Nairobi/Central
30	Kenya Institute of Primate Research (KIPRE)	Nairobi/Central
31	Crystal Institute	Nairobi/Central
32	University of Nairobi	Nairobi/Central
33	Foreign, Commonwealth & Development Office (FCDO)	Nairobi/Central
34	Kenya Space Agency	Nairobi/Central
35	St. Paul's Univeristy	Nairobi/Central
36	International Centre of Insect Physiology and Ecology (ICIPE)	Nairobi/Central

37	Umoja Transformational Empowerment for New Africa (U-TENA) Youth Organization	Nairobi/Central
38	Kenya Private Sector Alliance (KEPSA)	Nairobi/Central
39	Utafiti Foundation	Nairobi/Central
40	KCA Univeristy	Nairobi/Central
41	Kenya Agricultural and Livestock Research Organization (KARLO)	Nairobi/Central
42	Clone Start Up	Nairobi/Central
43	Multimedia University (MMU)	Nairobi/Central
44	Kenya National Public Health Institute (KNPHI)	Nairobi/Central
45	The Network of Impact Evaluation Researchers in Africa	Nairobi/Central
46	Pharmacy and Poisons Board (PPB)	Nairobi/Central
47	Mount Kenya University (MKU)	Nairobi/Central
48	Jomo Kenyatta University of Agriculture and Technology (JKUAT)	Nairobi/Central
49	Summit Technical	Nairobi/Central
50	Strathmore University	Nairobi/Central
51	African Institute for Capacity Development-AICAD	Nairobi/Central
52	Kenya National Commission for UNESCO	Nairobi/Central
53	Andy Speaks 4 Special Needs Persons Africa	Nairobi/Central
54	Africa Bioethics Network	Nairobi/Central
55	Commission for University Education (CUE)	Nairobi/Central
56	Association of Startup and SMEs Enablers of Kenya	Nairobi/Central
57	Certified Assessment – Medlynks Medical Centre and Laboratory Limited	Nairobi/Central
58	WeWorld	Nairobi/Central
59	Equip Africa Institute	Nairobi/Central
60	Kenya Medical Training College (KMTC) - Chemulungot	Western
61	Masinde Muliro University of Science and Technology (MMUST)	Western
62	Jaramogi Oginga Odinga Teaching and Referral Hospital	Western
63	Kenya Industrial Research and Development Institute (KIRDI)	Western
64	Great LaKsh University of Kisumu	Western
65	Uzima University	Western
66	Alupe University	Western
67	Kenfarm Agricultural Training Centre	Western
68	Ministry of Health - Kakamega	Western
69	Bungoma National Polytechnic	Western
70	Tom Mboya University	Western
71	Maseno Polytechnic	Western
72	Rongo University	Western
73	Kisii Teaching and Referral Hospital	Western
74	Moi University	Western
75	Jaramogi Oginga Odinga University of Science Technology (JOUST)	Western
76	Butula Technical and Vocational College	Western
77	Kaimosi University	Western
78	Kibabii University	Western

79	Ollessos National Polytechnic	Western
80	Emmanuel Community Empowerment Network	Western
81	Kenya Institute of Curriculum Development	Western
82	County Government of Kisumu	Western
83	Ugenya Technical Training Institute	Western
84	HelpREACH Africa	Western
85	Pwani University	Coastal
86	Westerwelle Foundation	Coastal
87	Technical University of Mombasa (TUM)	Coastal
88	Kenya Marine and Fisheries Institute (KEMFRI)	Coastal
89	Likoni Technical and Vocational College	Coastal
90	KEMRI Wellcome Trust	Coastal
91	Mabati Technical Training Institute	Coastal
92	Weru Technical and Vocational College	Coastal
93	Kwale Teachers Training College	Coastal
94	Center Geographic Medicine Research Coast, KEMRI	Coastal
95	Lamu East Technical and Vocational College	Coastal
96	Public Environmental Management Authority (PEMA) Kenya	Coastal
97	Thika School of Medical and Health Sciences - Mombasa Campus	Coastal
98	Huduma Center - Mombasa	Coastal
99	Otieno BN & Associate Advocates	Coastal
100	Kinango Technical and Vocational College	Coastal
101	Likoni Youth Empowerment Center	Coastal
102	Adu Vocational Training Center	Coastal

