



UNIVERSITY OF NAIROBI

# Student Welfare Authority



Executive Luncheon  
Set up at CCU

**STRATEGIC PLAN  
2013 - 2018**



SWA Executive staff



UNIVERSITY OF NAIROBI

# Student Welfare Authority

## STRATEGIC PLAN 2013 - 2018

# FOREWORD

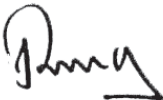
The Student Welfare Authority is the hospitality arm of University of Nairobi, with an accommodation capacity of 11596 and a staff population of about 600. SWA's performance has been good, having been ranked position three in 2011/2012 performance contract among the Central Administration nineteen departments. This performance has been possible through concerted effort and hard work by staff, and support from stakeholders.

The environment in which SWA is operating has become increasingly dynamic. The social- economic, technological, political and legal environment has changed and brought new challenges, which have to be confronted. Challenges include competition, rising cost of inputs against fixed prices and dwindling finances.

SWA has to continuously respond to the dynamic environment in order to stay relevant and successful. It will have to embrace quality in its services, retain its best staff, offer cutting-edge catering and accommodation services and thereby contribute directly to students' welfare.

To deliver on the theme of this strategic plan; *"sustaining progress towards world class catering and accommodation services"*, SWA will require resources far in excess of what has been realized in the past. Consequently, resource mobilization will play a critical role in SWA's quest to maintain its leadership position in hospitality Industry. In this regard, SWA must actively engage itself and other stakeholders in resource mobilization efforts.

This strategic plan has been developed to guide SWA as it assists the University move to world class status. It is ambitious but achievable. I call upon all staff, students and other stakeholders of the University to participate fully and play their part in the implementation of this plan. Let us all endeavor to be the first choice residential and catering facility for our customers. In order to succeed we all must commit ourselves to this vision as a team.



Mr. Robert Lugwe FIH  
DIRECTOR SWA

# PREFACE

The thrust towards strategic planning and management as a tool of management has gained momentum and significance in many Kenyan enterprises. These sweeping changes have not spared SWA. In fact with increased demand for our accommodation and catering services due to increased demand for higher education, the need for effective service delivery on all fronts has become paramount. In response to demand for value for money paid by our customers, to face the challenge of reduced state funding and remain competitive in the coming years, SWA finds itself adopting the best management practices so as to ensure success in its endeavors.

Strategic planning is essential in providing the much needed direction and focus of any institution. It specifies how an institution will move from its present situation to the desired future, and clarifies the institution's positioning and how competitiveness will be achieved.

The University of Nairobi has reviewed its strategic plan for 2008-2013. The Vice Chancellor has initiated this review so as to sustain the University progress towards world-class excellence. It is in this context that SWA as one of the internal organs of the University of Nairobi has reviewed its strategic plan within the broader University context. SWA has had several planned documents that have value statements. For these attempts to coalesce into an organized strategic plan the Director appointed a committee to collect views, hold wide consultations and review the strategic plan within constraints of time and resources. The committee hopes that its work lays a foundation for coordinated approaches in facing current challenges in the provision of excellent accommodation and catering services.

This strategic plan (2013-2018) will guide SWA's operations for the next five years. It is fully synchronized with vision 2030; Medium Term Plan (2013-2017); the strategic plan of the Ministry of Education; the Sector Performance Standards 2009-2030; other Higher Education Sector Strategies; the Constitution of Kenya (2010); the Kenya Universities Act No. 42(2012) and University of Nairobi strategic plan 2013-2018.

The plan was developed through a highly participative and inclusive process. Views were sought from a wide cross-section of internal and external stakeholders. The approach was used since it would enhance ownership and support in implementation of the plan.

In closing I extend my thanks to the Director for finding me worthy to chair the review of this strategic plan committee. Many thanks to the Director for selecting a team that was equal to the challenge and whose teamwork and cooperation guided many of our activities. The Committee wish to thank the following; The Deputy Vice Chancellor (Students Affairs), Managers of strategic management units, Halls Officers, Catering Officers and Accountants for their time and many ideas that shaped this document. Our last regards to the SONU team and the representative of the physically challenged students. This plan has drawn so much from their insights. Lastly to many other stakeholders who assisted the team and whom I may not be able to single out for mention.

This strategic plan's implementation will be achieved through a cascading process to the operational units.



PROFESSOR (MRS) FLORENCE AWINO OYIEKE, PhD  
DEPUTY DIRECTOR, SWA  
&  
CHAIRMAN SWA STRATEGIC PLANNING COMMITTEE

# ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ACIA	Assistant Chief Internal Auditor, SWA
CHO	Chief Halls Officer
CPO	Chief Personnel Officer, SWA
PCO	Principal Catering Officer
MO	Maintenance Officer, SWA
DPM	Deputy Procurement Management
DD	Deputy Director SWA
DFO	Deputy Finance Officer
SDCSO	Chief Security Officer
SMU	Strategic Management Unit
CRO	Customer Relations Officer
PA	Procurement Assistant
SPO	Senior Personnel Officer
SPA	Staff Performance Appraisal
CUE	Commission for University Education
DoS	Dean of Students
DVC (A&F)	Deputy Vice-Chancellor (Administration & Finance)
DVC (AA)	Deputy Vice-Chancellor (Academic Affairs)
VC	Vice Chancellor
DVC (SA)	Deputy Vice-Chancellor (Student Affairs)
HELB	Higher Education Loans Board
HIV	Human Immunodeficiency Virus
HODs	Heads of Departments
ICT	Information and Communication Technology
IGU	Income Generating Unit
ISO	International Organization for Standardization
SWA	Student Welfare Authority
SWOT	Strengths, Weaknesses, Opportunities and Threats

# EXECUTIVE SUMMARY

Student Welfare Authority (SWA) is an organization with a rich history stretching back to 1970. The Authority has undergone many challenges, which can be categorized mainly on three (3) fronts: Institutional capacity, Structural and Policy changes. Policy changes has been felt with the notable one being the transition from state prepaid services to students paying for services upfront with loans and bursaries from the Government. SWA structure has been guided by the need to remain relevant and has changed over time to conform to prevailing circumstances. The University of Nairobi through a statute established the present SWA Structure in 1989. SWA now has eleven (11) Strategic Management Units with accommodation capacity of 11,596.

SWA performance has been exemplary, having been ranked position three (3) in the previous Performance Contract Evaluation. This performance has been possible through concerted efforts and hard work and commitment by staff and other stakeholders.

The University is a dynamic and intricate organization within which SWA operates. The need for planning to initiate appropriate responses can never be overstated. Challenges that confront SWA include: capacity constraints on accommodation, ever increasing costs of inputs against fixed low prices of services offered, the retrenchment of SWA staff in 2001 coupled with further loss of staff through natural attrition as well as staff turnover that has caused the Unit to operate mainly with skeleton staff supported by casuals leading to an enormous casual wage bill.

In this Strategic Plan, SWA has embraced strategies that address the arising dynamic internal and external challenges. The Strategic Plan has fronted solutions to address the challenges through strategic six objectives that will be pursued as follows: -

- i. To enhance corporate governance by embracing ethics, integrity and nurture support for SWA's vision and mission.
- ii. To attract, develop and retain adequate, well trained, competent, well, efficient and motivated staff at all levels by embracing equal employment opportunity.
- iii. To enhance financial sustainability through revenue generation, budgetary controls and efficient and effective procurement system.
- iv. To provide quality, efficient and affordable catering and accommodation services to our diverse clientele.
- v. To improve SWA customer care, image and competitiveness
- vi. To expand facilities and infrastructure and address challenges of HIV and AIDS, Drugs and Substance Abuse

SWA will continue to pragmatically seek to boost its funding. Fundraising from various sources including Income Generating Units, which will be vigorously pursued. By maintaining this focus on the strategic issues identified, SWA will make significant progress towards realizing its vision and Mission.

Even the best of plans without being implemented will not support our intentions. It is for this purpose that monitoring and evaluation will be pursued. This section read together with the performance indicators will enable evaluation of implementation progress.

The matrix that has been provided has also defined responsibilities but in the final analysis this Strategic Plan is a collective pledge to achieve and to remain focused to our plans.

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# 1. INTRODUCTION:

## THEME:

Sustaining progress towards world class catering and accommodation services

## 1.1 Background

The history of Student Welfare Authority (SWA) is intertwined with that of the mother institution - University of Nairobi. Like all organizations, SWA has undergone fundamental changes to evolve into a dynamic entity that it is today. It is with pride that SWA can state that it has served the largest number of University graduates and presently accommodates the largest number of students in this region about twelve thousand. SWA has faced and responded to challenges broadly in three categories, structural, capacity and policy changes.

Its genesis can be traced to 1970 when a Department of Catering and Residential Services was established. Even early then there were problems of accommodating all students who were admitted and as a response a Halls Institute was established alongside the department to provide residential services to students who could not get these services within the University halls of residence. The Halls Institute was abolished in 1980 following a recommendation of the Senate Committee and its functions were taken up by the office of the Dean of students. This was perhaps the beginning of a spread of welfare functions to more than one department in the University. Owing to the growing demand for accommodation the government formed University Students Accommodation Board (USAB) to take charge of accommodation and catering in all Public Universities. USAB was thus established in 1983 and was to run up to November 1989 when it was disbanded. The Senate then took a bold step by establishing Student Welfare Authority (SWA), as one of its organs accountable to the University.

The main complaints by students then were USAB's inability to meet its obligation of offering quality services to students. This challenge persisted as the successor unit was still centralized yet the University had established geographically dispersed campuses. So as to respond to this challenge SWA was decentralized in 1996/97 academic year, creating a total of ten Strategic Management Units (SMUs) each manned by a Manager. Essentially this is the organization structure that is in place today though there have been attempts of restructuring as explained in 'Report of The Performance Improvement Team' by Francis Mulwa in 1999.

On the capacity front many changes have been witnessed. Over the years SWA has evolved to a six hundred-employee force serving about twelve thousand students. It should be noted that since the introduction of Pay As You Eat (PAYE), in the year 1991/1992 the catering department serves all customers and hence as at today SWA serves a larger constituency than just students. Accommodation based on bed space has also dramatically changed over the years to over 12,000 students to date. One is tempted to say that many gains to SWA are and can be attributed to goodwill by the government, donor agencies and Kenyan's philanthropic spirit. The Asian community whose cooperation with East African governments saw the establishment of University was to spread to SWA in the building up of halls. The American philanthropy through USAID was instrumental in putting up more halls.

The Kenyan government too made its contribution mainly by surrendering its assets, which were close to the University. In 1977/78 academic years the government surrendered State House Road Hostel (formerly government secretarial) to the University. Further, the government surrendered another unit, Government Secretarial Training Institute in 1989 to become today's Parklands Campus, which came with a two hundred and forty six bed spaces. In 1986/87 the University's student population rose under a double intake and as result the administration put up 10 prefabricated blocks in Mamlaka Unit with a capacity of four hundred and eighty bed spaces. The University approached the government for extra assistance and this time the government gave part of the Kenya Institute of Administration (KIA), which came with a bed space of five hundred and eleven. This part of KIA became Lower Kabete Campus that houses the faculty of commerce now School of Business.

The University of Nairobi was given Institute of Social Studies to become the College of Education and External Studies (Kikuyu Campus), which came with a bed space of one hundred and five. The University put up Pioneer Halls with a bed space of three hundred and thirty two and later in 1980s University Hall popularly known as 'Kimberly' was put up with a bed space of one thousand. In the catering section capacity changes went hand in hand with accommodation expansion. The university has since put up three additional blocks each with a capacity of forty-six students.

In April 2005 the Ministry of Education appointed a Public Universities Inspection Board (PUIB), which recommended the establishment of Kenya Science Teachers College as a campus of the University of Nairobi to offer Bachelor of Education Science (B. Ed Science). The University Management Board made an inspection of the facilities in readiness for takeover in May 2007 and subsequently Kenya Science Campus admitted the first batch of students in October 2007. This therefore became the eleventh SMU of Student Welfare Authority coming with a bed space of 575.

In the policy category several changes have happened. The greatest change in Catering department was a transition from prepaid meals to Pay As You Eat (P.A.Y.E.). In 1991/92 academic year payments for tuition and P.A.Y.E was introduced but this led to student unrest hence the closure of the university for a period of nine months. The policy stood the test of time and was accepted reluctantly by the students. It should be pointed out that introduction of user fees was part of the Structural Adjustments Programmes (SAPs) by World Bank and other multilateral donors.

Students resisted the change and the Catering Department began grappling with the challenges that P.A.Y.E. brought. The shift from subsidized meals system to P.A.Y.E. has partly led to challenge of cooking in the halls of residence. Gradually the number of students eating in the Dining Halls declined leading to the underutilization of some of the facilities.

SWA has embraced performance contracting and ISO 9001-2008. SWA has introduced Halls Administration Management Information System (HAMIS) and Catering Management Information System (CMIS) in order to play its rightful role in a University that is on a path of world-class excellence and envisions itself as the leading destination of choice for the students of the University of Nairobi.

## 1.2 Challenges Facing the Student Welfare Authority

The Student Welfare Authority is facing major challenges, characterized by dwindling resources, limited accommodation space, high maintenance costs, lengthy procurement procedures, and occasional student unrests against the background of an increasing demand for higher education and accommodation services. The Government Policy to provide free primary and subsidized secondary education coupled with a devolved system of government will result in even greater demand for higher education. Approximately 25% of high school graduates who qualify for university education are offered admission to public universities through government sponsorship. This translates into greater demand for accommodation; particularly for students pursuing courses in the main campus.

The Student Welfare Authority kitchens and cafeterias are not patronized by all students, leading to their underperformance. Food purchase prices have escalated over the years while meal prices in student kitchens have remained the same. Furthermore, SWA kitchens and cafeterias face competition from emerging food outlets. The challenge is compounded further by the fact that some students cook in their rooms: a costly affair for the institution in terms of water and power bills as well as other maintenance costs related to plumbing, carpentry and electrical works.

The emergence of trade unionism among traditionally non-unionized staff and the increased number of unions in the public universities has greatly influenced the focus on terms and conditions of service for staff. Staff challenges at SWA have largely been related to casual wage bills, occasioned by none replacement of staff who

leave service. The technological advances also require an ever-adaptive workforce. There is need to strategize on how to deal with these issues.

In recent years, the search for the way forward has yielded significant insights into the nature of challenges facing SWA and initiatives that have been taken include the opening of cafeterias for income generation to support operations. The University of Nairobi has a well established brand in the East African region; SWA being the hospitality arm of UON therefore, has a strong foundation upon which to anchor its strategies for dealing with these challenges.

### 1.3 The Need for Change

Time has now come, for SWA to reassess its position and to strengthen its leadership role in the provision of catering and accommodation; to this extent, it has to embark on a process of strategic change. Due to high stakeholder expectations, SWA has to continue to show greater sensitivity to the needs of the stakeholders and customers. This paradigm shift requires a new strategic direction guided by a shared vision among all players.

This Strategic Plan assumes that the need for change is a genuine concern for all stakeholders, that the concerned parties will seek appropriate solutions and that they are capable of working together for the common good. SWA has to embrace quality control, retain and motivate staff, reduce over head costs, implement rules and regulations governing the conduct of students in the halls of residence and mobilize additional resources to maintain a leadership position in catering and accommodation.

SWA currently relies on sale of food from her kitchens, cafeterias and accommodation fees. To strengthen the financial sustainability, this situation has to change. Additional funding has to be sought from other sources. These include: conferencing, donor fund, and implementing Public Private Partnerships in liaison with relevant UON Departments.

Despite the challenges stated above, SWA will be expected to play a leading role in the hospitality sector. This will especially be in the development of income generating units (IGU's) coupled with up-scaled services and sharp marketing strategies.

### 1.4 The Strategic Plan

This strategic plan was developed through a highly participative and inclusive process. An extensive review of relevant Government and University policy documents was done. The documents reviewed are listed in Annexure II (a).

More data was collected from a wide cross-section of the SWA stakeholders. This was done through personal interviews and self-assessment questionnaires. The strategic plan is thus homegrown as it is a reflection of views of SWA's external and internal stakeholders. The collected data formed the basis for SWOT analysis and subsequent development of strategic issues, strategic objectives and strategies. A list of the stakeholders from whom data was collected is given in Annexure II (b).

## 2. VISION, MISSION AND CORE VALUES

### 2.1 Philosophical Framework

Strategic Planning is a process that attempts to shape the future of an organization. It is based on the premise that the future of an organization can be changed. The future of an organization is determined by today's decisions and actions. Such planning requires that three fundamental questions be answered:

- ◆ Where are we now? (Situation analysis)
- ◆ Where do we want to be? (Vision, mission, objectives)
- ◆ How do we get there? (Strategies)

A Strategic Plan is a management tool that helps an organization to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment. Through Strategic Planning, organisations are able to improve efficiency, economy, effectiveness and excellence. This way, they achieve the best use of the physical, financial and human resources available. The Strategic Plan articulates the strategies to be employed in confronting challenges facing an organisation, developing sustainable competitive advantage and finding the right place in the environment.

The development of a Strategic Plan is a collaborative process. All significant stakeholders should be involved in this process. This way, the process is all encompassing and implementation efforts will be supported by these stakeholders.

SWA had already put in place a Strategic Plan for the period 2008-2013, which expires in June 2013. Furthermore critical legal and political changes have occurred such as the new constitution, formation of Commission for University Education and the new Universities Charter, which should be taken into consideration within the revised Strategic Plan. Policy requires that the New UON Strategic Plan should be cascaded to lower levels including SWA.

In approaching this task, SWA is guided by the UON Strategic Plan 2013-2018. As the corporate Strategic Plan is cascaded and adopted, SWA can plan how to support the University achieve its goals and objectives.

The development of this Strategic Plan was informed by views and suggestions from a wide cross-section of SWA's stakeholders. These included the Deputy Vice Chancellor (SA), Director SWA, Deputy Director, DFO, CPO, PCO, CHO, ACIA, DPM, MO, SMU Managers, SDCSO, unit Accountants, Cateresses, halls officers, PA, student union representatives and neighbours. These stakeholders were either participating, interviewed or filled questionnaires to tap their inputs into the planning process.

### 2.2 SWA Mandate

SWA is established as one of the Central Administration Department of the University of Nairobi. Currently the management of student affairs is managed by various units under the leadership of DVC (SA). SWA operations are coordinated by a Director assisted by a secretariat of Senior Officers. The Strategic Management Units (SMU's), each headed by a Manager, is the basic unit of service delivery at the operational level.

At the institutional level SWA is governed and managed by the following organs:

- ❖ SWA Management Committee
- ❖ SMU Management Committee

The Director has also established a non-statutory executive committee at the secretariat as a subcommittee of the SWA Management Committee, which reviews SWA's operations and sets performance targets in line with the SWA Strategic Plan.

Student welfare is a critical component in delivering and continually supporting excellence in teaching and learning. To this end SWA is mandated to provide quality and affordable Accommodation and Catering services to enhance student's welfare.

SWA has recast her Vision, Mission and Core Values as below:

## 2.3 Vision

The demand for a shared vision for SWA arises from the new strategic direction that will propel the department to higher levels of effectiveness, efficiency and relevance in the pursuit of its mandate. SWA aspires to be:

**To be the first choice residential and catering facility for our customers**

## 2.4 Mission

Deriving from the Vision, SWA's mission is:

**To support the academic goals of the student of the university of Nairobi by providing a comprehensive, competent and responsible catering and accommodation system**

## 2.5 Core Values

- a) **Quality customer service**  
SWA shall provide quality services for all round satisfaction.
- b) **Good governance and integrity**  
SWA embraces and practises good corporate governance. In this regard, it shall ensure that all processes and procedures are marked by efficiency and effectiveness, that all the decisions and actions are morally sound, that SWA is accountable for its decisions and actions, that SWA's decision-making processes are participative and consultative, and that decisions and actions reflect meritocracy and are open and transparent.
- c) **Professionalism**  
In all its actions and interactions, SWA shall maintain ethical behaviour, professional etiquette and honesty.
- d) **Innovativeness and creativity**  
Innovativeness and creativity shall be the hallmark of our activities as we initiate and adapt to change.
- e) **Team spirit and team work**  
The university shall foster a work environment characterized by team spirit and teamwork.
- f) **Responsible citizenship**  
SWA embraces corporate social responsibility and shall ensure that all decisions and actions are marked by human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination, and protection of the marginalized.
- g) **Care and concern for environment**  
In all its activities, SWA shall strive to respect and protect the environment.
- h) **National cohesion and inclusiveness**  
SWA believes in national unity and cherishes respect.

## 2.6 Guiding Principles

Guiding principles to be embraced by SWA will be but not limited to the following:-

- i. Provide leadership and stewardship in the hospitality industry in Kenya and the region.
- ii. Commitment to excellence: staff to act with courtesy, speed and remain loyal to the institution.
- iii. Embrace the principles of the 4Ps that is Pace, Passion, Professionalism and patriotism while remaining competitive.
- iv. Engaging all stakeholders, this will create more entrepreneurship networks

# 3. STRATEGIC ANALYSIS

## 3.1 Evaluation of Past Performance

### 3.1.1: FINANCE

In the new context of university education in the country, there will be higher competition for students funding and staff. As a result the University departments will require more resources to continue their mandates.

SWA continues to exist to support the University in producing quality graduates. Despite several challenges SWA has continued to support University in its many areas of academic endeavors. In 2011/2012 Performance Contracting SWA was ranked No. 3 among 19 Departments in Central Administration. Success of SWA depends on its ability to attract and efficiently use additional resources.

The major sources of funding being accommodation, sale of food in kitchens and cafeterias as shown in Table 3.1 below;

Table 3.1: Revenue in Kshs Thousands for 2007/2008 – 2011/2012

Source	2007/2008 '000'	2008/2009 '000'	2009/2010 '000'	2010/2011 '000'	2011/2012 '000'	
Accommodation	109,389	109,038	104,005	86,661	88,980	
Sale of food	Kitchens	43,206	61,100	66,721	74,181	62,846
	Cafeterias	40,760	58,119	58,790	59,037	62,406
Other income Rent, sale of containers)	317	1,870	2,294	992	1,454	
<b>Total income</b>	<b>193,672</b>	<b>230,127</b>	<b>231,810</b>	<b>220,871</b>	<b>221,682</b>	

Despite the growth in income, there was a change of policy during the year 2010 that affected the potential income sources during the last two years.

Investments in refurbishments and maintenance of buildings and stations grew in the last 5 years, through painting, cabro works, paving of footpaths, tiling of kitchens. New assets such as vehicles, furniture and fittings were procured for use during the same period.

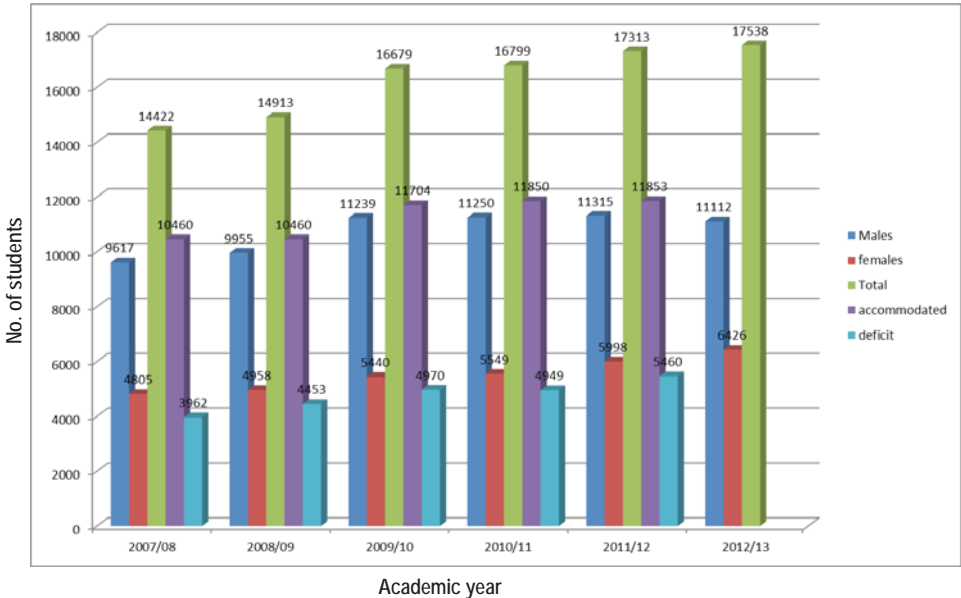
Table 3.2: Expenditure in Kshs on Assets, Maintenance of Building and Station & other Expenses

Items	2007/2008 '000'	2008/2009 '000'	2009/2010 '000'	2010/2011 '000'	2011/2012 '000'
Furniture and equipment	14,486	23,384	9,460	8,496	4,832
Maintenance of building and station	10,268	11,789	27,658	13,396	14,085
Other expenses	117,048	122,234	146,289	190,729	202,168
<b>Total</b>	<b>141,802</b>	<b>157,407</b>	<b>183,407</b>	<b>212,621</b>	<b>221,085</b>

### 3.1.2: Halls

Figure 3.1 below shows admission trends from 2007/08 to 2012/13 academic years with a steady increase in the number of students admitted from 14,422 to 17,538. In the same breath accommodation spaces has increased minimally with acquisition of Mamlaka Staff houses, decking of halls and partial completion of the New Hall in Lower Kabete. This therefore has left more than 6000 regular students admitted without University accommodation.

Figure 3.1: Student population versus accommodation space 2007/2008 – 2012/2013



### 3.1.3: Human Resource

Human Resource is a critical component for the success of any institution in today's business environment. Management writers and practitioners have confirmed that most if not all organizations gain competitive advantage through effective management of human resource function. Gone are days when physical facilities, equipment, finances and location offer competitive advantage, instead competitive advantage is realized through the soft skills, which is in people. The rapidly changing business environment calls for organizational change and renewal. In order to embrace the culture of change, organizations, SWA included, continue to train and develop staff so as to enhance their competence. Among others, various short-term seminars have been conducted for staff to enhance their skills e.g. Team Building, Customer Care, Financial for Non-Finance Managers, Housekeeping, Catering, Disaster Management, Records Management, Health and Safety, Counseling among others.

Table 3.3 below is an analysis showing SWA's departments, establishment and the current staffing levels against the respective departments. From the table it is clear that SWA has only filled 34.4% of its establishment based on the University of Nairobi staffing policy of 75%. As at May 2013 the approved SWA establishment is 1,574 posts, however, SWA is expected to fill 75% of these posts giving an expected staffing level of about 1,180. Currently, SWA has a staff population of 541 giving a shortfall of 639 (i.e. 1,180 - 541). In order to counter the shortfall of about 54.2%, SWA has been using casual employees who generally handle the support function.

Table 3.3: SWA staff analysis

DEPARTMENT	ESTABLISHMENT	OPTIMAL NO [75%]	ON POST	VARIANCE
Director	35	26	15	11
Halls	452	339	227	112
Catering	849	637	198	439
Procurement	91	68	9	59
Finance	68	51	52	-1
Maintenance	34	25	30	-5
Audit	24	18	6	12
Transport	21	16	4	12
<b>Total</b>	<b>1, 574</b>	<b>1, 180</b>	<b>541</b>	<b>639</b>
Occupancy %	100	75	34.4	54.2

## 3.2 SWOT ANALYSIS

The need to chart out a path for the future requires a critical evaluation of our key internal and external factors that are likely to influence SWA in achieving its stated mission and objectives during the plan period. This evaluation will be achieved through the process of SWOT analysis and will entail identification of its strengths, weaknesses, opportunities and threats.

### 3.2.1 Strengths

#### ICT infrastructure

The University has invested in a strong ICT base. SWA uses this ICT infrastructure to support its core business and support services. In this regard online room allocation system (HAMIS), CMIS, FIMS and HRMIS systems are in place.

#### Qualified and skilled Staff

SWA has a strong professional, skilled and committed management team that is responsive to staff and students needs. It boasts of a huge concentration of expertise in hospitality industry complimented by highly qualified professionals in other fields. These staff anchors the operations providing leadership, mentorship and counseling.

#### Strong resources and assets base

SWA boasts of having over forty hostels, eleven kitchens and seven cafeterias spread across all the UoN campuses. These facilities of course sit on vast undeveloped pieces of land, which provides a huge potential for physical development, such as putting up more hostels, catering and conferencing facilities.

#### Strong UoN brand

The University is a well-established brand with a good reputation and enjoys high visibility and goodwill. As such, SWA rides on this brand name and therefore wishes to continue to improve on the previous successes.

#### Strong customer base

With a total of more than 11,000 resident students at any given time and more than 40,000 self sponsored students, SWA has a very strong and reliable customer base which is yet to be fully exploited



### **Strategic location**

SWA is located strategically near the Nairobi CBD with open access to not only the students but also to the general public who may from time to time require SWA facilities for meetings, conferences and accommodation.

### **Presence of policy documents**

The UoN has clear policy documents such as finance, procurement and personnel giving clear directions and guidance regarding corporate governance and operations. SWA operates under the same policies.

## **3.2.2 Weaknesses**

### **Stretched physical facilities**

The accommodation facilities especially the ablution blocks and electrical systems are generally stretched. This is due to the fact that the student population has grown tremendously over the last 10 years vis-à-vis a static accommodation capacity.

### **Lack of autonomy in making pricing decision**

SWA has continued to provide catering and accommodation services at static prices set several years ago. However, the cost of production has been rising in response to inflation. As a result SWA incurs heavy losses hence it is constrained to efficiently meet its financial obligations.

### **Disregard of Tenancy rules by students**

Cooking in the rooms and the general disregard of tenancy rules by students has led to high maintenance costs in plumbing, carpentry and electrical works.

### **Human Resource issues**

SWA has suffered understaffing largely due to lack of replacement of staff who have left service due to natural attrition, transfer, retirement, among others. This has created gaps, which are constantly being managed by casual workforce. SWA is experiencing challenges in staff motivation, which affects their morale and productivity.

### **Communication challenges**

There is slow communication to internal stakeholders in SWA that requires a high profile public relations function.

### **Customer expectations**

Students are the main SWA customers however patronage of these customers has not been felt in the kitchen because their preferences are fragile: tastes are changing and have grown with the culture of low prices yet high expectations.

### **Underutilized facilities and assets**

The facilities in most of SMUs are underutilized.

## **3.2.3 Opportunities**

### **Strong customer base**

The location of SWA coupled with the well established University brand gives it a unique advantage to explore and exploit the general public and business community within the Central Business District. This would enable SWA make maximum use of its professional and skilled manpower to provide quality catering and accommodation services.

### **Private partnership**

SWA has a great opportunity to take advantage of the goodwill and the brand to establish strategic partnership and collaborations with various organizations, such as the large Alumni of the University of Nairobi and business sector.

### 3.2.4: Threats

#### **Competition from similar institutions**

Emerging food outlets are competing for the same clientele with catering department.

#### **Insecurity**

Most of the halls of residence entrances are sometimes not manned due to understaffing and this causes great security risk.

#### **Cooking in the rooms**

This is causing a threat of fire in the rooms, high maintenance costs and reduced sales in catering department.

#### **HIV and AIDS scourge and Drug and substance abuse**

The threat of HIV and AIDS pandemic and other lifestyle diseases is not new to any society. Drug and substance abuse is also a major threat. This has led to reduced productivity and loss of staff and students. Medical expenses also continue to escalate.

#### **Interruption of power supply**

Spontaneous power interruptions cause student unrest and loss of productive hours for the staff.

## 4. STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND OUTCOMES

### 4.1: Strategic issues

Strategic issues are the key challenges facing an organization that need to be addressed if the organization is to improve its performance and realize its mandate. Inadequate attention to these issues will adversely affect the performance of the organization. Strategic issues are therefore the focal points of the strategic planning process. After a comprehensive strategic analysis of SWA, coupled with the interrogation of feedback from various key stakeholders, seven strategic issues were identified for action:

- i. Governance, Leadership and Culture
- ii. Human Resources
- iii. Finance and Procurement
- iv. Catering and Accommodation
- v. Competitiveness, Customer Care and Image
- vi. Facilities, Infrastructure, ICT, HIV and Aids, Drugs and Substance abuse

### 4.2: Strategic Issue 1: Governance, Leadership and Culture

SWA has identified the following concerns with regard to corporate governance:

- ◆ Unclear roles and responsibilities of SMU managers
- ◆ Communication gaps
- ◆ Need to reinforce trust among staff and continued staff sensitization on work ethics and integrity

Two strategic objectives were identified as follows:

**Strategic Objective 1**  
**To enhance corporate governance by embracing ethics, integrity and nurture support for SWA's vision and mission**

#### Strategies:

- i. Sensitize staff and stakeholders to embrace and share in the vision, mission and core values of SWA
- ii. Strengthen and communicate SWA organizational structure
- iii. Enhance clear, efficient and effective communication channels at all levels
- iv. Ensure regular SWA Management meetings at all levels
- v. Offer training and development to top SWA Management on leadership and governance.
- vi. Sustain and cascade integrity committees to all SWA levels

#### The expected outcomes are:

- i. Enhanced commitment and loyalty to the Vision Mission and core values of SWA
- ii. Improved efficiency and effectiveness
- iii. Good corporate governance at all levels
- iv. Zero tolerance to corruption
- v. Sensitize staff on issue of corruption and ethics
- vi. Enhance internal controls to reduce opportunities for corruption
- vii. Implement monitoring and evaluation mechanism
- viii. Institute open and transparent work ethics at all levels

#### 4.3: Strategic Issue 2: Human Resources

SWA has identified the following concerns with regard to: Resources, Facilities and Infrastructure:

- ◆ Inadequate staffing levels presently at only 34.4%
- ◆ Large casual workforce
- ◆ Staff motivation
- ◆ Inadequate funds
- ◆ Debt management and credit control
- ◆ Maintenance of physical infrastructure and extension of ICT infrastructure

One broad strategic objectives was identified as follows:

**Strategic Objective 2**  
**To attract, develop and retain adequate, well trained, competent, well, efficient and motivated staff at all levels by embracing equal employment opportunity**

Strategies:

- i. To recruit adequate workforce
- ii. Adhere to staff performance appraisal process
- iii. Establish a committee to oversee continuing education, training and development of staff
- iv. Ensure optimum employee time utilization
- v. Reduce casual workforce

The expected outcome is:

- i. Productive and satisfied workforce

#### 4.4 Strategic Issue 3: Finance and Procurement

SWA has identified the following concerns with regard to: Finance and Procurement:

- ◆ A large casual wage bill and a need to grow revenue
- ◆ Delays
- ◆ Un clear specifications
- ◆ Need for partnerships and collaboration with internal and external stakeholders

One broad strategic objectives was identified as follows:

**Strategic Objective 3.**  
**To enhance financial sustainability through revenue generation, budgetary controls and efficient and effective procurement system**

Strategies:

- i. Grow the SWA revenue
- ii. Cost reduction programmes
- iii. Develop efficient and effective supply Chain Management

- iv. Standardization and specifications of items through tender and pre-qualification
- v. Liaise with other departments

**The expected outcomes is:**

- i. Increased and sustainable financial performance
- ii. Improved efficiency and effectiveness
- iii. Enhance quality of services
- iv. Enhance partnerships and collaboration
- v. Effective monitoring and evaluation

## 4.5 Strategic Issue 4: Catering and Accommodation

SWA has identified the following concerns with regard to: Catering and Accommodation

- ◆ Extension and implementation of Catering Management Information System (CMIS)
- ◆ Lack of modern kitchen equipment and facilities
- ◆ Controlled and hence non profitable meal pricing system
- ◆ Inadequate and run down facilities
- ◆ Non adherence to tenancy rules
- ◆ Low accommodation rates

One strategic objective was identified as follows:

**Strategic Objective 4**  
**To provide quality, efficient and affordable catering accommodation services to our diverse clientele.**

**Strategies:**

- i. To fully implement Catering Management Information System (CMIS)
- ii. Increase modern equipment in the kitchens
- iii. Introduce Food and Beverage control
- iv. Initiate a review of meal prices
- v. Furnish rooms with appropriate equipment and facilities
- vi. Renovate and ensure planned preventive maintenance
- vii. Reinforce tenancy rules and improve reception services
- viii. Maintain high standards of cleanliness
- ix. Optimum utilization of accommodation facilities
- x. Maintain and improve Halls management information system (HAMIS)
- xi. Develop a proposal for private public partnerships
- xii. Initiate a review of accommodation rates

**The expected outcome is:**

- i. Enhanced efficiency and effectiveness in catering services
- ii. Efficient and excellent accommodation services

## 4.6 Strategic Issue 5: Customer Care, Image and Competitiveness

SWA has identified the following concerns with regard to: Customer Care, Image and Competitiveness:

- ◆ Need to improve customer care services
- ◆ Need to improve the image and visibility of the institution

One strategic objective was identified as follows:

**Strategic Objective 5.1**  
**To improve SWA customer care, image and competitiveness**

**Strategies:**

- i. Sensitize and train staff on customer care and complaint handling
- ii. Sensitize customer on responsible tenancy
- iii. Equip staff with counselling skills
- iv. Conduct customer survey
- v. Provide avenue for customer feedback
- vi. Participate in Corporate social responsibility
- vii. Publication of brochures and newsletters
- viii. Work study programmes to needy students
- ix. Maintain and update SWA website

**The expected outcomes are:**

- i. Improved customer service and satisfaction
- ii. Improved visibility of SWA

## 4.8 Strategic Issue 6: – ICT, Facilities, physical infrastructure HIV and AIDS, Drugs and Substance Abuse.

SWA has identified the following concerns with regard to: Physical facilities, infrastructure, HIV and AIDS, Drugs and Substance Abuse:

- ◆ A need to acquire and expand infrastructure
- ◆ Need for network extension
- ◆ A need to enhance use of VOIP and internet
- ◆ A need to create a work environment that promotes positive health related practices

One strategic objective was identified as follows:

**Strategic Objective 6**  
**To expand facilities and infrastructure and address challenges of HIV and AIDS, Drugs and Substance Abuse**

**Strategies:**

- i. Acquire infrastructure
- ii. Network extension
- iii. Enhance use of VOIP and internet
- iv. Undertake measures to encourage responsible and positive living
- v. Encourage use of support services such as VCTs and ARVs.
- vi. Sensitize staff and students on dangers of drugs through workshops, seminars and symposia

**The expected outcomes are:**

- i. Increased and improved quality of Physical infrastructure
- ii. Effective use of ICT in administration
- iii. Improved quality of life and productivity
- iv. Reduced medical expenditure.

# 5. IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK

This chapter outlines how the SWA strategic plan will be cascaded to the lower units. The appropriate structures for its implementation, the funding of the strategic plan and the monitoring and evaluation of the implementation process.

## 5.1 Cascading the Strategic Plan

SWA has lived up to the expectation of UoN by having this Strategic Plan, cascaded from the corporate Strategic Plan before the end of May 2013. SWA will prepare its annual work plan and corresponding budgets. The plans and budgets will then become the basis for the annual performance contracts. SWA Units will negotiate and sign their performance contracts before the end of June each year.

## 5.2 Financing the Strategic Plan

### 5.2.1 Revenue

This strategic plan will be funded from the following main revenue streams:

- ◆ Levies on students accommodation and catering services
- ◆ Existing cafeterias

In addition SWA proposes to raise funds through non-traditional initiatives including:

- ◆ Public-Private Partnerships (PPPs)
- ◆ Establish IGUs
- ◆ Alumni relations

SWA will endeavour to grow total revenues by not less than 5% per year throughout the next five years. The current budget (2012/2013) of KES.278, 563,714 is therefore projected to grow to KES.355, 525,732 in the financial year 2017/2018 as shown in Table 5.1.

Table 5.1: Projected Income in Kshs.

ACTUALS	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED		
INCOME		2011-2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Accommodation income: Halls - Module I	1.05	88,781,157.56	101,529,414.00	106,605,884.70	111,936,178.93	117,532,987.88	123,409,637.27	129,580,119.13
Miscellaneous Income: Interest and Tuck shop	1.05	1,523,337.75	2,616,286.00	2,747,100.30	2,884,455.32	3,028,678.08	3,180,111.98	3,339,117.58
Gross Surplus - Halls	1.05	90,304,495.31	104,145,700.00	109,352,985.00	114,820,634.25	120,561,665.96	126,589,749.26	132,919,236.72
Sale of Food: kitchens & cafeterias	1.05	131,253,007.45	174,418,014.00	183,138,914.70	192,295,860.44	201,910,653.46	212,006,186.14	222,606,495.44
Gross Income	1.05	221,557,502.76	278,563,714.00	292,491,899.70	307,116,494.69	322,472,319.42	338,595,935.39	355,525,732.16

### 5.5.2 Expenditure

Expenditure will be aligned to the specific requirements of this Strategic Plan and the performance contracts to ensure that financial resources are used to drive the designed strategic development and growth of the Student Welfare Authority. The broad expenditure categories and projected growth rates are shown in Table 5.2.

A prudent financial management framework shall be put in place to give a positive difference between the revenue and expenditure growth rates. The surplus realised shall be deployed to strategic development projects to spur growth envisaged in this strategic plan.



Table 5.2: Expenditure in KES:

EXPENDITURE		ACTUALS	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	% Growth	2011-2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Gas / Fuel	1.05	16,291,616.80	18,840,923.36	19,782,969.53	20,772,118.00	21,810,723.90	22,901,260.10	24,046,323.10
Purchases of Foodstuff & Rations	1.05	87,681,532.11	107,317,566.72	112,683,445.06	118,317,617.31	124,233,498.17	130,445,173.08	136,967,431.74
Purchase of Plant & Equipment/Furniture	1.05	4,865,820.55	9,176,180.00	9,634,989.00	10,116,738.45	10,622,575.37	11,153,704.14	11,711,389.35
Purchase of Motor Vehicle	1.05	-	3,240,000.00	3,402,000.00	3,572,100.00	3,750,705.00	3,938,240.25	4,135,152.26
Maintenance of Buildings & Stations	1.05	13,974,961.27	15,918,575.60	16,714,504.38	17,550,229.60	18,427,741.08	19,349,128.13	20,316,584.54
Maintenance of Grounds	1.05	2,484,837.90	1,784,390.60	1,873,610.13	1,967,290.64	2,065,655.17	2,168,937.93	2,277,384.82
Minor Works	1.05	719,620.90	1,824,544.00	1,915,771.20	2,011,559.76	2,112,137.75	2,217,744.64	2,328,631.87
Cleaning Materials/laundry expenses	1.05	4,476,009.00	8,514,018.00	8,939,718.90	9,386,704.85	9,856,040.09	10,348,842.09	10,866,284.20
Water, electricity & rent	1.05	1,350,000.00	2,275,200.00	2,388,960.00	2,508,408.00	2,633,828.40	2,765,519.82	2,903,795.81
Maintenance of Plant & Equip.	1.05	1,074,544.50	1,746,187.20	1,833,496.56	1,925,171.39	2,021,429.96	2,122,501.46	2,228,626.53
Transport Operating Expenses	1.05	2,084,261.20	2,400,000.00	2,520,000.00	2,646,000.00	2,778,300.00	2,917,215.00	3,063,075.75
Traveling Expenses	1.05	3,802,785.65	5,166,354.80	5,424,672.54	5,695,906.17	5,980,701.48	6,279,736.55	6,593,723.38
Telephone Expenses	1.05	1,917,087.00	2,262,519.60	2,375,645.58	2,494,427.86	619,149.25	750,106.71	2,887,612.05
Contracted Professional Services-Fees./Com.	1.05	864,959.80	5,472,456.60	5,746,079.43	6,033,383.40	6,335,052.57	6,651,805.20	6,984,395.46
Conference & Seminars	1.05	795,385.00	1,347,840.00	1,415,232.00	1,485,993.60	1,560,293.28	1,638,307.94	1,720,223.34
Kitchen Utensils	1.05	1,019,787.95	2,120,598.40	2,226,628.32	2,337,959.74	2,454,857.72	2,577,600.61	2,706,480.64
Office Expenses& Purchase of Stationary	1.05	10,013,627.15	10,823,196.00	11,364,355.80	11,932,573.59	12,529,202.27	13,155,662.38	13,813,445.50
Halls/Wardenship Expenses	-	-	-	-	-	-	-	-
Postal & Telegrams	1.05	-	54,000.00	56,700.00	59,535.00	62,511.75	65,637.34	68,919.20
Printing and Publishing	1.05	885,643.40	1,350,000.00	1,417,500.00	1,488,375.00	1,562,793.75	1,640,933.44	1,722,980.11
Official Entertainment	1.05	74,988.00	108,000.00	113,400.00	119,070.00	125,023.50	131,274.68	137,838.41
Honoraria and IGA	1.05	-	270,000.00	283,500.00	297,675.00	312,558.75	328,186.69	344,596.02
Staff Development	1.05	2,425,394.00	1,732,960.00	1,819,608.00	1,910,588.40	2,006,117.82	2,106,423.71	2,211,744.90
Advertising & Publicity	1.05	104,600.00	660,960.00	694,008.00	728,708.40	765,143.82	803,401.01	843,571.06
Purchase of Uniforms & Professional Clothing	1.05	7,594,205.85	11,900,994.00	12,496,043.70	13,120,845.89	13,776,888.18	14,465,732.59	15,189,019.22
Casual Wages	1.05	44,503,948.35	33,943,060.00	35,640,213.00	37,422,223.65	39,293,334.83	41,258,001.57	43,320,901.65
Work Study	1.05	373,484.50	2,206,829.00	2,317,170.45	2,433,028.97	2,554,680.42	2,682,414.44	2,816,535.16
Perf. Contracting, Strategic mgt & integrity Programs	1.05	2,558,502.65	2,532,400.00	2,659,020.00	2,791,971.00	2,931,569.55	3,078,148.03	3,232,055.43
misc and other charges	1.05	5,020.00	5,522.00	5,798.10	6,088.01	6,392.41	6,712.03	7,047.63
Purchase of Beddings & Curtains	1.05	1,602,621.00	4,024,400.00	4,225,620.00	4,436,901.00	4,658,746.05	4,891,683.35	5,136,267.52
Bank Charges	1.05	2,068,145.46	1,915,778.12	2,011,567.03	2,112,145.38	2,217,752.65	2,328,640.28	2,445,072.29
Medical Refund to Staff	1.05	5,101,087.95	6,000,000.00	6,300,000.00	6,615,000.00	6,945,750.00	7,293,037.50	7,657,689.38
<b>TOTAL</b>	<b>1.05</b>	<b>220,714,477.94</b>	<b>266,935,454.00</b>	<b>280,282,226.70</b>	<b>294,296,338.04</b>	<b>309,011,154.94</b>	<b>324,461,712.68</b>	<b>340,684,798.32</b>

## 5.3 Institutionalizing the Strategic Plan

The successful implementation of this strategic plan requires that the proposed strategies be institutionalised. They have to be congruent with other internal functions of the University. Key among these, are the structures and systems (processes). Any inconsistencies identified have to be addressed by reviewing the structure, the systems or the strategies.

## 5.4 Monitoring and Evaluation

### 5.4.1 Introduction

Monitoring and evaluation is a key tool in the implementation of a strategic plan. It allows the management to gauge progress at every stage and to institute corrective measures in cases of negative deviation from the expected results. Thus, monitoring and evaluation will be a critical component of this strategic plan. The framework for this important activity is presented below.

### 5.4.2 Monitoring and Evaluation Framework

The overall goal of monitoring and evaluation in the implementation of this strategic plan is to provide timely and quality information on performance to inform decision-making. The framework shall comprise defined responsibilities, indicators, reporting mechanisms and collection and maintenance of performance data.

#### i) Monitoring Responsibilities

The overall performance monitoring and evaluation shall be the responsibility of the top management, Director, SWA, chief officers, SMU Managers and Heads of Departments and sections. It is the responsibility of these managers and other heads of units and sections to monitor the performance of their areas of jurisdiction in the implementation of this strategic plan and recommend or take appropriate action.

- ◆ Developing the corporate strategic plan
- ◆ Harmonizing corporate and unit strategic plans
- ◆ Coordinating annual work plans
- ◆ Developing a reporting template and other monitoring and evaluation instruments
- ◆ Receiving, analyzing, summarizing and consolidating reports from lower units for onward transmission to the management as per specific timelines
- ◆ Carrying out annual, mid-term, end-term and ad-hoc evaluations and explaining any significant variations in performance to the management
- ◆ Coordinating and helping in drafting performance contracts for all levels and staff reporting on performance contract targets
- ◆ Coordinating performance evaluation
- ◆ Identifying and tracking performance benchmarks
- ◆ Coordinating ISO 9001:2008 activities

This monitoring structure and responsibilities will be replicated at the Strategic Management Units level.

#### ii) Indicators

The indicators, baselines, targets, timeframe, strategies and strategic objectives are in the implementation plan in **Annexure I** of this strategic plan.

**iii) Reporting Mechanisms**

SWA management, SMUs and other lower Units shall submit reports on a monthly, quarterly and annual basis to the monitoring and evaluation unit.

**iv) Collection and maintenance of performance data**

Performance data on each indicator shall be identified and collected on a continuous basis and maintained in a database.

# ANNEXURES

## Annexure I: Implementation Plan

Presented in this chapter are the action plan matrices for the strategic objectives in this strategic plan. Under each strategic objective, each of the strategies and matching outcomes are considered. The action matrices present the following:

- ◆ **Expected outcomes**  
This is a specification of the results from a particular strategy. This should be tangible so as to be measurable.
- ◆ **Performance indicators**  
These are measurable parameters that are to be used to evaluate the extent to which the strategic objective has been fulfilled within the context of the particular strategy. They are given in the form of a particular action completed or the extent of the action to be completed.
- ◆ **Baseline**  
This is the present state of accomplishment for the various performance indicators.
- ◆ **Targets**  
These are indicators of the extent of the fulfilment of the specific strategy. Usually these are given in the form of time, number, and percentage, or a particular action completed.
- ◆ **Timeframe**  
This indicates the time domain within which a strategy has to be completed.
- ◆ **Responsibility**  
These are the specific offices or officers responsible for a specific action.

## Issue 1: Governance, Leadership and Culture

**Strategic Objective 1 To enhance corporate governance by embracing ethics, integrity and nurture support for SWA's vision and mission**

**Strategies:**

- i. Sensitize staff and stakeholders to embrace and share in the vision, mission and core values of SWA
- ii. Strengthen and communicate SWA organizational structure
- iii. Enhance clear, efficient and effective communication channels at all levels
- iv. Ensure regular SWA Management meetings at all levels
- v. Offer training and development to top SWA Management on leadership and governance.
- vi. Sustain and cascade integrity committees to all SWA levels

Expected Outcomes	Performance Indicators	Baseline	Targets	Timeframe	Responsibility
Enhanced commitment and loyalty to SWA	Timely completion of assigned tasks	75%	90%	2013 - 2018	DVC (SA), Director, DD, All HOD's
	Number of SWA Management meetings per year	6	12	2013 - 2018	DVC (SA), Director, DD, All HOD's
	Number of times corporate values are communicated and explained to all staff per year	-	Quarterly	2013 - 2018	Director, DD, CPO &HODs
	Number of times the SWA units hold Team Building sessions per year	-	1	2013 - 2018	Director, DD, CPO &HODs
Improved efficiency and effectiveness	Level of compliance with SWA service delivery charter	98%	100%	2013 - 2018	Director, DD, CPO &HODs
	Compliance and rating of performance contract	80%	100%	2013 - 2018	Director, DD, CPO &HODs
	Level of compliance and rating of ISO standards	100%	100%	2013 - 2018	Director, DD, CPO &HODs
Effective Monitoring and Evaluation	Timely submission of SPA reports	Annual	Annual	2013 - 2018	Director, All HODs
	Level of completeness of quarterly performance contract reports	80%	100%	2013 - 2018	Director, % all HOD's
Zero tolerance to corruption	Number of Established Integrity Committees in SWA	1	11	2014	DVC (SA), Director, DD, All HOD's
	Number of sensitization workshops /seminars	?	2 per year	2013 - 2018	Director, CPO, All HOD's

## Issue 2: Human Resources

**Strategic Objective 2: To attract, and retain adequate, well-trained, competent, efficient and motivated staff at all levels by embracing equal employment opportunity.**

**Strategies:**

- i. To recruit adequate workforce
- ii. Adhere to staff performance appraisal process
- iii. Establish a committee to oversee continuing education, training and development of staff
- iv. Ensure optimum employee time utilization
- v. Reduce casual workforce

Expected outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Productive and satisfied workforce	Average staff performance appraisal index	95%	97%	2013- 2018	Director DD, CPO, HODs
	Employee satisfaction index	77%	89%	2013 2018	Director DD,, CPO
	Increase the level of staff occupancy	34%	75%	2013 - 2018	DVC (A & F) Director, DD, CPO, HODs
	% of senior staff retained in service	95%	97%	2013-2018	Director DD, CPO

## Issue 3 : Finance and Procurement

**Strategic Objective 3 : To enhance financial sustainability through revenue generation, budgetary controls and an efficient and effective procurement system.**

**Strategies:**

- i. Grow the SWA revenue
- ii. Cost reduction programmes
- iii. Develop efficient and effective Supply Chain Management
- iv. Standardization and specifications of items through tender and Pre-qualification
- v. Liaison with other departments and units

Expected outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased and sustainable Financial performance	% Increase in accommodation and catering (kitchens) revenue	5%	5%	2013-2018	Director DD DFO, PCO, CHO SMU Managers
	% Increase in cafeterias	5%	5% pa	2013-2018	
	Reviewed austerity, cost reduction and revenue enhancement plan	-	100%	June 2014	
	Cost reduction /savings	1.92m pa	10% pa	2013-2018	Director DD, DFO, PCO CHO, SMU Managers
	% Utilization of allocated funds/year	100%	100%	2013-2018	
	% Compliance with set budgetary levels	100%	100%	2013-2018	
Improved efficiency and effectiveness	Full compliance with statutory requirements	100%	100%	2013 – 2018	Director DD, DFO, DPM SMU Managers User Depts.
	Expand supplier base	50%	60%	2013 -2018	Director, DD, DPM
	Fill vacant positions in the procurement office and SMU's	10%	75%	2013 -2018	DVC A&F Director, DD, DPM
	Develop and implement e-procurement	-	50%	2013 -2018	DVC (A&F) DVC (SA), Director, DD, Director ICTC DPM
Enhanced quality of services	Average lead time delivery of goods and services	30 days	15 days	2013 - 2018	Director DD, DFO, DPM SMU Managers
Enhance Partnerships and collaborations with suppliers	JIT in delivery	-	40%	2013 -2018	Director D D, DFO, DPM
	Supplier optimization, risk management and vendor development	-	40%	2013 -2018	Director, DD, DFO, DPM
Effective monitoring and Evaluation	Conduct periodic market surveys	6 months	3 months	2013 -2018	Director, DD DPM
	Rate suppliers based on inspection and acceptance reports	3 months	1 month	2013 -2018	Director DD, DPM

## Issue 4: Catering and Accommodation

**Strategic Objective 4.** To provide quality, efficient and affordable catering and accommodation services to our diverse clientele.

**Strategies:**

- i. To fully implement Catering Management Information System (CMIS)
- ii. Increase modern equipment in the kitchens
- iii. Introduce F&B control
- iv. Initiate a review of meal prices
- v. Furnish rooms with appropriate equipment and facilities
- vi. Renovate and ensure planned preventive maintenance
- vii. Reinforce tenancy rules and improve reception services
- viii. Optimum utilization of accommodation facilities
- ix. Maintain and improve Halls management information system (HAMIS)
- x. Develop a proposal for private public partnerships
- xi. Initiate a review of accommodation rates

Expected Outcomes	Performance Indicators	Baseline	Targets	Timeframe	Responsibility
Enhanced efficiency and effectiveness in catering services	Number of staff trained on CMIS	-	30	2013 -2018	Director, PCO, CPO, DFO, DPM, SMU manager
	Number of units using the CMIS	2	14	2013-2018	Director, PCO, CPO, DFO, DPM, SMU manager
	Number of modern kitchen equipment	40%	60%	2013-2018	Director, PCO, CPO, DFO, DPM, SMU manager
	Number of F&B control units	2	14	2013-2018	Director, PCO, DFO, DPM, SMU manager
	Number of banqueting, conferences and event catering	1	5 Annually	2013-2018	Director, PCO, DFO, DPM, SMU Manger
	Initiate a review of meal selling prices	-	1	2013-2018	DVC (SA), Director, PCO, DFO



Expected Outcomes	Performance Indicators	Baseline	Targets	Timeframe	Responsibility
Efficient and excellent accommodation services	Number of equipments purchased per year	45	50	2013-2018	Director DD, DFO PCO, CHO SMU managers
	Number of Remodeling and plumbing works in Halls of residence per year	50	75	2013-2018	Director DD, DFO, CHO, MO SMU managers
	Compliance with Tenancy rules	-	100%	2013-2018	Director DD, CHO SDCSO SMU Managers
	Optimal utilization of available accommodation spaces	-	100%	2013-2018	Director DD CHO, SMU Managers
	Initiate a review of accommodation rates	-	Proposal	December 2013	Director DD, CHO

## Issue 5: Customer Care, Image and Competitiveness

### Objective 5.1: Improve SWA customer care

#### Strategies:

- i. Sensitize and train staff on customer care and complaint handling
- ii. Sensitize customer on responsible tenancy
- iii. Equip staff with counselling skills
- iv. Conduct customer survey
- v. Provide avenue for customer feedback
- vi. Participate in Corporate social responsibility
- vii. Publication of brochures and newsletters
- viii. Work study programmes to needy students
- ix. Maintain and update SWA website

Expected outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Improved customer service and satisfaction	Customer satisfaction index	76%	86%	2013-2018	Director and HODs, CRO
	Number of staff trained on counseling skills	-	20	2013-2018	Director and HODs CRO
Improved visibility of SWA	No. of newsletters published	2	3	2013-2018	Director HODs CRO
	Number of hits on SWA website	45,000	50,000	Monthly	
	Web content updated	-	Weekly	2013-18	
	Number of times SWA units Participate in CSR	6	8	Annually	Director HODs CRO
	Number of needy students on work study programme	120	150	Annually	Director HODs CRO

#### Issue 6: ICT, Facilities, physical infrastructure HIV and AIDS, Drugs and Substance Abuse.

**Strategic Objective 3: To expand facilities and infrastructure and address challenges of HIV and AIDS, Drugs and Substance Abuse**

#### Strategies:

- i. Acquire infrastructure
- ii. Network extension
- iii. Enhance use of VOIP and internet
- iv. Undertake measures to encourage responsible and positive living
- v. Encourage use of support services such as VCTs and ARVs.
- vi. Sensitize staff and students on dangers of drugs through workshops, seminars and symposia

Expected outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Increased and improved quality of Physical infrastructure	Public Private Partnerships	-	20%	2018	VC, DVC Director
	% of facilities adopted for physically challenged persons	-	100%	2013 to 2018	Director MO, PCO CHO
	Audit facilities to determine level of utilization	-	100%	Jun 2014	Director MO, PCO CHO

Expected outcome	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Effective use of ICT in administration	Staff to computer ratio	1:10	1:3	2013-2018	VC, DVC (A&F), Director Director ICTC
	% Availability of ICT services	20%	99%	2013-2018	
Improved quality of life and productivity	Number of times awareness campaigns and seminars are conducted	Twice a year	Twice a year	2013 – 2018	Director DD, HODs SMU Managers
	Promotion of condoms use and other services through distribution in strategic places	100%	100%	2013 -2018	Director, DD HOD, SMU Managers

## Annexure II: Documents Reviewed and persons interviewed

### a) Documents reviewed:

- ◆ Student Welfare Authority Strategic Plan 2005-2010
- ◆ Student Welfare Authority Strategic Plan 2008-2013 (revised)
- ◆ Constitution of Kenya, 2010
- ◆ The Kenya Vision 2030.
- ◆ Vision 2030 Medium Term Plan (2008-2012).
- ◆ The Universities Act, No. 42, 2012.
- ◆ University of Nairobi Charter 2013.
- ◆ University of Nairobi Strategic Plan 2013 – 2018
- ◆ University of Nairobi Act, 1985 (Repealed).
- ◆ Ministry of Higher Education, Science & Technology 2008 – 2013 Strategic Plan.
- ◆ University of Nairobi Academic Calendar 2011/2012.
- ◆ University of Nairobi Grants Strategic Plan 2013 –2017
- ◆ University of Nairobi Strategic Plan 2008-2013.
- ◆ University of Nairobi Pension Scheme Strategic Plan 2012-2014
- ◆ University of Nairobi Service Charter.
- ◆ SWA Service Charter
- ◆ Student Information Handbook 2012 – 2013
- ◆ University Financial Statements & Audited Accounts 2007 – 2012
- ◆ Report on rationalization of functions and staff rightsizing for SWA – Francis M. Mulwa 1999

### b) Persons interviewed

- ◆ Mr. R. Lugwe – Director, SWA
- ◆ Mrs. Judith. D. A.Owina – Principal Catering Officer
- ◆ Mr. Benjamin M. Katuva – Chief Halls Officer
- ◆ Mr. Phanuel Indimuli Ambunya – Snr. Dep. Chief Security Officer
- ◆ Mrs. Anna Muriungi – ACIA, SWA
- ◆ Mr. Joseph Thirikwa – Snr. Accountant, SWA
- ◆ Mr. J. Kiprono arap Maiyo – Procurement Assistant, SWA
- ◆ All SMU Accountants
- ◆ Halls Officers
- ◆ Catering Officers
- ◆ SONU Leadership
- ◆ Neighbours
- ◆ Suppliers and Contractors
- ◆ Robinson Wambua, OCPD, Central Police Division, Nairobi
- ◆ Industry Partners

## Annexure III:

### The Strategic Plan Committee:

The strategic plan committee had the following membership:

- ◆ Professor (Mrs.) Florence Awino Oyieke – Deputy Director, SWA -Chairman
- ◆ Mr. P.M. Ngari, Deputy Finance Officer, SW – Deputy Chairman
- ◆ Mrs. Judith D. A. Owinga, Principal Catering Officer – Member
- ◆ Mr. Peter N. Thairoh, Chief Personnel Officer, SWA – Member
- ◆ Mr. Benjamin M. Katuva, Chief Halls Officer – Member
- ◆ Mrs. Anna N. Muriungi, ACIA, SWA – Member
- ◆ Mr. James M. Mugo, Maintenance Officer, SWA – Member
- ◆ Mr. Joseph K. Thirikwa, Senior Accountant, SWA – Member
- ◆ Mr. J. Kiprono arap Maiyo, Procurement Assistant – Co-opted member
- ◆ Mr. Fredrick Muema Deputy Procurement Manager, – Co-opted member
- ◆ Mr. Zadock O. Opolo, Customer Relations Officer, – Joint Secretariat
- ◆ Mr. John R. Busienei, Senior Personnel Officer, SWA – Joint Secretariat

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Strategic Plan Committee at a working retreat



Student Hostel

## **Student Welfare Authority**

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