



## Strategic Analysis

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### 1. STRATEGIC ANALYSIS

#### 1. Evaluation of Past Performance

The Sports and Games department has for a long time offered a variety of sports and recreation activities to the university students. The department has grown steadily in terms of human resources, service delivery points and even in the number of sports and recreation disciplines on offer. Adoption of technology has equally grown and spread to the outpost campuses of the university.

The university has expanded into new campuses like Parklands, Lower Kabete and Kenya Science whose sports facilities have enhanced the quality and quantity of student participation in sports and recreation.

Previously, the university campuses numbered about 5 and this restricted the depth of competition among the campus teams. With about 10 campuses currently, the variety and depth of sports interaction has considerably improved. The number of students participating in both sports competition and recreation has steadily grown.

#### 1. Recent developments

The following key developments and events have taken place in the last 5 years

- Purchase of office computers and a photocopier
- Installation of water points around the playgrounds
- Replacement of swimming pool pumps and other installations.
- Recruitment of more senior staff
- Hosting the 2<sup>nd</sup> Kenya University Sports championships in 2009.
- Servicing of two new campuses in Kisumu and Mombasa
- Consistent participation in regional games championships
- Hosting the Kenya interuniversity women sports championships in march 2012
- Hosting a national lifesaving course in 2011.
- Engagement of university administrative staff in teambuilding activities.
- Hosting the first ever Nation Media Group Scholarship launch tournament.
- Qualification and presentation of one female swimmer to the world university games of July 2013.

#### 1. SWOT Analysis

The need to chart out a path for the future requires an evaluation of key internal and external factors. The SWOT analysis entails the identification of possible strengths, weaknesses, opportunities and threats

#### 1. Strengths

##### **Strong University of Nairobi Brand:**

Manifested in its consistent high ranking both in Kenya and internationally, the university sports students enjoy respect from fellow sports people both in an out of competition fields. This has given



confidence to sponsors of sports competitions and earned respect from sports officials at national levels.

## **Qualified and competent staff**

The senior staffs in the sports and games department are among the most experienced and knowledgeable among their peers from other Kenyan Universities. The staff regularly attends national and international seminars, conferences and workshops. Staff are also involved in counseling and mentoring the sportsmen and women among the student population.

## **High staff Retention**

The staffs in the sports and games have worked in the same place for a long time and intend to stay working in the department.

## **Location of sports offices**

University sports offices are strategically located in all the campuses for easy access by customers and for better service delivery.

## **Sports facilities**

The university sports facilities are well maintained and accessible to the students. There is a large variety of the sports fields in all campuses. The university has 3 swimming pools and many types and forms of indoor facilities.

## **Large diversity**

The university offers a big variety of sports disciplines including swimming, football, handball, netball, rugby, basketball, hockey, aerobics, chess, cricket, scrabble, darts among others. There is also a marked diversity in the students taking part considering the diverse student admission.

### **1. Weaknesses**

#### **Staffing**

The department is understaffed considering the large student population. The ratio of senior staff to student is estimated at about 1: 8000 hence inability to attend to, coach and train the teams. The situation is worsening with expansion of the university. The university does not have professional coaches and the campuses do not have secretaries in the offices.

#### **Insufficient communication and image challenges**

There is need for collaborations and networking efforts. The department struggles to attain promotional image but still this is rudimentary without public relations efforts and trained staff considering that image is everything in sport. Also the department lacks support for CPDs which support staff training, seminars and conferences and short courses.

#### **Inadequate office space**

Due to increased number of staff there is inadequate office space especially at the Directors' main campus office. Other office amenities are also lacking like a toilet.

#### **Funding challenges**

Funding from the university is not sufficient to cater for sports activities hence the university teams have less competitions in comparison with some universities in Kenya.



## Lack of a dynamic culture

This is evident in the slow pace of decision making both at Top management level and at unit levels due to stringent government bureaucracies. The university has a conservative culture that exemplifies bureaucratic procedures with limited options for embracing creativity. Turnaround times are therefore slow and retrogressive.

## Staff promotions and motivation

There is lack of a comprehensive staff establishment. Staff is demotivated due to lack of promotion prospects. Staff morale and productivity are major challenges affecting motivation to work

## Over-stretched Sports facilities

Due to the tremendous growth of student population and the lack of expansion of facility spaces, there is an overuse and stretched demand on the available spaces.

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