SPORTS AND GAMES DEPARTMENT

STRATEGIC PLAN 2016 – 2018

JULY, 2016

FORWARD

The University of Nairobi is the most prestigious University in Kenya. The Department of Sports & Games dates back to the days of the Royal College of East Africa. The department is mandated to plan, implement and manage innovative competitive sports and recreation programs, develop and maintain sports and recreation facilities, provide sports equipment and kit, identify and nurture talents. The Department is under the DVC students affairs divisions of the University of Nairobi.

The strategic plan articulates the strategic focus of the department's work and is aligned to the corporate strategic plan of the University. The vision of the Department is; A Department committed to excellent recreation & Sports services while its mission is to provide state-of -the-art sport facilities, equipment, innovative and competitive Sports programs, teach, coach and offer consultancy services in sports to support the production of holistic graduates.

The environment in which the department is operating has become increasingly dynamic. The socio- economic, technological, political and legal environment has changed and brought new challenges that have to be addressed. The department has to continuously respond to these dynamics in order to remain relevant, focused and successful. The strategic plan is expected to improve the provision recreation and sports services to the students to help the University produce holistic graduates.

This strategic plan therefore, has been developed to guide the in its ambitious but achievable goals. The process of strategic planning was participatory and inclusive, involving all staff from the departments. The approach was used to enhance ownership and support of the plan during its implementation. The Department is expected to align its performance contracts with the Department's strategic plan. In order to better address and align the Department with University's goals and objectives, the Department's capacity to actualize its mission and vision as well as to deliver quality recreation and Sports services to the students.

It is my hope that the cascading process will be completed to all members in the Department in order to enable the successful implementation of the Department's plan. I call upon all staff, to endeavor to be the leading and recognized department in the provision of Sports and recreational services, so that it can turn around the department to greater heights. I wish to thank all the staff who participated in the development of this strategic plan. This is your road map. Successful implementation of this roadmap will require the commitment and collective effort of all staff in the Department as laid out in the implementation matrix in Annex 3.

MR.MBAABU MURITHI
DIRECTOR, SPORTS & GAMES

ACRONYMS

CSR	Corporate Social Responsibility
ICT	Information and Communication Technology
SA	Student Affairs
SWA	Student Welfare Authority
UHS	University Health Services
UMB	University management board

INTRODUCTION

1. INTRODUCTION

1.1 Background

The University of Nairobi Sports and Games Department is the oldest and the largest in Kenya. The department dates back to the days of the Royal College of East Africa with 215 students' in1956. It then offered the traditional sports of netball, soccer and volleyball.

Today, the Department of Sports and Games falls under the Division of the Deputy Vice Chancellor, Student Affairs (DVC SA). It is responsible for provision of recreational and competitive sports for both students and the members of staff in the University. The services in the Department of Sports and Games are a concerted effort of the Director, Games Tutorial staff, Coaches and other Administrative staff.

Sports and Games Department now offers an array of disciplines namely; Rugby, Basketball, Handball, Hockey, Netball, Tennis, Athletics, Swimming, Table tennis, Scrabble, Chess, Cross country, Tae kwon Do, Karate, Cricket, American Football and Tug of War. These disciplines are replicated in almost all the colleges and campuses of the University.

Mass participation in sports is encouraged through fun activities as well as intramurals which include inter-years, inter-halls and inter-faculty sports competitions. The inter-campus build up games and competitions form the baseline for competitive sports in the university.

On competitive performance, the Games Tutors and coaches continue to be instrumental in identifying and nurturing of sports talent leading to exemplary performance in the national, regional and continental competitions. Athletes who qualify for world university games are further exposed to global competitions.

1.2   Challenges Facing Sports and Games Department

The Department is facing major challenges, which range from scarce resources to actualize the Department's activities and limited essential facilities, against the background of an increasing number of students who require recreation and sports services. Some of those challenges include: over-stretched physical facilities for students, inadequate budget allocation, inadequate sports equipment, institutional bureaucratic procedures and minimal physical infrastructure. At the same time, there are no incentives for outstanding sports men and sports women, facilities and capacities to manage and support persons with disabilities are inadequate, lack of income-generating in sports department.

In addition, the Department is experiencing acute shortage of staff against the backdrop of increased students' population, who requires both recreation and high performance sport services. Factors such as delayed staffing reviews and lack of staff exposure to the emerging performance skills provide a great challenge in the Department. As a result, other emerging institutions of higher learning continue to threaten the retention of the most dynamic and experienced personnel by offering competitive terms among other luring packages. Other challenges include: alcohol and drug abuse among the students and poorly maintained sports facilities

In the recent past, the search for the way forward has yielded some reasonable insight into the nature of challenges, and initiatives are being taken to deal with some of these challenges. The good will being portrayed by the stakeholders depict a firm foundation for anchoring the Department's strategies to deal with its challenges.

1.3   The Need for Change

In line with vision 2030 and expectations of the constitution of Kenya-2010, the Department of Sports and Games is expected to change and boost the development of sport. This is by embracing specialization of particular sport disciplines as part of its endeavors to be the best and remain competitive. Certainly, varied sports training methods and programs are taking a central role in the national and global economy, specifically in tourism, marketing, health and peace building.

There is intense competition from other institutions which has significant implications for the strategic positioning of the Department to help the University produce holistic graduates. Time has now come for the Department to re-assess its performance and to improve its provision of students' recreation and sports services. The Department must embark on a process of strategic renewal for effective and efficient performance in the manner in which it fulfills its mandate. To achieve this, there is need to provide student centered services and to become more attuned to students expectations. This strategic plan takes into account the above challenges and adequately responds to them.

Under the guidance of the Division of the DCV (SA), the Department therefore needs to encourage and promote the development of sport among students of the University of Nairobi, for the Department's greater relevance and efficiency in fulfilling its mandate.

2. VISION, MISSION AND CORE VALUES
2.1 Philosophical Framework

Strategic planning is a process that attempts to shape the future of an organization. The future of an organization is determined by today's decisions and actions. A strategic plan is a management tool that helps an organization to focus its energy, to ensure that members of the organization are working towards the same goals, to asses and adjust the organization's direction in response to a changing environment. Through Strategic Planning, organizations 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 organization, developing sustainable competitive advantage and finding the right place in the environment. The 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)

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

Department of Sports and Games had already put in place a strategic plan for the period 2008-2013, which expired in June 2013. Critical legal and political changes have occurred such as the new constitution, formation of the Commission for University Education and the new Universities Charter which should be taken into consideration in the 2013-2018 strategic plan. Policy requires that the new University of Nairobi Strategic Plan should be cascaded to the lower levels including the Department of Sports& Games.

In developing this strategic plan the department of Sports & Games is guided by not only the University of Nairobi corporate Strategic Plan 2013-2018, which has to be cascaded and adopted by the department, but also its core business. Therefore the department of Sports& Games has to plan in order to excel in its mandate and on how to support the University to achieve its goals and objectives.

2.2 Mandate

The department of sports is mandated to:

1. To provide and manage quality sports and recreational activities to improve its clients competitiveness and wellness.
2. To encourage and provide equal opportunities to all our students and staff to participate in sports.
3. To promote sports in collaboration with all stakeholders especially sports bodies and sports persons.
4. To advice the university's members on all aspects of sports and recreational life and the need for physical activities and sport.
5. To develop and maintain state-of-the-art sport facilities and infrastructure.
6. To encourage, train, support and ensure substantially better performance of our sport persons in national, regional and international championships.
7. To use extensive information technology to promote recreational and sports excellence.
8. To create a culture of sports by instilling high morals and inspiring the desire to excel.
9. To recognize special needs of persons with disability and facilitate their participation in sports.
10. To identify and students in sports, nurture talents, provide linkages and support them adequately to realize their potential and to develop a policy to reward those who achieve excellence in sports.

2.3 Vision

There is need for a shared vision arising from the new strategic direction that will propel the department to higher levels of effectiveness, efficiency and relevance in the pursuit of its mandate and position itself for success. Aligned to the vision of the University, the vision of the department is:

Vision
A Department committed to excellent recreation & Sports services

Mission

To provide state-of -the-art sport facilities, equipment, innovative and competitive Sports programs, teach, coach and offer consultancy services in sports to support the production of holistic graduates

Core valves

To realize its vision and mission , the division shall nurture shared values derived from those of the University.

a) **Innovativeness and Creativity:** Innovativeness and creativity shall be the hallmark of its activities as the Department initiates and adapts to change.

b) **Good Governance and Integrity:** The University embraces and practices good corporate governance. In this regard, the department shall ensure that its processes and procedures are marked by efficiency and effectiveness, that all the decisions and actions are morally sound, that the department is accountable for its decisions and actions, that the department's decision-making processes are participative and consultative, open and transparent.

c) **Team Spirit and Teamwork:** The department shall foster a work environment characterized by team spirit and teamwork.

d) **Professionalism:** In its actions and interactions, the department shall maintain ethical conduct and professional etiquette.

e) **Quality Customer Service:** The department shall provide quality services for all-round satisfaction.

f) **Responsible Citizenship:** The department 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 the protection of the marginalized. In its activities, the department shall strive to respect and protect the environment.

g) **National Cohesion and Inclusiveness:** The department believes in national unity and cherishes respect for diversity.

h) **Values and discipline:** Sports helps to instill values and discipline to students whose morals may be influenced by globalization and changes in environment.

3.0 STRATEGIC ANALYSIS
3.1 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 about10 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.

3.2 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 2nd 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.

3.3 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

3.3.1   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.

3.3.2   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.

3.3.3   Opportunities

Advances in ICT

There is high-speed internet connectivity in the university. There is need for the department to take full advantage of the developed ICT.

Income Generating Activities

There is enormous potential to generate money through the hiring out of sports facilities to other corporate organizations and to individuals. Other avenues would include initiating a training centre. There is opportunity for starting short courses in sport administration and management and many other sports -related courses for the purpose of generating income. There is also a Rising demand for physical fitness which could be a source of income to the department. Both the students and staff are struggling with fitness and would benefit from structured physical fitness programs.

Public-Private partnerships

The department has an enormous pool of alums who are in the private sector as CEOs and who have played sport in the university and willing to support sport growth. Partnering with alumni, friends and neighbors around the university would improve services, infrastructure and business partnerships.

Growing number of students

The sharp rise in student numbers provides the department of sports and games with an ever increasing pool of talented student players in the university.

3.3.4 Threats

University funding

Funding of sports programs by the University for Implementation of such programs continue to fall short and are insufficient. The student population is rising faster than the reviews for appropriate sports funding levels.

Negative perception

Biased and uninformed people have continued to disfavor the development of sports in the university. The result is that players are discouraged by their peers, lecturers and staff among others. Finance and transport departments notoriously hold negative perceptions toward sports especially about funding of sports events

Competition

The university faces a lot of competition from especially among the private universities in matters of incentives. Many of our students now opt to play for other universities where they can get better incentives like higher allowances and where they are assured of consistent participation in high level competitions.

The ever escalating cost of Sport

Due to unavoidable dynamics in society and the world over, the cost of equipment, kit and maintenance of sport facilities is ever increasing. The demands for higher incentives by students, the cost of travel, the subscription fees for each of the 20+ sports and the general state of national economics all add up to put pressure on sport participation.

Alcohol, drug abuse and reckless living

There is an increased consumption and abuse of drugs nationwide and this is creeping into our student population and is likely to affect the participation in sport by our students. These have are likely to generate another problem of HIV/Aids which is rampant and affects our students as well.

Litigation

With the advent of a new constitution that speaks volumes on individual rights and with an open society like the university where information flows freely, there are real threats of an advent of litigation from the students. With increased awareness, students may demand for insurance cover during play, adequate compensation when playing and if they get injured.

3.0 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND EXPECTED OUTCOMES

In the plan period, the sports and games department will endeavor to improve its performance by addressing the key challenges that have faced it, outlined below as strategic issues.

Strategic issues:

3.1 Governance and leadership
3.2 Sport and recreation program
3.3 Resources, facilities and equipment
3.4 Competitive image
3.5 Elaboration and governance

3.1 Governance, leadership and culture

Sports and games department staffs are skilled professionals in physical education and sports.. In order to enhance leadership and management of the department we need to regularly expose them to basic management skills.

Objective 1

To manage sports and games efficiently and effectively

Strategies:

i. Review sports administrative structures and systems
ii. Enhance leadership and management capacity at all levels
iii. Create culture of ownership and effective strategy and policy execution

Expected outcomes

i. Improved efficiency and effectiveness of sports and games provision.
ii. Enhanced commitment and attitude in service delivery.
iii. Enhanced capacity for quick decision making.
iv. Quality sports facilities and equipment

4.2 Recreation and competitive sports programs

It is a mandate of the department to provide recreation and sports activities for our students and staff.

Objective 2
To provide quality innovative recreation and competitive sports programs

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Strategies:

i. Regular intra-mural sports competition

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ii.   Regular inter-campus competitions
iii.   Regular participation in National, Regional and International competition
iv.   Participation in recreational sports.
v.   Sports days
vi.   Training and coaching

Expected outcomes
i.   Identify and nurture talents
ii.   Linkages to sports federations and bodies
iii.   Enhance behavior change among the customers
iv.   Enhance participation of the customer
v.   Enhance wellness, socialization and positive use of leisure time
vi.   Esthetic value
vii.   Socialization and positive use of leisure time.

4.3 Resources, facilities and infrastructure

Objective 4: To improve department productivity by utilizing human, technological and physical resources efficiently

Strategies:
i.   To recruit adequate and qualified staff
ii.   Organize regular training and development of staff
iii. Minimize casual workforce by employing permanent staff
iv.   Utilization and equitable distribution of available financial resources
v.   Enhance utilization of I.C.T in the management of sports
vi.   Increase office space
vii. Regular mowing and marking of the fields
viii. Regular treatment and cleaning of the swimming pool
ix.   Regular Maintenance, renovation and repair of equipment
x.   Improvisation of performance space
xi.   Expansion of sports recreational facilities
xii. Developing programs that for student with special needs

Expected outcome
i.   Increased staff
ii.   Improve staff performance
iii. Enhance staff reliability and consistence
iv.   Enhanced participation of wide range of students and staff
v.   Improved communication
vi.   Enhance staff satisfaction index

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vii. Develop a gymnasium

viii. Develop two basketball courts

ix. Well maintained facilities and equipment

x. Enhance safety of the participants

xi. Increase participation

xii. Improve wellness

xiii. Improvisation of performance space

xiv. Developing facilities of student with special needs

4.4 Competitive and image

Although there is competition from other universities, the department needs to create strong positive brand by profiling our teams at national, regional and international level, registering wins and ensuring that major sports are hosted in our sports grounds

Strategic objective: To enhance competitiveness and image of the University

Strategies

Enhance utilization of sports facility

Active participation in KUSA and other leagues

Branding our team and facility

Participating in international sports like FASU

Expected outcome

Increased student participation

4.5 COLLABORATION AND PARTNERSHIP

In this global village, the trend of institution is to foster collaboration and partnership through networking and linkages with peer institution, industry, alumni and stakeholders

Strategic **objective: To enhance value adding collaboration and partnership**

Strategies

Exploit the potential support from the university alumni

Improve collaboration and engagement with pear institution, friends and neighbour

Enhance partnership and collaboration with public and private sector

Expected outcome

Increase collaboration and network

Cordial relationship with stakeholders

5. IMPLEMENTATION, MONITORING & EVALUATION FRAMEWORK

In this chapter we outline how the sports and games department strategic plan to its sections, the appropriate structure of its implementation, there will be funding of the strategic plan, monitoring and evaluation of the implementation process

5.1Cascading the strategic plan to the sections

The strategic plan will be cascaded to the section in order for them to plan how they intend to help sports and games department achieve its results after UMB approval of the strategic plan. This becomes the basis for the annual work plan and performance targets for each section. Sections will monitor the implementation of their respective annual work plan and performance targets

5.2Implementation structure

At Sports and Games, we Recommend that a committee be constituted to be in charge of strategic planning, implementation and review.

5.3Financing the strategic plan

Revenue

This strategic plan will be funded from

   i.   Students sports activity fees
   ii.   University budgetary allocation.

In addition sports and games department plans to create income generating activities after appropriate approvals from the UMB .e.g. corporate bodies' partnership, Alumni relationship and partnership.

College	Growth rate %	2012/2013 Projected revenue	2013/2014 Projected revenue	2014/2015 Projected revenue	2015/2016 Projected revenue	2016/2017 Projected revenue	2017-2018 Projected revenue
Central	1.05	5,800,000	5860900	5922439.45	4559846.25	6047463.6	6110961.9
CHS	1.05	800,000	808400	816888.2	825465.5	834132.9	842891.3
CAVS	1.05	500,000	505250	510555.1	515915.9	521333.0	526807.0
CAE	1.05	720,000	727560	735199.3	742918.9	750719.6	758602.1
CBPS	1.05	540,000	545670	551399.5	557189.2	563039.7	568951.6
CEES	1.05	800,000	808400	816888.2	825465.5	834132.9	842891.3
SOB	1.05	740,000	747770	755621.5	763555.6	771572.9	779674.4
SOL	1.05	200,000	202100	204222.05	206366.3	208533.2	210722.8
KSC	1.05	435,000	439567.5	444182.9	448846.8	453559.7	458322.1
F.A	1.05	740,000	747770	755621.5	763555.6	771572.9	779674.4

5.4. Institutionalizing the Strategic Plan

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

5.5. Monitoring and Evaluation

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.

5.5.1 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 Director Sports and Games. It is the responsibility of the Director Sports and Games to monitor the performance of each area of jurisdiction in the implementation of this strategic plan and recommend or take appropriate action.

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

The department of Sports and Games 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 1: IMPLEMENTATION PLAN

In this chapter we present the action plan matrices for the strategic objectives in this strategic plan. Under each strategic objective, each of the strategies is considered .the action matrices present as following:

Expected outcome

This is a specification of the expected outcomes from a particular strategy. This should be tangible as to be measurable

Performance activities /indicators

These are indicators of the measurable parameters that are to be used as measures of the extent to which the strategic objective has been fulfilled within the context of the particular strategy. These 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 the accomplishment of the various performance indicators

Targets

These are the targets set as indicators of the extent of fulfillment of the specific strategy. This will be given in the form of time, number and percentage or a particular action completed.

Time frame

This indicates the time within which this strategy has to be completed.

Responsibility

Here the specific office and officer to be responsible for the specific action is specified.

Issue 1: Governance, leadership and culture

Strategic objective 1: To manage sports and games efficiently and effectively
Strategies:
  i.   Review sports and games administrative structure.
  ii.   Enhance and promote a culture embedded with minds of ownership, commitment and purposefulness.
  iii. Train games tutor in leadership and management.

Expected outcomes	Performance indicators	Baseline	targets	Time frame	Responsibility
Improved efficiency and effectiveness	Level of compliance with sports and games service delivery charter	95%	100%	2013-2018	Director sports & Games Tutors

Enhanced commitment and attitude in delivery of service	No of meetings director holds with staff	-	12 per year	2013-2018	Director Sports
	No of team building session held	-	1 per year	2013-2018	Director Sports
	No of times departmental values are communicated and explained to all staff	-	Quarterly	2013-2018	Director Sports
Enhanced capacity to make effective decision	No of training sessions for games tutors on managerial skills	-	1 per year	2013-2018	Director Sports

Issue 2: To provide quality innovative recreation and sport programs
Strategic objectives 2: To provide quality innovative recreation and competitive sports programs
Strategies:
- i. Regular intra-mural sports competition
- ii. Regular inter-campus competitions
- iii. Regular participation in National, Regional and International competition
- iv. Participation in recreational sports
- v. Training and coaching

Expected outcomes	Performance indicators	Baseline	targets	Time frame	Responsibility
Identified and nurtured talents					
Increased participation	No of competition fixtures	39%	44%	2013-2018	Director sports Games tutors
Enhance wellness and positive use of leisure time		-	5%	2013-2018	Director Sports and Games Tutors.

Issue 3: Resources, facilities and infrastructure
Objective 3: To improve department productivity by utilizing human, technological and physical resources efficiently

Strategies
i. Recruit adequate and motivated staff
ii. Organize regular training and development of staff
iii. Minimize casual workforce by employing permanent staff
iv. Utilization and equitable distribution of available finance
v. Increase office space
vi. Enhance utilization if I.C.T in the management of sport
vii. Regular mowing and marking of the fields
viii. Regular treatment and cleaning of the swimming pool
ix. Regular Maintenance, renovation and repair of equipments
x. Improvisation of performance space
xi. Expansion of sports recreational facilities

Expected outcomes	Performance indicators	Baseline	targets	Time frame	Responsibility
Enhance safety and participation	Safety warning	100%	100%	2013-2018	Director sports
increase participation	Increased number of disciplinaries	34%	39%	2013-2018	Games Tutors incharge of fields Grounds man
well maintained facilities and functional equipments	Maintenance report	100%	100%	2013-2018	
Expansion of sports facilities	Gymnasium Basketball court	-	2	2013-2018	Director Sports Games tutor
Increased customer satisfaction	%of increased customer satisfaction index	78%	79%	2013-2018	Director Sports
Effective use of ICT in provision of quality sport programme	%of available ICT services	1	2	2013-2018	Director sports Games tutors
	Number of refresher session conducted	-	annually	2013-2018	Director Sports

Strategic Issue 4: Competitiveness and Image

Strategic Objective 4: To enhance competitiveness and image of the university

Strategies

a) Profiling teams to national, regional and international level
b) Posting wins in sport
c) Hosting sports in our facilities
d) enhance CSR activities
e) nurture talents such as sports
f) build capacity in customer care

Expected Outcomes	Performance Indicators	Baseline	Targets	Time Frame	Responsibility
Well behaved students	Decreased number of reported student disciplinary cases	-	35	2015/2016	Director sports Games tutors
			20	2016/2017	
			15	2017/2018	
Increased visibility of the division	Number of hits on division's websites	1,795,241	1,980,000	2015/2016	Director sports Sports Administrator
			2,178,000	2016/2017	
			2,389,000	2017/2018	
	Web content updated	Weekly	Weekly	2015/2016	
			Weekly	2016/2017	
			Weekly	2017/2018	
	Number of times the division participates in CSR activities	1	2	2015/2016	Director sports Sports Administrator
			2	2016/2017	
			2	2017/2018	
Increased teams profiled for national ,regional and international level	Number of teams profiled for national ,regional and international level	2	4	2016/2017	Director sports Sports Administrator
			6	2017/2018	
Improved efficiency in the provision of services	Customer satisfaction index	82%	83%	2015/2016	Director sports Sports Administrator
			84%	2016/2017	
			85%	2017/2018	
	Extent to which the division implements the service delivery charters	80%	100%	2015/2016	Director sports Sports Administrator
			100%	2016/2017	
			100%	2017/2018	

Strategic Issue 5: Collaborations and Partnerships

Strategic Objective 5: To enhance value-adding collaborations and partnerships

Strategies

a) Establish adequate structures and capacity to network and collaborate with industry, alumni, friends, and neighbors.
b) create efficient and effective networks to partner and collaborate with industries and companies,
c) develop a well-structured collaboration and partnership policy on sports sponsorship,
d) exploit the potential of support from the alumni friends and neighbours to improve services,

Expected Outcomes	Key Performance Indicator	Baseline	Targets	Time Frame	Responsibility
Increased collaborations and networks	Number of collaborations and networks per year	30	10% 10% 10%	2015/2016 2016/2017 2017/2018	Director sports Sports Administrator
Improved management and coordination of collaborations and partnerships	% of the implementation of collaborations and partnership Memorandum of Understanding	100%	100%	2015/2016 2016/2017 2017/2018	Director sports Sports Administrator

ANNEXTURE II: DOCUMENTS REVIEWED AND PERSONS INTERVIWED

    a) DOCUMENTS REVIEWED

  i.   The Kenya vision2030
  ii.   The University of Nairobi Charter 2013
  iii.   University of Nairobi act, 1985(now repealed)
  iv.   Sector performance standards (2009-2030)
  v.   University of Nairobi academic calendar 2012/2013
  vi.   University of Nairobi strategic plan 2008-2013
  vii.   University of Nairobi service delivery charter
  viii.   Students information handbook 2012-2013

    b) PERSONS INTERVIEWED
  i.   SONU leadership
  ii.   Students professional bodies
  iii.   Alumni
  iv.   Donors
  v.   Industry partners and suppliers
  vi.   Professional sports association

ANNEXURE III: THE STRATEGIC PLAN COMMITTEE

The Sports and Games strategic committee had the following membership;

Mr.Mbaabu Murithi   Director Sports and Games

Mr.Sebastian Oketch   Senior Games Tutor

Mrs.Rose Marete   Games Tutor

Mr.George njoroge   Games Tutor

Mrs.Judith Kinoti   Games Tutor

Samuel Muita   In charge of facilities

Mr.Joseph Ouma   Coach

Miss.Ascah Nduma   Secretariat