



**UNIVERSITY OF NAIROBI**  
**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES**  
**SCHOOL OF BUSINESS**

**STRATEGIC PLAN 2013-2018**

*May 2013*

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## **FOREWORD**

The School of Business launched its first strategic plan for the period 2005-2010. This was in tandem with the University and College strategic plans for the same period. The strategic plan was later reviewed giving rise to the 2008-2013 strategic plan. The current plan addresses emerging challenges, changes and new opportunities.

This strategic plan is aligned to the University of Nairobi Corporate strategic plan as well as the College of Humanities and Social Sciences Plan. It addresses critical issues of quality of academic programmes, efficiency and effectiveness of management, contribution to knowledge development innovations and to enhance competitiveness of the School.

This plan will guide the School to articulate its core business function in the next five years, which is providing quality teaching, research and consultancy in business, management, and leadership education that embodies the aspirations of the Kenyan people and the global community through creation, preservation, interpretation, harmonization and utilization of knowledge.

**Stephen N.M. Nzuve**  
**Dean, School of Business**

## **PREFACE**

The School of Business Strategic Plan (SP) is for the period 2013 – 2018. It is in line with the University and the College of Humanities and Social Sciences (CHSS) strategic planning. This SP is a follow up of the immediate past SP for the period 2008-2013. It is informed by the changes that are taking place in the environment and that have been considered in preparing the University and the College Strategic plans from which this plan derives its legitimacy.

The University achieves its goals and objectives through the various units including Colleges, Schools, Faculties and Institutes. The University SP is therefore cascaded to the units. In this connection this SP draws largely from the University Corporate Plan and the College Plan. The University and the College plans were developed after a review of various policy and strategy documents of the University and Government of Kenya.

The planning process was guided by government sector specific standards, documents and sector performance standards that streamlined approach to performance contracting for public sector institutions. The pertinent documents include the Kenya Vision 2030, the Constitution of Kenya 2010, the Universities Act 2012, the University of Nairobi Strategic Plan 2013-2018, and the University of Nairobi Charter. This SP was aligned to these documents.

The SP has six sections: Introduction; Vision, Mission and Core values; Strategic Analysis; Strategic objectives and Strategies; Implementation plan; and Monitoring and Evaluation plan.

**Charles Ngugi Kariuki**  
**Associate Dean, Operations and Undergraduate Studies**

## **CHAPTER 1: INTRODUCTION**

### **1.1 Historical Background of the School of Business**

The School of Business came into existence as Faculty of Commerce, in the academic year 1956/57 as part of the former Royal Technical College which was inaugurated in 1956. The Faculty had special academic and professional relationship with the University of London between 1961 and 1965.

During the foregoing period, Commerce subjects were taught under the Faculty of Special Professional Studies, which largely prepared students for the Intermediate Examinations of the Chartered Institute of Secretaries (UK), Association of Chartered and Corporate Accountants (UK) as well as other professional courses. Most of these courses were provided on part-time basis, particularly for students preparing for the Association of Certified and Corporate Accountants at both Intermediate and Final Levels. The conduct of these professional courses marked the beginning of the School of Business academic history.

In 1964 when the University of East Africa was formally constituted, the Faculty became one of the first few faculties to be established with four departments, namely: Accounting, Business Administration, Law and Home Economics with a student population of 50. In 1970, however, when the University of Nairobi (UON) was formally established, the Department of Law became a fully-fledged Faculty of Law and the Department of Home Economics moved into the Faculty of Science. Up to 1972, the Faculty offered only the Bachelor of Commerce degree program with two options namely: Accounting and Business Administration. From 1972/3 academic year, the Faculty started offering the Master of Business Administration (MBA) program and subsequently the PhD studies.

The Faculty relocated to Lower Kabete in 1988 due to pressure of double intake of A-level students of two consecutive years from 1986-1987 which had resulted from the then back log caused by student unrests in the public universities. The student numbers continued to rise and in 1998, the Faculty introduced Module II programmes commonly known as 'parallel programmes' in response to the increasing demand for higher education. It admitted the first batch of MBA students in March and B.Com students in August respectively.

The Faculty continued to grow and in 2006 it was rebranded and renamed School of Business following a wide restructuring process in the University. During the same year, the School also launched its PhD programme with teaching and thesis component in

order to meet industrial demands. The School of Business is currently operating in four distinct locations namely: the Lower Kabete Campus which serves as the headquarters of the School's operations; the Main Campus location comprising of Main Campus, Ambank House and Chiromo Campus that mainly serves the Module II evening programmes; the Mombasa Campus established in 2004 and the Kisumu Campus in 2008.

From such a humble beginning, the School has grown to the current student population of over 13,000 with an academic staff complement of 90. In addition, the School prides itself of large Alumni that is found at both the top and middle-level management of both the private and public sectors of Kenya and the region.

Currently the School offers seven distinct programmes namely:

1. Bachelor of Commerce (B.Com)
2. Master of Business Administration (MBA)
3. Master of Science in Finance
4. Master of Science in Human Resource Management
5. Master of Science Marketing
6. Master of Science Entrepreneurship and Innovations Management
7. Doctor of Philosophy in Business Administration

These programmes have the following specializations:

Accounting, Finance, Marketing, Insurance, Operations Management, Supply Chain Management, Business Information Systems, and Management Information Systems.

The School introduced master of science (MSc.) programmes during 2011/2012 academic year, namely, MSc. Finance, MSc. Marketing, MSc. Human Resource Management and MSc. Entrepreneurship and Innovation.

The School is headed by a Dean and two Associate Deans in charge of undergraduate and postgraduate studies. Since inception the School has had the following people as Deans:-

- |                       |   |              |
|-----------------------|---|--------------|
| 1. Stephen N.M. Nzube | - | 2009 to date |
| 2. John K.A. Kenduiwo | - | 2004 – 2009  |
| 3. Evans Aosa         | - | 2002 – 2004  |
| 4. John K.A. Kenduiwo | - | 1998 – 2002  |
| 5. Peter K'Obonyo     | - | 1991 – 1997  |
| 6. Joseph Kimura      | - | 1987 – 1990  |

- |                      |   |             |
|----------------------|---|-------------|
| 7. Francis Kibera    | - | 1983 – 1982 |
| 8. Ngotho wa Kariuki | - | 1981 – 1982 |
| 9. David Nzomo       | - | 1978 – 1980 |

## **1.2 The Planning Context**

While the School has been very successful in its activities, it faces various challenges which have to be addressed. These include dwindling resources against the background of an increasing demand for higher education, over reliance on tuition revenue, stretched facilities and rising completion. It is critical for the School to respond to these challenges to stay successful. It will have to strengthen its brand and leverage on it to stay ahead of competition.

To address the various challenges facing the School, there will be need for change in its operations. The School will have to increase its revenues from existing as well as new sources. It will have to handle increasing student population without compromising quality. Given the competitive pressure the School will have to reposition and re-brand in order to strengthen and sustain its competitive edge in the market.

The Strategic Plan will be instrumental in guiding the required changes in the School. It takes cognizance of developments in the environment including the chartering of additional public universities and the enactment of Universities Education Act 2012. The plan is intended to reposition the School in the changing environment and enable it develop unmatched competitive advantage.

## **CHAPTER 2: VISION, MISSION AND CORE VALUES**

The strategic direction of the School of Business is guided by the overall University strategic direction but also takes into consideration the competitive management education industry where it needs to position itself for success.

Below are the vision, mission and core values of the School.

### **2.1 Vision**

A world-class, leading and preferred business school

### **2.2 Mission**

To provide quality teaching, learning, research and consultancy in business, management and leadership education and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge

### **2.3 Core Values**

- a) Freedom of thought and expression
- b) Creativity and Innovation
- c) Good governance and Integrity
- d) Team spirit and team work
- e) Quality customer service
- f) Responsible citizenship
- g) National cohesion and inclusiveness

### **2.4 Guiding Principles**

- a) Leadership and Professionalism
- b) Commitment to excellence
- c) Engagement of stakeholders



## **CHAPTER 3: STRATEGIC ANALYSIS**

### **1.1 Introduction**

This section reviews the School's internal (Strengths and Weaknesses), and external (Opportunities and Threats) factors relevant to the planning exercise.

### **1.2 SWOT Analysis**

#### **Strengths**

- a) A strong academic staff base;
- b) History and leadership in business and management training;
- c) Capability for providing consultancy services;
- d) Responsive and transformative leadership;
- e) Diverse and competitive programmes;
- f) Devolution of Power and Authority;
- g) Vast potential for income generation;
- h) Presence in multiple locations;
- i) Access to vast library resources;
- j) Remarkable legacy and experience;
- k) Full proof students selection system;
- l) Large number of students with diverse backgrounds;
- m) Strong resources and asset base;
- n) Robust ICT infrastructure;
- o) Vibrant students' professional associations;
- p) Established management system based on international best practice;
- q) Strategic location within the city of Nairobi and other urban areas;
- r) Ample space for expansion;
- s) Popular market oriented academic programmes;
- t) Global collaborations and linkages;
- u) Availability of e-resources.

#### **Weaknesses**

- a) Over-reliance on tuition based revenue;
- b) Lack of proactivity in addressing dynamic market trends;
- c) Complacency as a result of past success;
- d) Inadequate modern teaching, training and research facilities;
- e) Staggered semester schedules;
- f) Weak mentorship programme;
- g) Weak mechanism for attracting international students;

- h) Weak mechanisms for accessing grant and scholarship;
- i) Suboptimal departmental structures;
- j) Inability to leverage on the School brand;
- k) Weak School based institutional consultancy;
- l) Inadequate research activities;
- m) Inadequate collaboration with national, regional and international institutions;
- n) Inadequate corporate social responsibility;
- o) Slow uptake of new ideas and programmes by the faculty.

### **Opportunities**

- a) High demand for business, management and leadership education;
- b) Increasing demand for research and consultancy services;
- c) Widening market as a result of regional economic integration;
- d) Large and strategic alumni base;
- e) Developments in ICT and knowledge management systems;
- f) Potential for national economic growth;
- g) A large pool of potential collaborating local and international institutions.

### **Threats**

- a) Increased competition from local and international institutions of higher learning;
- b) High cost of ICT facilities;
- c) Poaching of staff by other units of the University and external institutions;
- d) Inadequate budgetary allocation;
- e) Cumbersome public procurement policies;
- f) Increased drugs abuse and unethical behaviors;
- g) Negative publicity about university education;
- h) Rampant cheating culture among university students.

## **CHAPTER 4: STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES**

Derived from the strategic analysis and the University and the College strategic plans, the following were identified as the key strategic issues relevant to the School which form the basis of this plan.

### **4.1 Strategic Issues**

- a) Teaching and Learning;
- b) Resources: human and infrastructural;
- c) Governance and Leadership;
- d) Research and Consultancy;
- e) Competitiveness and image of the School.

### **4.2 Strategic Objectives**

- a) To produce quality and holistic graduates in business, management and leadership;
- b) To expand and prudently manage the School's resources;
- c) To govern and lead the School efficiently and effectively ;
- d) To contribute to the development of society through research and consultancy;
- e) To enhance the School brand for competitiveness.

### **4.3 Strategic Objectives and Strategies**

#### **4.3.1 Teaching and Learning**

The School of Business is committed to achieving excellence in its core business of teaching and learning. It must ensure that it offers quality and competitive business programmes. These programmes must be designed to meet the development needs identified in Vision 2030, the aspirations envisaged in the Constitution of Kenya 2010. as well as the Universities Act 2012. Ultimately, the programmes should aim at producing graduates that will move the economy forward.

Towards this end, the School has identified the following strategies for each strategic objective.

***Objective 1: To produce quality and holistic graduates in business, management and leadership***

#### **Strategies**

- i) Regular review of School programme portfolio;
- ii) Enhance the process of delivering School programmes;
- iii) Internationally benchmark the School programmes;
- iv) Enhance students' involvement in co-curricular activities.

**Expected outcomes:**

- a) More satisfied stakeholders;
- b) Increased enrollment in the School programmes;
- c) Improved School performance and ranking among business schools regionally and globally.

**4.3.2 Human and Infrastructural Resources**

The ability of the School to deliver on its mandate depends on the resources available and the efficiency of their deployment. The resources comprise finances, human capital and physical facilities. The outcomes envisaged in this SP will be realized through the deployment of adequate resources, investment in physical facilities and addressing staff remuneration and welfare.

*Objective 2: To expand and prudently manage the School resources*

**Strategies**

- i) Increase and diversify the revenue base;
- ii) Optimize utilization of School resources;
- ii) Optimize the School human capital.

**Expected outcomes:**

- a) Increased financial resources;
- b) Diversified sources of revenue;
- c) Competent human resources;
- d) Greater efficiency in the use of School resources;
- e) Effective use of ICT in teaching, research, and administration.

**4.3.3 Governance and Leadership**

The School appreciates that in order to deliver its mandate it must employ a transparent, accountable and responsive governance system.

*Objective 3: To govern and lead the school efficiently and effectively*

**Strategies**

- i) Review governance and management structure, systems and functions;
- ii) Promote good leadership and performance culture;
- iii) Prepare School master plan.

**Expected outcomes:**

- a) Enhanced efficiency in School management;

- b) Enhanced sense of commitment and loyalty to the School;
- c) Greater productivity;
- d) Improved ranking in performance contracting within the College.

#### **4.3.4 Research and Consultancy**

One hallmark of success in business schools is vibrancy in research and consultancy. The School of Business has over the years excelled in teaching. However, the twin areas of research and consultancy have lagged behind a situation that need to be addressed in order for the School to meet the expectations of the stakeholders.

Consultancy provides opportunities for the School to play a significant role in University of Nairobi contribution towards national development. Consultancy provides the greatest opportunity for the transfer of the generated knowledge to sectors in which it is needed for the development of the society.

To this end the School will endeavor to achieve the following objective:

***Objective 4: To contribute to the development of society through research and consultancy***

#### **Strategies**

- i) Enhance research capacity of School staff;
- ii) Develop and implement appropriate research programmes;
- iii) Enhance dissemination of research outputs;
- iv) Promote relevant consultancy services;

#### **Expected outcomes:**

- a) Enhanced research output by the School and staff;
- b) Increased School based consultancies.

#### **4.3.5 Competitiveness and Image of the School**

A key success factor in the global business sector is developing and sustaining strong brand. It is imperative for the UoN School of Business to enhance her brand positioning and identity. In this connection it is strategic for the School to foster networks, partnerships and linkages in order to enhance the brand and competitiveness.

There is need for deliberate effort to professionally build and develop the profile of the School and sell it as a brand. This will involve a re-engineering of the processes, facilities, and service delivery, hence greatly support the overall effort of the University to maintain its leading position in the global arena.

***Objective 5: To enhance the School brand for competitiveness***

**Strategies**

- i) Re-brand the School of Business;
- ii) Create and nurture value adding partnerships and linkages;
- iii) Enhance stakeholders' engagement.

**Expected outcomes:**

- a) Strong and visible School of Business brand;
- b) Increased partnerships and linkages;
- c) Increased presence of international staff and students;
- d) Increased corporate social responsibility.

## CHAPTER 5: PERFORMANCE PLAN

### Strategic Issue 1: Teaching and Learning

**Objective 1: To produce quality and holistic graduates in business, management and leadership**

#### Strategies

- Regular review of School programme portfolio;
- Enhance the process of delivering School programmes;
- Internationally benchmark the School programmes;
- Enhance students' involvement in co-curricular activities.

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
More satisfied stakeholders	Increased employment rate of SOB graduates	60%	80%	2013-2018	Dean/ HoDs
	Programme completion rates	-	100%	2013-2018	Dean/ HoDs
	Positive feedback from employers	-	70%	2013-2018	Dean /HoDs
	No. of accredited programmes	7	14	2013-2018	Dean /HoDs
	No. of sports facilities available to students	5	10	2013-2018	Dean /HoD
	No. of established students' professional associations	8	10	2013-2018	Dean/ HoDs
	Number of seminars, conferences, public lectures and related activities with student participation	20	40	2013-2018	Dean/ HoDs
	No. of students participating in exchange programmes	2	5	2008-2013	Dean/ HoDs
Increased enrollment in the School programmes	Rate of growth in enrollment p.a.	4,500	10%	2013-2018	Dean/ HoDs
Improved School performance and ranking among business schools regionally and globally	Ranking among business schools	-	Top 5 in Africa Top 500 globally	2013-2018	Dean

**Strategic Issue 2: Resources: Human and Infrastructure**

**Objective 2: To expand and prudently manage the school's resources**

**Strategies**

- a) Increase and diversify the revenue base;
- b) Optimize utilization of School resources;
- c) Optimize the School human capital.

<b>EXPECTED OUTCOME</b>	<b>PERFORMANCE INDICATORS</b>	<b>BASELINE</b>	<b>TARGETS</b>	<b>TIME FRAME</b>	<b>RESPONSIBILITY</b>
Increased financial resources	Percentage increase in revenue over the planned period	1.7 bn	20%	2013-2018	Dean/ HoDs
Diversified sources of revenue	No. of new revenue streams	1	3	2013-2018	Dean
	Increase the proportion of total revenue derived from non-academic stream	0	40%	2013-2018	Dean
Competent human resources	The percentage of staff with full relevant professional qualification.	60%	90%	2013-2018	Dean/ HoDs
Greater efficiency in the use of School resources	The % level of utilization of facilities	-	95%	June 2014	Dean /HoDs
Effective use of ICT in teaching, research, and administration	Student to computer ratio	1:10	1:6	2013-2018	Dean /HoDs
	Staff to computer ratio	1:2	1:1	2013-2018	
	Bandwidth ratio per student	1Mbps/175	1Mbps/150	2013-2018	
	% availability of ICT services	90%	99%	2013-2018	



### Strategic Issue 3: Governance and Leadership

**Objective 3:** *To govern and lead the school efficiently and effectively*

#### Strategies

- a) Review governance and management structure, systems and functions;
- b) Promote good leadership and performance culture;
- c) Prepare School master plan.

EXPECTED OUTCOME	PERFORMANCE INDICATOR	BASELINE	TARGETS	TIME FRAME	RESPONSIBILITY
Enhanced efficiency in School management	Number of timely decisions made and implemented	SOB- service charter	100%	2013-2018	Dean/ HoDs
	Elimination of non-conformities as per the ISO 9001:2008 standard	2	0	2013-2018	Dean/ HoDs
Enhanced sense of commitment and loyalty to the School	Attendance of School meetings	50%	90%	2013-2018	Dean/HoDs
Greater productivity	Average staff performance appraisal index	75%	90%	2013-2018	Dean/ HoDs
	Employee satisfaction index	72%	80%	2013-2018	Dean/ HoDs
Improved ranking in performance contracting within the college	Ranking index in PC	2	1	2013-2018	Dean/ HoDs
	Number of hits on Schools websites per year	4.5 million	6 million	2013-2018	Dean/ HoDs

**Strategic Issue 4: Research and Consultancy**

**Objective 4: *To contribute to the development of society through research and consultancy***

**Strategies**

- a) Enhance research capacity of School staff;
- b) Develop and implement appropriate research programmes;
- c) Enhance dissemination of research outputs;
- d) Promote relevant consultancy services.

<b>EXPECTED OUTCOME</b>	<b>PERFORMANCE INDICATOR</b>	<b>BASELINE</b>	<b>TARGETS</b>	<b>TIME FRAME</b>	<b>RESPONSIBILITY</b>
Enhanced research output by the School and staff	Number of academic publications per Annum	30	60	2013-2018	Dean/HoDs
	Number of funded research projects for the planned period	2	4	2013-2018	Dean/HoDs
	Number of academic staff attending conferences and other academic fora per annum	30	60	2013-2018	Dean/HoDs
	Number of papers presented in conferences and other academic fora per Annum	15	20	2013-2018	Dean/HoDs
	Number of policy briefs produced from research and presented to policy makers per year	-	2	2013-2018	Dean/HoDs
	Number of School journals as at the end of planning period	3	5	2013-2018	Dean/HoDs
Increased School based consultancies	Number of consultancies by the end of planning period	-	3	2013-2018	Dean/HoDs

**Objective 5: To enhance the School brand for competitiveness**

**Strategies**

- a) Re-brand the School of Business;
- b) Create and nurture value adding partnerships and linkages;
- c) Enhance stakeholders' engagements.

<b>EXPECTED OUTCOME</b>	<b>PERFORMANCE INDICATOR</b>	<b>BASELINE</b>	<b>TARGETS</b>	<b>TIME FRAME</b>	<b>RESPONSIBILITY</b>
Strong and visible School of Business brand	Number of established Alumni chapters	1	2	2013-2018	Dean/HoDs
	Number of endowed academic chairs over the planning period	1	3	2013-2018	Dean/HoDs
	Customer satisfaction index	53.5%	75%	2013-2018	Dean/HoDs
	Number of times the School appears positively in the media per year	2	5	2013-2018	Dean/HoDs
	Number of social media followings within the planning period	2,300	1M	2013-2018	Dean/HoDs
Increased partnerships and linkages	Number of active local collaborations over the planned period	2	5	2013-2018	Dean/HoDs
	Number of active international collaborations	5	8	2013-2018	Dean/HoDs
Increased presence of international staff and students	Number of international students annually	-	30	2013-2018	Dean/HoDs
	Number of visiting professors over the planning period	-	3	2013-2018	Dean/HoDs
Increased corporate social responsibility	Number of CSR initiatives per annum	-	1	2013-2018	Dean/HoDs

## **CHAPTER 6: STRATEGIC PLAN IMPLEMENTATION, MONITORING AND EVALUATION**

This strategic plan shall be implemented through annual plans by the Dean's Office and Chairmen of the Departments in the School. The Office of the Dean and Chairmen of Departments in the School shall each develop an annual work plan for the execution of various activities implied in this plan. The annual plans shall specify the relevant activities necessary for the achievement of the various strategies to attain the desired outcomes.

The annual work plans shall be monitored by the Dean supported by a Strategic Planning Committee which shall be formed by the School Management Board and approved by the School Board. The terms of reference of the committee shall include:

- a) Preparation of a strategic plan monitoring tool;
- b) Track the departmental annual work plans;
- c) Preparation of strategic plan review report to be tabled at the School Board annually;
- d) Recommend necessary reviews to the Strategic Plan to ensure relevance;
- e) Any other relevant amendments to the School SP.

**Appendix 1**

**Format of Annual Work Plan**

**STRATEGIC OBJECTIVE:**

<b>DESIRED OUTCOME</b>	<b>STRATEGY</b>	<b>ACTIVITIES</b>	<b>TIMEFRAME</b>	<b>RESPONSIBILITY</b>	<b>RESOURCES</b>

## Appendix 2

### THE STRATEGIC PLAN REVIEW COMMITTEE

<b>NAME</b>	<b>POSITION</b>	<b>SIGNATURE</b>
C. N. Kariuki	Chairman	
S.N.M. Nzuve	Dean, SOB	
Evans Aosa	Member	
Josiah Aduda	Member	
James Njihia	Member	
Justus Munyoki	Member	
Jackson Maalu	Member	
Herrick Ondigo	Member	
Zack Awino	Member	
Michael Mwangi	Member	

### ADMINISTRATIVE STAFF

Bernard Mwangi	Member	
Dominic Murage	Member	
Francis Kivindu	Member	
Hada Oketch	Member	
Patricia Ngugi	Member	
Immaculate Akinyi	Member	
Rachel Muugi	Member	