

**STRATEGIC PLAN FOR  
THE DEPARTMENT OF  
KISWAHILI**

**2013–2018**

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## **1. INTRODUCTION**

The Department of Kiswahili is one of the newly established departments in the Faculty of Arts. It was established in the year 2013. The Department's main focus is the study of Kiswahili literature and linguistics through teaching and research. The department is also charged with the responsibility of promoting Kiswahili in the East African region and the world at large.

## **2. VISION, MISSION AND CORE VALUES**

### **2.1 Vision**

To be a leading Fountain of Kiswahili scholarship and, research in the world.

### **2.2 Mission**

Provide quality teaching of Kiswahili

Provide quality research in Kiswahili

Ensure availability of conducive environment for Kiswahili research

Facilitate the training and mentoring of upcoming writers in Kiswahili

To produce leading works in Kiswahili fiction and Kiswahili textbooks

### **2.3 Core Values**

- Freedom of speech
- Creativity
- Teamwork and corporate spirit
- Quality in service delivery
- Professionalism
- Respect for fundamental human rights

- Respect for freedom of thought

### **3 SWOT ANALYSIS**

#### **3.1 Strengths**

- Popular postgraduate programs
- Well trained and experienced staff
- Competent course coordinators
- A competent postgraduate committee
- Service courses to other faculties and schools
- Presence of renowned writers in fiction and academic writing

#### **3.2 Weaknesses**

- Inadequate staff establishment
- Inadequate staff offices
- Inadequate IT equipment
- Declining student numbers in some of the Department's BA program
- Weak mentorship of students by the teaching staff
- Supervision of postgraduate research by not to be factored in promotion
- Under-reporting of research and outreach activities
- Over-reliance on fees as a source of revenue

#### **3.3 Opportunities**

- Improved global standing of the Department
- Opportunities for financial support from outside the University
- International linkages
- Ability to attract highly trained staff
- Regional and global networking

### **3.4 Threats**

- Conservative attitudes on the part of the teaching staff and the University management
- Delayed response of communication by the University central administration
- Low funding
- Vulnerability to social and political disturbance
- Attractive opportunities in other sectors
- Escalating cost of living
- Making student work supervision a requirement for promotion

## **4 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND EXPECTED OUTCOMES**

### **4.1 Strategic issues**

- 4.1.1 Teaching and learning
- 4.1.2 Research, consultancy and outreach services
- 4.1.3 Resources and governance
- 4.1.4 Competitiveness of the Department

### **4.2 Strategic Objectives**

- 4.2.1 To produce quality graduates in language studies
- 4.2.2 To contribute to knowledge development through research and dissemination of research findings.
- 4.2.3 To contribute to the betterment and enlightenment of society
- 4.2.4 To manage the Department efficiently and effectively

4.2.5 To design market-oriented programs

4.2.6 To increase the visibility of the department by creating new linkages and revitalizing existing ones

### **4.3 Strategic Issue 1: Teaching and learning**

The Department of Kiswahili takes teaching and learning as its core function. During the plan period, the Department will review its academic programs for relevance in a fast-changing environment. It is necessary to re-orient the programs in line with the competitive market, Kenya's vision 2030, its constitution and the Universities Act 2012. To further improve the quality of teaching, the Department of Kiswahili will increase its support for the training, locally and internationally of the teaching staff.

#### **Objective 1: To produce high quality holistic manpower in Kiswahili**

##### **Strategies**

1. A periodical reviewing of existing academic programs
2. Introducing new market-oriented programs
3. Promoting the best practices in teaching linguistics, language skills, communication, literature, translation and interpretation

##### **Expected Outcomes**

1. Reviewed academic programs
2. Introduction of new market-oriented programs
3. Enhanced quality of teaching and student research supervision

### **4.4 Strategic Issue 2: Research and Outreach Service**

One of the objectives and functions of the University of Nairobi is to participate in the discovery, dissemination and preservation of knowledge. Research, consultancy and outreach services are the key means for the Department of Kiswahili to effectively engage in

this participation. Through research, the Department of Kiswahili contributes to knowledge development. Consultancy plays an important role in national development. Outreach and extension services are part of the Department of Kiswahili's commitment to sharing specialized knowledge and skills with the community.

**Objective 2: To contribute to knowledge enhancement through continuous research and dissemination of research findings**

**Strategies**

1. Providing a conducive environment for conducting research and disseminating its findings
2. Encouraging participation in academic forums and those on national Development

**Expected Outcomes**

1. Increased research and a wider dissemination of research findings.
2. Enhanced participation in academic debates and national development deliberations

**Objective 3: To contribute to the improvement of the African society**

Note: For Strategies and Expected Outcomes, see those for Objective 1 above.

**4.5 Strategic Issue 3: Resources and Governance**

The Department of Kiswahili needs adequate resources and physical facilities to be able to offer quality teaching. It also needs adequate funding to promote research and publications. In relation to governance, it needs to strengthen its culture of democratic participation, delegation of responsibilities, flow of information and transparency.

**Objective 4: To manage the Department of Kiswahili adequately and efficiently**

## **Strategies**

1. Further strengthening of departmental management
2. Encouraging the spirit of participation
3. Instituting mechanisms for recognition of outstanding performance
4. Supporting and maintaining a conducive working environment
5. Diversifying sources of raising money

## **Expected outcomes**

1. Efficient and effective management
2. Enhanced democratic engagement
3. Recognition of outstanding performance
4. Effective utilization of the University's Management Information System
5. Higher income through research, consultancy and market-oriented program
6. Improved ranking

### **4.6 Strategic Issue 4: Competitiveness of the Department of Kiswahili**

The Department of Kiswahili is one of the key academic units in the Faculty of Arts of the University of Nairobi. It currently offers courses in linguistics and literature and has an experienced academic and support staff. Further, it is in the process of reviewing existing programs and developing new ones with a view to increasing student enrolment.

#### **Objective 5: To increase the visibility of the Department of Kiswahili by creating linkages**

## **Strategies**

1. Creating new linkages
2. Increasing the visibility of the Department
3. Fostering a culture of academic excellence
4. Ensuring a conducive teaching and learning environment



5. Offering language skills assessment services
6. Offering short language skills courses

**Expected outcomes**

1. New local and international linkages
2. Authentication of language skills
3. Improved ranking within the Faculty

## 4. PERFORMANCE PLAN

### 4.1 Strategic Issue 1: Teaching and Learning

#### Objective 1: To produce quality graduates in Kiswahili

##### Strategies

1. A periodical reviewing of existing academic programs
2. Introducing new market-oriented programs
3. Promoting the best practices in teaching of Kiswahili language ,  
 , literature and translation and interpretation

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
Reviewed academic programs	Number of academic programs reviewed (BA, MA, PhD)	2	5	2013-2018	Curriculum committee
Introduction of new market-oriented programs	Number of new programs	2	4	2013-2018	Curriculum committee
Enhanced quality of teaching and supervision	Compliance with the stipulated teaching, supervision and examination processes	-	100%	2013-2018	HoD*, staff, students, and examination officer

\*HoD = Head of Department

## 4.2 Strategic Issue 2: Research and Outreach Services

**Objective 2: To contribute to knowledge development through research and dissemination of research findings**

and

**Objective 3: To contribute to the improvement of society**

### Strategies

1. Providing a conducive environment for conducting research and disseminating its findings
2. Encouraging participation in academic forums and those on national development issues.

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
Increased research and a wider dissemination of research findings	Number of research projects	2	5 per year	2013-2018	HoD, staff & students
	Number of academic publications	15	30	2013-2018	HoD, staff & students
	Number of academic papers presented	20	50 per year	2013-2018	HoD, staff & students
	Number of department-organized academic forums	5	10 per year	2013-2018	HoD, staff & students
	Periodicity of publication of the Taaluma, Jarida la Lugha ya Kiswahili	1 issue per year -	1 issue per year	2013-2018	Editorial team
Enhanced participation in academic debates and national development issues deliberations	Proportion of members of staff engaged in outreach and extension activities	25%	50%	2013-2018	HoD & staff

### 4.3 Strategic Issue 3: Resources and Governance

**Objective: To manage the Department of Kiswahili adequately and efficiently**

#### Strategies

1. Further strengthening of departmental management structures
2. Encouraging the spirit of participation
3. Instituting mechanisms for the recognition of outstanding performance
4. Supporting and maintaining a conducive work environment
5. Diversifying and increasing sources of revenue

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
Efficient and effective management structures	Compliance with the ISO 9001:2008 standard	100%	100%	2013-2018	HoD, staff & students
	Compliance with the University's policies and procedures	100%	100%	2013-2018	HoD, staff & students
	Good lines of communication	75%	90%	2013-2018	HoD, staff & students
Enhanced engagement	Open and constructive debates during meetings	-	Continuous	2013-2018	HoD, web champion & staff
Effective utilization of the University's Management Information System	A comprehensive, up-to-date and department-based database	-	Continuous	2013-2018	HoD, staff & students
Higher income through research, consultancy and market-oriented programmes	Income generated by the Department through research, consultancy and market-oriented programmes	Ksh 1 million	Ksh 1.5 million per year	2013-2018	HoD, staff & students
Recognition of outstanding performance	Criteria for recognizing outstanding performance	-	Immediate and continuous	2013-2018	HoD, staff & students
	Roll of honour for outstanding performance	-	Yearly	2013-2018	HoD, staff & students

#### 4.4 Strategic Issue 4: Competitiveness of the Department

**Objective: To increase the visibility of the Department of Kiswahili by creating links**

##### Strategies

1. Creating new linkages and revitalizing existing ones
2. Increasing the visibility of the Department of Kiswahili
3. Fostering a culture of academic excellence
4. Ensuring a conducive teaching and learning environment
5. Offering language skills assessment services
6. Offering short language skills courses

Expected Outcome	Performance Indicator	Baseline	Target	Time Frame	Responsibility
New and revitalized local and international linkages	Number of local contractual linkages	-	1 per year	2013-2018	HoD & staff
	Number of international contractual linkages	3	4	2013-2018	HoD & staff
	Number of incoming international students	2	4 per year	2013-2018	HoD & staff
	Number of outgoing international students	1	4 per year	2013-2018	HoD & staff
	Number of visiting scholars	1	3	2013-2018	HoD & staff
Improved ranking within the Faculty	Higher performance contract within the Faculty	No. -	No. 1	2013-2018	HoD & staff
Authentic-ation of language skills	Number of candidates assessed	-	Imme-diate	2013-2018	HoD & staff

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