

Current Status, Context and Internal Situation of Co-operative College of Kenya

LEADERSHIP AND GOVERNANCE

■ Leadership

- The College Council provides leadership to the College
- The Composition of the council is representative as some council members are elected to represent particular interests and regions.

Upgrading the College and Decentralization

- Upgrading of the College has only been in the context of better terms and conditions of service
- In programmes, the College has continued to offer same level programs
- The upgrading has motivated staff and improved productivity
- Attitudinal change and inadequate competencies
- Lack of clear learning policy has not facilitated a pro-active response by the College
- Seminars/workshops for staff on change of attitude
- Assignment of tasks to departments, sections and units
- The College has taken a first step but must be more proactive

NEEDS TO BE DONE

- Upgrade College programmes
- Develop competencies
- Upgrade facilities
- Improve the corporate image
- Develop an identity.

DECENTRALIZATION

- The College has so far decentralized with a city campus
- The upgrading may lead to further decentralization for lack of space and to be closer to the consumer
- Able to reach those who could not come to the main campus

- Increased capacity
- Generated additional income
- Full utilization of the human resource
- Increased awareness of the College

CONSTRAINTS

- Demanding in terms of resources
- Inadequate numbers/poor enrolment
- In appropriate facilities
- Slow implementation of decisions

HOW ADDRESSED

- More aggressive marketing/advertising
- Token payment
- Provision of transport

WAY FORWARD FOR COLLEGE

- Proper planning for decentralization must be done

AUTONOMY STATUS AND LEGAL ISSUES

- The Co-operative College is a SAGA under the 1995 Cooperative College Act "Body Corporate"
- The College Council established by the Act
- The Council meets every three months to deliberate on policy matter
- Two sub-committees to deal with technical matters
- Finance sub-committee and general-purpose committee.
- The management of the College is vested on the Chief Executive

ACHIEVEMENTS

- Efficiency
- Flexibility in application of resources (budget one line)
- Retention of income generated

- Able to attract donors with the SAGA status
- Develop direct partnership
- Able to manage its own property
- Implement development projects without delay
- Improvement of terms and conditions of service.

CONSTRAINTS

- The Co-operative College Act limiting and specific in its provisions
- Inadequate resources
- Slow adaptation to the new status

HOW HANDLED

- Sensitization through workshops/seminars
- Decentralization
- Donor involvement
- Re-examination of the College - OD & OA and strategic planning
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WAY FORWARD

- More demanding involvement and commitment by those involved
- More innovative
- Must be more pro-active
- Team work

PARTICIPATORY ORGANS OF DECISION-MAKING

WHAT

These are committees or organs set up to facilitate participation in decision making

They are:

- The College Council
- The Consultative meeting
- Head of departments
- Academic Board
- Assessment committee

- Disciplinary committee
- HRM Advisory committee
- Tender Board
- Housing Committee
- And Heads of Departments (Task Force) committee

THE COLLEGE COUNCIL

The College Council is the governing body of the College. It makes the policies of the College. It is composed of members from Government Ministries, Cooperative Movement representatives and those elected from the Cooperative Movement.

ACHIEVEMENT

- The Council holds meetings three times annually
- Gives policy directions to the management
- Expansion of infrastructure
- Decentralization process into Town Campus
- The organizational assessment and development
- Involvement in strategic plan
- Upgrading of the terms and conditions of service.

CONSTRAINTS

- Limited contribution by certain Council members due to their background
- Under legal guidelines in the College Act
- Conflict of interest between some members of the Council and College

HOW HANDLED

- Proposed minimum qualification
- Proposed to amend the College Act

WAY FORWARD

- Need for development of competence
- Lobbying for the amendment of the Act

CONSULTATIVE MEETING

It is a forum constituted by the Management Team (The Director, Deputy Director and Registrar). Holds regular meetings.

ACHIEVEMENTS

- Making management decision quickly
- Guiding the council in their deliberations
- Link between Council, Staff, Students

CONSTRAINTS

- Deliberations are limited by members
- Irregular meeting due to lack of forum.

HOW HANDLED

- Inclusion of wider range of compositors

ACADEMIC BOARD

It is a statutory board charged with duties of handling College Academic matters and advises the Council accordingly. The Board is composed of the Director as the Chairman, the Deputy Direct as the Secretary, the Registrar, the Heads of Departments and five elected academic staff members. The board meets quarterly but may meet when a need arises.

ACHIEVEMENTS

- Have established various sub-committees and their regulatory rules
- Approving new College programmes
- Revision of the College Curriculum
- Admission/selection of students
- Writing up the code of ethics

CONSTRAINTS

- Programmed meetings do not take place
- Limited in representation, other stakeholders exempted
- Limitation of the Act in representation

HOW HANDLED

- Proposed to amend the Act on representation
- Inclusion of other stakeholders
- Fix meeting dates in the calendar of events

WAY FORWARD

- The Academic Board to enhance professionalism.
- Frequent review programmes
- More market
- More products

ASSESSMENT COMMITTEE

It receives and processes the results of all College students and determines their performance. The committee comprises of the Deputy Director as the Chairman, the Heads of Departments and Course Officers whose courses are being assessed.

ACHIEVEMENTS

- Assessed all the course due for assessment
- Maintenance of academic standards
- Advises the Academic Board on students' academic performance.

CONSTRAINTS

- Late submission of students results

HOW HANDLED

- **Marking workshops**

WAY FORWARD

- Clear deadlines set for making and submission of results
- Strict enforcement of the regulations relating to assessment.

DISCIPLINARY COMMITTEE

The committee enforces the students' rules and regulations. The committee comprises of the Deputy Director as the chairperson, the Registrar, the Heads of Departments and the course officer of the course from which the indisciplined student happens.

Disciplinary meetings are convened when a discipline case arises.

ACHIEVEMENTS

- The committee has been able to handle all the disciplinary cases reported to it.
- The committee has successfully enforced the student's rules and regulations all the time.

CONSTRAINTS

- Late convening of disciplinary committee meetings. Vested interest.
- Students team-up to defend themselves.
- Due to delay some disciplinary cases are overtaken by evens
- Some disciplinary cases go unreported to the administration.

HOW HANDLED

- Where occasions allow, the disciplinary cases have been addressed.

WAY FORWARD

- Timely convening of Disciplinary committee meetings
- Mechanism to detect disciplinary cases to be put in place

HRMA COMMITTEE

The committee is responsible to Human Resource planning and development .The committee advices the Director on placement, deployment, training needs and promotion. The committee is composed of Deputy Director who is Chairman, Registrar, Personnel Officer who is the secretary and appointed heads of Departments.

ACHIEVEMENTS

- Recommended staff for training
- Assessment of staff for transfer of services from civil service to college.

CONSTRAINTS

- Upgrade and fill the post of Human Resource Officer

HOW HANDLED

- The post has been created for Human Resource Officer

WAY FORWARD

- Development of Human Resource policies
- Implementation of the policies
- Staff sensitization on the policies

HOUSING COMMITTEE

To allocate houses to staff and advices the college on necessary repairs and maintenance. The committee is composed of the Registrar as the Chairman, and members appointed by the Director.

ACHIEVEMENTS

- Has allocated house to applicants
- Advised on repairs and maintenance

CONSTRAINTS

- Too many idle houses
- Lack of resource for repair/ maintenance
- Vacation on houses due to high rent
- Deterioration in the condition of the houses

HOW HANDLED

- Lowering of house rent
- Renovation of houses
- Leasing/renting then out to other parties
- Accommodating seminar participation

WAY FORWARD

- Take stock of the houses
- Look for tenants

TENDER COMMITTEE

The committee oversees the pro-requirements of goods and services. The committee is composed of the Chairman who is a member of College Council but not a civil servant, a vice Chairman, Secretary who is the procurement officer, CEO, Registrar, Accountant appointed two Heads of Departments Accommodation Officer.

ACHIEVEMENTS

- Adjudicated and awarded contracts
- Varied contracts
- Renting of premises

CONSTRAINTS

- Limited due to public procurement regulations
- Qualified staff in the section
- Administrators doing the duties in supplies.

HOW HANDLED

- Developed own procurement manual
- Assigned the administrative staff to perform procurement duties
- Use open tender system in procurement
- Recruitment of procurement officer

WAY FORWARD

- Review and implement procurement manual
- Recruit suitable procurement staff
- Embrace competitive procurement process

ORGANIZATIONAL PROCESSES

WHAT?

- The process is top-bottom where policy decision emanates from. These are to be implemented at lower level.
- Administrative and financial matters marked to the Registrar
- Academic matters marked to the Deputy Director
- Policy matters by the Council and passed on to the CEO for implementation
- Academic matters emanate from the Academic Board

ACHIEVEMENTS

- Implementation is immediate
- Allows participatory decision-making
- Policies have been formulated

CONSTRAINTS

- Limited consultation
- Bureaucratic
- Limited delegation
- Inefficient

HOW HANDLED

- Ad hoc committees
- Horizontal delegation
- Team building workshops

WAY FORWARD

- Review the organizational structure
- Review and develop policies
- Eliminate bureaucracy
- Embrace participatory decision-making

LINKAGE BETWEEN COLLEGE AND CURRENT GOVERNMENT

WHAT?

- SAGA - depending on government for grants
- Within Ministry of Co-operative Development & Marketing run by a Council.

ACHIEVEMENT

- Grants from government
- Budgetary approval
- Government policies
- Staff matters

CONSTRAINTS

- Bureaucracy
- Inadequate budgetary allocation

HOW HANDLED

- Consultations
- Lobbying for grants
- Internally generated funds for specific use
- Finalization of staff appointment by college

WAY FORWARD

- Diversify sources of funds
- Enhance autonomy

LINK BETWEEN COLLEGE AND STAKEHOLDERS

Stakeholders are those organizations with whom the College interacts. They are either local or international. The College interacts and collaborates with them either through College programmes or through provision of services.

ACHIEVEMENTS

- Sponsored students by organization
- Sponsoring of College activities
- Staff development
- Students' attachment
- Staff exchange programme
- Consultancies
- Marketing of College programmes
- Student recruitment
- Development of training materials
- Financial support
- College policy formulation

CONSTRAINTS

- Competitors
- Bureaucratic
- Restrictive
- Costly

HOW?

- MoU's
- Collaboration
- Competitive programmes and pricing
- Decentralization

WAY FORWARD

- Higher programmes
- Amendment of the Act
- More balanced MoU's

ORGANIZATIONAL SET-UP

CORE FUNCTIONS

- Training & education
- Research & Consultancy

MEMBER EMPOWERMENT

- Members education programmes
- Consultancy services

RESPONSE MECHANISM

- To the Heads of Departments
- TNA
- Field visits
- Research
- Attachment

- Establish field officers

HUMAN RESOURCE

- 80 members of staff out which only 20 are academic staff
- inadequate competencies
- Recruitment by PSC
- High turn over
- Training limited

ORGANIZATION STRUCTURE

- Make a flatter structure to allow flexibility
- Current structures inappropriate

DELIVERY SYSTEMS

PROGRAMMES AND DIVERSIFICATION

- The programmes have remained the same over the years:

CBA, CCA, Diploma, Distance Learning, CCB, Seminars

- Run from 6 months — 3 years

ACHIEVEMENTS

- The programmes have been successful
- Seminars have been run

CONSTRAINTS

- Limited capacity
- Traditional programmes
- Outmoded facilities
- High staff turnover
- Inadequate competencies

- Limited funding

HOW?

- Construction of seminar facilities
- Decentralization
- Improved terms & conditions of service
- Donor funding IGA's

WAY FORWARD

- Review programmes
- Diversify training programmes
- Acquire appropriate facilities
- Develop competencies — HRD
- Review terms and conditions of service

DELIVERY METHODS & PROCESSES

- To additional methods i.e. lecture, group discussions, case study, role plays
- Two-hour session on termly basis and semester for town campus, 6 contact hours per day
- Schemes of work, lesson plans and lesson notes - use of white board, OHP, flip charts

ACHIEVEMENTS

- Effective delivery
- Competitive graduates

CONSTRAINTS

- Strenuous deliver methods
- Inadequate facilities
- Outdated curriculum
- Long timeframe for courses
- Inadequate learning materials

- Inadequate competencies

HOW?

- Frequent review of curriculum
- Organization development
- Review of training materials

WAY FORWARD

- Embrace ICT
- Acquire appropriate facilities
- Develop training materials
- Recruit

APPLICATION V ADMISSIONS

- More applicants than admissions
- Training programmes, advertisement of training opportunities
Applications - short-listing and selection by the Academic Board on merit & quota system for pre-service
- Letters of admission sent qualified and selected applicants.

ACHIEVEMENTS

- Classes over filled
- Decentralisation

CONSTRAINTS

- Programmes and advertisement not timely
- Ineffective distribution of programmes
- Late replacement
- External interference
- Quota system

- Ineffective communication

HOW?

- A committee established to ensure timely production of programmes Academic Board involved in admissions
- Professionalize admissions (subject to qualification).

WAY FORWARD

- Establish an independence office to deal with admissions
- Expand facilities
- Admit most qualified with to regional consideration
- Timely production and distribution of course programmes

ACADEMIC STAFF

- Lecturers and those on secondment from the Ministry
- Academic departments headed by Head of Department
- Sections based cluster of subjects head by section head
- Lecturers in the department and sections

OPERATIONAL ACHIEVEMENT

- Successful implementation of college training programmes
- Curriculum review
- Develop new programmes
- Review of training materials
- Carried out research & consultancy services

CONSTRAINTS

- Death with under delivery methods

ACHIEVEMENT

- Produced AND Circulated

CONSTRAINTS

- Inadequate skills
- Irregular production
- Inadequate input
- Inappropriate circulation methods

HOW?

- Committees

WAY FORWARD

- Regular Production
- Quality publications
- Establish circulation channels
- Encourage staff to write
- ICT

DISTANCE LEARNING

- Learning at a distance where materials are sent to students
- Heads of Departments, Section Head, Support staff

ACHIEVEMENTS

- Enrolled students
- Conducted exams
- Developed learning materials

CONSTRAINTS

- Low enrolment
- Poor quality materials
- Poor coordination

HOW?

- Change of staff

WAY FORWARD

- Aggressive marketing
- Develop higher courses
- Improve quality of learning materials
- Stabilize coordination of the section
- Incentive to administrators of the programmes

MARKETING OF COLLEGE PRODUCTS & SERVICES

HOW ORGANIZED?

- Advertisement through
 - Electronic media
 - Brochures
 - Prospectus
 - College programme
 - Exhibitions
 - Shows
 - Field visits
 - Posters

ACHIEVEMENTS

- Consultancy contracts
- Seminars
- Sponsored students

CONSTRAINTS

- Inadequate co-ordination
- Inadequate skills
- Inadequate marketing strategies
- Irregular marketing

- Inadequate funds

HOW?

- Deputy Directors office and individual efforts

WAY FORWARD

- Develop marketing strategies Establish a marketing section
- Allocate adequate resources
- Carry out market research

PRICING OF PRODUCTS/SERVICES

- College fees, seminar charges, Hire of facilities, consultancy fee
- College fees determined by the College Council
 - Seminar charges by organizer
 - Hire of facilities on approved Council rates - Consultancy fee negotiable

ACHIEVEMENTS

- High students' enrolment
- Income generation

CONSTRAINTS

- Lack of policy
- Low incomes/losses
- Competition
- Overheads

HOW?

- A committee was formed
- The council, Resolutions
- **Consultation and Negotiations**

WAY FORWARD

- Formulate & implement pricing policy
- Competitive pricing

INFORMATION & COMMUNICATION TECHNICIAN

This includes use of:

- Internet
- Website
- E-mail
- Computer applications

ACHIEVEMENT

- Establishment of computer unit
- Computerized office operations (some)
- E-mail & internet facility in all the offices
- Trained staff and students

CONSTRAINTS

- Poor management
- Inadequate
- Inaccessibility
- Poor maintenance
- Limited packages
- Stone-age equipment
- Inadequate skilled personnel
- Government policy

HOW?

- Set-up a unit
- Contracted services
- Recruitment of staff
- Request for government assistance

WAY FORWARD

- Develop ICT policy
- Recruit and development personnel
- Acquire modern equipment
- Establish computer lab.
- Develop a website, and expand internet facility

SUPPORT SERVICES

These include:

- Catering services
- Accounts
- House keeping
- Security
- Transport
- Dispensary
- Records
- Supplies
- Production
- Grounds
- Water

ACHIEVEMENTS

- Provided respective support services

CONSTRAINTS

- Inadequate staff in numbers and skills
- Shortage of facilities
- Inadequate funds

HOW?

- Recruitment and deployment
- Hire of casuals
- Frequent replacement
- Commercialization of services/facilities

WAY FORWARD

- Professionalise Services
- Human Resource Development
- Expand sources of funds

PHYSICAL FACILITIES

- 250 — 5 Hostels - 500 students
- 1 female hostels - 4 male hostels