



# **NHC STRATEGIC PLAN**

## **2009/2013**

### **BROAD STRATEGIC FOCUS AND OBJECTIVES TO GUIDE TASK**

#### **FORCE IN PREPARATION OF PLAN FRAMEWORK:**

The overall goal of NHC for the period 2009-2013 is to develop and facilitate the the development of 30000 housing units by July 2013.

**1. Use appropriate modern technology to drive supply of housing stocks.**

This will have a relative advantage over the traditional methods of construction, allowing for speed and lower cost of delivery which translates to more affordable unit prices.

**2. Achieve a sustainable financial base.**

The aim is to ensure that the corporation is able to realize its development and recurrent pro gramme in a sustainable manner.

The strategies will be realised through the following strategies:

Long Term funds via the housing fund

- (a) Strategic partnership with investors
- (b) Develop mechanisms to access pension funds such as NSSF
- (d) Establishment of finance subsidiary
- (e) Ensure the financial ratios of return on investment, return on equity growth of assets are above the market average.

### **3. Operationalize the PPP framework**

This will be achieved by developing appropriate rules and regulations of engagement with both appropriate rules and regulations of engagement with both private and public institutions. This will assist corporation reduce its current heavy reliance on GOK funds and also bring to bear private sectors experiences in housing sector developments.

### **4. Develop and offer innovative and market driven housing**

The aim is to develop housing products and services that meet the market needs and are in line with the national development agenda.

This will be done through the following strategies:

- (a) Re branding NHC and improving its corporate image
- (b) Focusing on customer and stakeholders needs
- (c) Enhancing and forging new partnership with government ministries, departments, public institutions and key players in the housing sector.
- (d) Improve on portfolio mix between rental and mortgage stocks by recognizing the need for the corporation to sustain it self .
- (e) Development of .....units of various types over the plan period .

Revitalizing RDU Co Ltd in order to play a more meaningful role in R&D.

Refocusing on a more sustainable five year investment plan ensure a balance between revenue and expenditure for the corporation .

Continuous engagement with stakeholders in the sector in reviewing and developing legislative agendas/incentives that address housing development.

Working towards the establishment of secondary mortgage market.

Play a more active role in stabilizing the rental market by increasing investment in rental producing to 5000 units over the plan period .

Focus on land banking by increasing land stocks by about 40 acres annually either by direct purchase or solicitation of GOK grants.

#### **1. Re-engineer the Management systems and business process.**

The aim is to create an efficient corporation that delivers quality housing products and services to Kenyans.

This will be done through the following strategies:

- (a) Development of appropriate business plans and processes.
- (b) Continuous upgrade in IT systems to improve efficiency in service delivery
- (c) Enhance the performance based management and delivery systems

#### **6. Focus on Human Resource Capacity.**

The aim is to strengthen and optimize the corporation' s human resource base to efficiently and effectively drive the corporation strategy.

This will be realized through the following strategies:

- (a) Enhancement of relevant training for staff
- (b) Creation of healthy and interactive working environment for staff.
- (c) Adoption of continuous skills development to enhance efficiency and create a pool of skilled human capital.

- (d) Reviewing and implementation of the corporations' optimum establishment structure
- (e) Objective evaluation of performance
- (f) Career development
- (g) Fostering a culture that supports innovation and growth

**7. Participation in the formulation and retooling of the existing legislature and legal framework that will allow continued growth and participation corporation in this dynamic sector by-**

Rationalizing our policies with those of Government as stipulated in the vision 2030 blue print, including aligning corporation with the MTF pro grammes.

Enable corporation to remain healthy and attractive to potential investors should the Government decide to privatize the corporation in future.

**8. Create an enabling environment for the implementation of the corporation strategy**

This will be achieved through the following strategies:

- (a) Enhance the corporate governance structures
- (b) Develop and adopt an appropriate corporate culture
- (c) Develop comprehensive M&E systems
- (d) Review the Housing Act