

# **STRATEGIC PLAN**

**FOR**

## **5- YEAR PERIOD 2006-2011**

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# ONE KENYA ONE NATION

## Foreword

**One Kenya One Nation (KENYANATION)** is a Non-Governmental Organization registered by the NGO's Coordination Board under the NGO Act. It was registered on 28/9/05 and given reg. Certificate no OP. 218/051/2005/0238/3680.

The main objectives of KENYANATION are:

1. To sensitize Kenyans on the need to create a cohesive Kenyan nation with no ethnic animosities.
2. Creating in Kenyans the pride of being Kenyan rather than thinking of themselves as members of a certain ethnic or group such as Luo, Kalenjin, Giriama, Kamba, Somali, Kikuyu etc
3. To encourage inter-marriage amongst people of different ethnic groups and religious in order to enhance cultural integration.
4. To enhance the use of Kiswahili as a national language in all national institutions
5. To build leadership and positive interpersonal skills among Kenyans particularly the youth in order to promote good leadership in all the country's institutions.
6. To sensitize Kenyans to approach problems with a national spirit rather than tribal/sectional basis such as famine, floods and other disasters.
7. To instill zero-tolerance in peoples attitudes towards corruption to enable them to fight the vice vigorously and aggressively as an enemy of development.
8. To sensitize Kenyans on the need to look for good leadership qualities in those seeking election as representatives in the national assembly, local authorities etc and discourage the election of representatives solely on ethnic consideration.
9. To encourage people to lobby for fair and reasonable taxation and to demand proper use of taxes by the government for the benefit of all Kenyans and draw the attention of government on methods by which living standards of the citizens will be improved and poverty will be minimized within their midst.
10. To sensitize people to demand fair prices for goods and services sold on the market place so as to protect them as consumer from exploitation by unscrupulous business people.

The problem of ethnicity in the country as evidenced in the recently concluded referendum on the new constitution of Kenyan cannot be wished away. It must be tackled decisively with specific strategies and action plans. Besides, Kenya operates in a rapidly changing global, economic, political and social trends. Because of this, all organizations have to regularly examine their mandates and reasons for existence to determine whether or not their operations are still relevant and sustainable. One Kenya One Nation exists in this dynamic environment and, therefore, to retain significant and appropriately transform itself, it must have a Strategic Plan.

The Strategic Plan outlines strategies, which **KENYANATION** intends to execute in the next five years. It recognizes that there are many challenges for the Kenyan people today, one of which is financial sustainability.

The Strategic Plan takes cognizance of the need to contribute to the broad national macro and sectoral objectives and targets as outlined in the national development plans, economic recovery strategy for wealth and employment creation, principles of sustainable development as contained in agenda 21 and the millennium development goals.

Budget projections contains herein are indicative and will be subject to annual revision based on evolving realities on the ground. The management of the NGO will ensure effective implementation of this plan and calls up all potential partners to support us towards this goal.

The Board of Directors calls upon all stakeholders to support the implementation of this Strategic Plan.

DR. G. WAINAINA, PHD.  
INTERIM CHAIRMAN  
ONE KENYA ONE NATION

## **Acknowledgements**

The Strategic Plan defines the direction for the management of One Kenya One Nation for the next five years (2006-2010). The production of the plan was facilitated by Strategic Fit Management Consultants Limited who provided the technical expertise in its preparation.

The Strategic Plan is the result of a participatory process which involved consultations at all levels of the organization, administration of questionnaires and review of relevant documentation.

We appreciate the cooperation we received from the Board of Directors, management and staff. We recognize the efforts of the management in developing the planning framework and ensuring that staff are involved in the process and that the Strategic Plan has been communicated to all levels of the organization.

We expect that the Strategic Plan will contribute positively to the achievements of the objectives of One Kenya One Nation.

## Executive Summary

The problem of ethnicity in the country and the dynamism in the operating environment are the main reasons for the registration of **KENYANATION** to face these strategic challenges. Strategic Plan is to avoid an ad/hoc approach to management, decision-making and resource utilization.

The Strategic Plan (2006-2010) includes a mission, vision and value statement. The process of developing the plan included administration of questionnaire interviews with the Board of Directors and staff of **KENYANATION**.

Strategic Plan Report Layout.

This Strategic Plan reports is organized in Nine Chapters as follows: -

- Chapter 1: Outlines the historical background and the evolution of **One Kenya One Nation**, the policy and legal framework and units mandate.
  - Chapter 2: Broadly summarizes its sources of revenue and the capacity of the institution in achieving its mandate.
  - Chapter 3: Outlines the stakeholders and their expectations. The summary covers both internal and external stakeholders.
  - Chapter 4: Deals with the results of the PESTLE and SWOT analyses. These entail assessing the capabilities of the institution.
  - Chapter 5: Defines the organization mission, vision and values of **One Kenya One Nation** which will provide the boundaries for the allocation of resources and the identification of opportunities for pursuit.
  - Chapter 6: Lays out the strategic goals, objectives and performances measurements indicators.
  - Chapter 7: Sets out a detailed implementation, M & E strategy. It includes a summary of the performance indicators for the identified strategies and activities and provides a detailed implementation matrix.
  - Chapter 8: Addresses relating to resource requirements and mobilization.
  - Chapter 9: Shows the current organization structure and a recommended structure.
- Appendices: 1: Detailed Strategic Plan Implementation Matrix.

## **Historical background, legal and policy framework**

Kenya has about 42 tribes( besides other ethnic groups like Asians, European etc) which have been exploited by politicians in the country to ascend and remain in power since the British colonial rule. Stereotyping has become common place with certain tribes being considered as the main breeds of thieves and robbers while others have been seen as consisting of people who are lazy.

Those people in power normally group themselves in terms of the district they come from and start to allocate disproportionately high amounts of resources to these places and giving employment opportunities to their relatives or mainly people coming from their locations and district at the expense of other people from the other parts of the country.

The above trend has resulted in ethnic suspicious, hatred and disunity. The people of Kenya, unlike those in Tanzania identify themselves first with their tribes, then the nation. In Tanzania people never ask themselves “what tribe are you”. in Kenya, if one excels in school, in athletics or in other for a, the first question from an ordinary Kenyan is not how the person managed to achieve the excellent results but what tribe he/she is. Every event or success in Kenya must be looked at through the tribal binoculars.

In our crime fighting institutions, the first question the police or other security agent ask the suspect is what tribe he is. Quite often people are sent to prison without valid evidence but because they come from a tribe known to have many thieves. Achievements in schools, colleges and institutions of higher learning will automatically be associated not with the effort applied but the disproportionate resources poured in the areas where the institutions base.

Forty-three after independence certain government official forms still require one to indicate his/her tribe, the location, sub-location and rural district of origin. The colonialists used the separation of tribes to divide and rule. Politicians have perfected tribal biases to endear themselves with their people to perpetuate their being elected. This colonial hangover has tended to perpetuate tribalism or ethnicity.

In major towns, the strategy for winning a political seat is not one involving a display of the right leadership traits and deeds but one involving ferrying one’s tribesmen from other areas and even far flung places such as the province of origin the politician originally from.

As its worst, ethnicity has brought uncivilized behaviour such as the politically instigated tribal clashes in 1991 and 1997 in which the country lost about 1000 innocent lives and the zoning of the country into Kanu zone and non Kanu zones. Kanu zones then benefited through generous government resource allocations. Non-Kanu zones were left languishing with poor infrastructure, poor education and medical facilities etc.

The wounds and scars of these bizarre incidents are still visible and in need of a cure. One Kenya One Nation was registered in order to offer solutions created by tribalism or ethnicity and bring a cohesive society that will work as a team through collaboration and positive competitiveness.

## **Legal Framework**

The One Kenya One Nation was registered under the NGO Co-ordination Act 1990 with a national scope and perpetual existence. Its certificate of registration allows it to operate countrywide.

The terms and conditions of registration are as follows:

- One Kenya One Nation must be a member of the National Council of NGO's
- Must always remit annual membership fees as stipulated by the NGO Council Rules and Regulations
- Is required to notify the NGOs Co-ordination Bureau of any changes in areas of their operation
- Notify the District Commissioner before implementing any project in a given district.
- Inform the NGOs Co-ordination Bureau of any changes such as:
  - a. NGOs name
  - b. Constitution
  - c. Officers or title of offices (Form 13)
  - d. Office and postal address (Form 4)
- Submit audited annual reports (without failure) in accordance with NGOs Regulation 24 by filling form 14 comprising
  - a. Annual financial report audited with full statements of income and expenditure
  - b. Annual report outlining program activities performed by the organization
  - c. Any amendments or changes made in the organization within the year in question
  - d. Application for Duty and VAT exemptions and entry permits exemptions made during the year
- All registered NGOs are required to abide by the laws of the Republic of Kenya

## **The Mandate of One Kenya One Nation**

- a. To foster national unity through the elimination of tribalism and ethnicity
- b. To assist in poverty elimination and improvement of standards of living
- c. To carry out research activities to diagnose problems and seek social solutions
- d. To harness and develop a new national outlook of trust and interdependence among all tribes, races and religious groups
- e. To promote the development adoption of indigenous knowledge, skills and technologies
- f. To establish co-operative links with other organizations towards the achievements of national aspirations, peace, justice and reconciliation
- g. To raise funds and other resources necessary to achieve objectives
- h. To establish appropriate management structures.

- i. To prepare, publish and distribute documents, national studies and other information in pursuit of its objectives
- j. Make recommendations to government and other agencies on issues pertaining to national development, peace and aspirations.

### **Membership**

Apart from fundraising to finance the NGOs activities, the main source of revenue will be membership/subscription fees.

The member of One Kenya One Nation shall be subscribes.

Members will comprise of ordinary, corporate and donor members all of whom shall have equal voting rights.

Ordinary member is an individual who has an interest in the creation and existence of One Kenya One Nation and the aspiration, peace and development of Kenya and her people and who has paid the membership fee and subscription as from time to time determined by the board.

Corporate member is an organization (a limited company, cooperative society or any body) which has an interest in the creation and existence of One Kenya One Nation and the aspirations, peace and development of Kenya and her people and which has paid the membership fee and subscription as from time to be determined by the board.

Donor member is a Charitable Government, United Nations body or any other similar organization which has the interest in creation and existence of One Kenya One Nation and the national aspirations, peace and development of Kenya and her people and which has paid the membership fee and subscription as from time to time determined by the board.

### **Membership shall be achieved through application and acceptance by the Board.**

A member shall cease to be a member if:

- He/she gives one month's notice in writing to the board of his intention to resign from membership and upon the expiry of such notice, he shall cease to be a member but his liability to contribute to the funds of the organization in the event of its being wound up/dissolved shall continue for one year from the expiry of such notice.
- He/she is removed from membership by the vote of not less that 2/3 of the members attending an extraordinary general meeting of the members of One Kenya One Nation specifically convened for that purpose and at which he has been given a reasonable opportunity of attending and being heard.

## **Summary of Stakeholders and their Expectations**

- Community
  - Advice and technical support
  - Information/training
  - Counseling
  - Improved livelihood
  - Poverty alleviation
  - Payment of taxes
  
- NGOs Coordination Bureau
  - Policy and legislative development
  - Compliance with the law
  - Good organizational management, transparency and accountability
  
- Staff
  - Good working environment
  - Job security
  - Low turnover
  - Motivation
  - Training and career development
  - Self-actualization
  - Satisfaction of personal goals/needs
  
- Youth
  - Guidance and counseling
  - Training in leadership and interpersonal skills
  - Seminar participation
  - Workshops
  - National/international exposure
  
- Women
  - Justice
  - Equality
  - Guidance and counseling
  - Training in leadership and associated interpersonal skills
  - Seminar participation
  - Workshops
  - National/interpersonal exposure
  
- Business community
  - Fair pricing
  - Good quality products
  - Availability

- Safety and health
  - Environmental cleanliness
  - Corporate social responsibility
- Government/Local Authorities
  - Good governance
  - Equal opportunities to all citizens
  - Removal of institutional barriers to tribal harmony and national cohesiveness
  - Accountability and transparency
  - Equitable allocation of national resources to all administrative units
  - Financial support
  - Workshop/seminar participation/facilities
- Leaders/politicians
  - Integrity
  - Trustworthiness
  - Role modeling
  - Vision
  - Determination
  - Participation in seminar/workshops
  - Financial/material support
  - Abiding by the law
- Donors
  - Financial and other resources support
  - Transparency
  - Accountability
  - Publication, books learning material
  - Travel opportunities in and outside the county
- Research and learning institutions
  - Advance knowledge/new findings/discoveries
  - Information fro management
  - Support and collaboration in research
  -
- Board of Directors
  - Transparency and accountability
  - Good governance
  - Vision and strategy
  - Good role modeling
  - Fundraising
  - Financial stability and sustainability

## **Political, Economic, Social - Cultural, Technological, Legislative and Environmental Analysis (PESTLE) and SWOT Analysis**

There is no doubt that considerable progress has been made by the government on many fronts, including fighting corruption, reviving the economy and constitution review. However, political wrangling among the NARC leaders since 2003 has made it difficult for the government to marshal support for its reform agenda. Focus on the NARC government has largely been on political survival necessitating compromises and alliances that have not been pro-development.

Total government expenditure on social services (education and health) in 2004/05 budget increased by 4.9% to Kshs 111.3 billion from Kshs 106.6 billion in 2003/04. About 80% of the social budget is absorbed by education while health took 19.8%. Consequently, among the many promises that the NARC government made, only that of free primary education has been fulfilled. In the 2005/06 budget, the government made a similar substantial increase in the allocation to both education and health.

Despite these bold initiatives, the impact on the well being of Kenyans is likely to be the mirror for two reasons. Firstly, more than 80% of the resources are consumed by salaries and wages, leaving very little for development and maintenance. Secondly, the allocation to other social services is negligible.

The other major promise that haunts the government is that of generating 500,000 jobs annually. According to the economic survey 2005, the economy created 474,000 new jobs in 2004 which is 95% of the target. About 437,000 of these jobs are supposed to have been created in the informal sector where confirmation is difficult. The important issue, however, is not the accuracy of the figures but that the bulk of these jobs are created in the rural areas where agriculture is the main activity. Unemployment is highest in towns where disillusionment with government is similarly very high.

The main constraint to growth and hence employment in the agricultural sector is not finance but inappropriate policies, legal and institutional framework. Bloated parastatals in government need reform. The sooner the government begins to implement these reforms, the greater will be the opportunities for creating the promised jobs.

The overall growth of Kenya's economy in 2004 was 4.3% up from 2.8% in 2003. This is a significant improvement in performance of the economy when compared to low growth rates in the last two decades. Despite the reservations expressed on the new GDP indicators, there is strong evidence that Kenya's economy has been on recovery path since 2001. The manufacturing sector, which accounts for 10% of the GDP, grew by

4.1%. This strong growth is reflected in the rise of imports of raw material and capital equipment which grew by 25% in 2004. Building and construction sector recorded a growth of 3.5% and is supported by the increase of consumption of cement from 1,267,000 tonnes in 2003 to 1,418,300 tonnes in 2004.

The growth of manufacturing, building and construction sectors was propelled by low interest rates which encouraged consumption of consumer credit. Other sectors that recorded strong growth include wholesale and retail trade-9.5%, hotels and restaurants-15% and transport and telecommunications 9.7%. The recovery in the tourism sector was mainly responsible for the strong growth of hotels and restaurants while the rapid rise in use mobile telephones propelled the substantial growth of the transport and telecommunication sector.

The overall well being of Kenyans is dependent on growth of the agricultural sector. This is because about 80% of Kenya's population resides in the rural areas where the main source of livelihood is agriculture. Even in the urban areas, a large segment of the population derives their livelihood from agricultural related activities. This feature may partly explain why the substantial recovery of the economy in 2004 and 2005 did not improve the lives of most Kenyans because agricultural production and hence incomes declined as a result of the severe drought that ravaged many parts of the country.

The growth of the agricultural sector declined from 2.6% in 2003 to 1.4% in 2004. Infact, were it not for production of tea, horticultural crops and sugarcane, which respectively increased by 10.5%, 24.7% and 11.9%, the growth of total agricultural production would have been considerably lower.

While the drought conditions undoubtedly impacted negatively on crop and animal production, other structural factors have for a long time been constraining the performance of the sector. These factors include poor road network, corruption and mismanagement on the cooperative production sub-sector and marketing uncertainty due to conflicting policy framework and overbearing parastatals.

New GDP series show that growth of capital formation in real terms declined from about 11% to negative 6.4% in 2003 and recovered by 8% in 2004. The rise in capital formation in 2004 which is conspicuous in manufacturing, building and construction, and transport sectors may have been facilitated by low interest rate in 2003/04.

Kenyan government made considerable effort to contain expenditure and improve revenue collection to the extent that a surplus of Kshs 3.1 billion was achieved in FY 2003/04. Revenue collection has continued to improve but there are strong indications that the government may find it difficult to contain expenditure unless drastic and unpopular reform measures are taken. Given that the 2007 elections are not far away and there are many unfulfilled promises, it is unlikely that the government will undertake surgical measures that are required to make budget more sustainable, e.g., retrenchment of civil servants and winding up unproductive parastatals.

With donor support being unreliable, a rise in budget deficit is inevitable. A rise in domestic borrowing will, therefore, be inevitable. This will put pressure on interest rates as Central Bank is committed to containing credit expansions to control inflation. The

government, however, has a leeway to ease the financial burden if it can accelerate privatization of parastatals.

Total external debt rose from Shs 353.3 billion at June 2003 to about 450.0 billion currently. Domestic debt has likewise continued to grow having risen from 236.0 billion at June 2002 to the current level of about 306 billion. The government has over the last few years been restructuring domestic debt in favour of longer maturity bonds. This programme is expected to continue until the government achieves a desirable rise of treasury bills /bonds in the domestic debt assumed to be 30/70%.

After rising rapidly in the second and third quarters of 2004, inflation pressures eased a little in the final quarter of 2004. However the rise in oil, power and food prices early in 2005 resulted in resumption of the upward trend in inflation. Overall, annual inflation has in the last 12 months risen from 8.8% in May 2004 to the current of about 14%.

Interest rates rose steadily in 2004. The benchmark 91-day Treasury Bill Rate rose from about 1.52% at the beginning of 2004 to 8.29% by the end of the year. During 2005 the Treasury Bill Rate has hovered at about 8.6% indicating that the authorities are happy with that level unless inflationary pressures accumulate.

The shilling exchange rate depreciated against all the major currencies in 2004 although with considerable fluctuations. However, since the beginning of 2005, the shilling has tended to appreciate reflecting the strong forex reserves positions and market demand and supply of forex.

The global economic performance has strong influence on growth of Kenya. So far the global economic prospects for 2005/06 remain optimistic despite initial fears of slow down due to volatility of oil prices. Strong growth in some industrial countries and most other regions is expected to lead to a world economic growth rate of about 5%. At the domestic level there are indications that Kenya's GDP growth is poised to make a significant improvement in 2005 to about 5.5%.

As far as cultural issues are concerned, the year 2004 witnessed the introduction of a new national dress as a means for Kenyans to have not only a national identity like West African countries but also a basis to solidify national unity. The proposed constitutional (now rejected) had a chapter on national values. Cost considerations will determine the extent to which the national dress will be adopted by a majority of Kenyans. As for the constitutional review, the rejection of the proposed new constitution during the referendum provides an opportunity to critically review the adequacy and quality of the national values.

In conclusion, both business and individual persons are yearning for empowerment so that they can do what they are good at. People are asking for facilitation rather than direction for the government. Urgently required is policy and institutional reforms that will create an enabling environment for business. This means removing the constraints that presently inhibit private sector growth and development.

Priority areas are:

- a. Privatization or commercialization of functions currently monopolized by government or quasi-government institutions particularly in agriculture and communication.
- b. Strengthening the institutions of governance, which include the judiciary, civil service and anti-corruption authority.
- c. Rehabilitation and expansion of infrastructure particularly power and transport in order to lower the cost of doing business.
- d. Dealing firmly and decisively with insecurity.
- e. Water supply in arid and semi arid areas.

## SWOT Analysis

The **SWOT** analysis has been undertaken to critically assess the strengths and weaknesses, opportunities and threats in respect to the internal environment and external environmental factors affecting the organization. The results of this analysis and related strategic objectives and results are set out below:-

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Committed and competent founders High degree of honesty, integrity and transparency</li> <li>• Support and goodwill of Kenyans</li> <li>• Ability to attract financial support</li> <li>• Well defined legislation in fighting corruption</li> <li>• Constitution has elaborate provisions for achieving tribal, ethnic, religious and cultural cohesiveness in society</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lean revenue base</li> <li>• Organisational structure not fully developed</li> <li>• Undeveloped communication systems and technology</li> <li>• Inadequate financial resources to cope with the mandate</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Potential government material and logistical support</li> <li>• Supportive donor and development partners</li> <li>• Training, research and education facilities</li> <li>• Growing economy</li> <li>• Community goodwill for national cohesiveness</li> <li>• New cultural segments and attitudes emerging from global interaction, hence new behavioural trends</li> <li>• New information/knowledge age</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Present generation of politicians rely on ethnicity and religious differences to get power</li> <li>• Moral decay from the western world</li> <li>• Use of drugs by young men and ladies</li> <li>• Rigidity towards change evident in Kenyan society ie civil service and ethnic groups</li> <li>• Poverty</li> <li>• Little knowledge / illiteracy</li> </ul>

# VISION, MISSION AND VALUE STATEMENTS

## THE VISION STATEMENT

One country – Kenya in which Kenyans are proud of being Kenyans rather than members of a certain tribe, ethnic or religious/groups; and in which people do not consider it important or necessary to identify the ethnic origin of any member of the nation.

## THE MISSION STATEMENT

The mandate of the KENYANATION is to sensitize Kenyans through civic education counseling, guidance, seminars, workshop, media coverage, road shows and all other means on new national values, norms, culture and attitudes that bind the people together as one community with a new national outlook of trust and interdependence of all individuals and geographic groups.

## THE VALUE STATEMENT

**KENYANATION** shall work towards building an innovative and friendly community of Kenyans that always cherishes the virtues of handwork, trust and integrity, which strives at all time to achieve excellence in behaviour, quality of service/products and which is open-minded and adaptable to changes taking place in the internal and global environments.

6	Strategic objectives	strategies	Activities tactics	Measurable goals	Responsibility	Time frame	Budgets Kshs
	i)To sensitize Kenyan on the need for cohesiveness in society without ethnic animosity	Media advertisements talk shows, road shows t-shirts, etc	Place advertisements, posters hold weekly TV talk shows, design print, produce and distribute t-shirts	No of people reached audiences	Publicity Committee and CEO	Continuos	1 <sup>st</sup> year 40m 2 <sup>nd</sup> year 20m 3 <sup>rd</sup> year- 20m
	ii).To increase sense of pride people of being Kenyans instead of	To conduct opinion polls using random samples in all provinces to determine the level of pride	Design appropriate Questionnaires and have them completed in all provinces	No of people whose attitude or sense of pride of being Kenyan is transformed	Performance Audit Committee	Cont.	3.0m p.a.

being members of ethnic/religious groups	people have being Kenyans		from negatives to positive.			
iii).To increase intermarriage among people of different ethnic groups.	To conduct youth conference in various parts of the country highlighting the need to intermarry	Write articles in the papers on value of marriage, produce booklets on the subject of marriage	No of people who marry across ethnic boundaries		Cont.	2.0m
iv).To enhance the use of Kiswahili as national language	Urge government to make of mandatory that Kiswahili is taught from std 1 and to organize Kiswahili classes for adults in the mélanges	Urge TV and radio stations to teach Kiswahili as part of their CSR	No. of people who can speak rudimentary Kiswahili	Kiswahili Project Committee	Cont.	10.0m
v).To build leadership and interpersonal skills among Kenyans particularly the youth, to improve the quality of leadership in the country	To conduct courses in schools and seminars on leadership issues	Publish booklets on leadership and the need for tribal/ethnic cohesiveness.	The reduction no. of people who talk of issues on tribal lines	Publicity & Performance Audit Committee	Cont.	15.0m
vi).To sensitize Kenyans to approach problems with a national spirit instead of tribal outlook	To hold radio and TV conferences during which evils of tribalism will be highlighted	Engage politicians and get them restrain from inciting tribes against each other	The reduction in the talk about my tribe' especially among politicians	Legal Committee	Cont.	7.0m
vii). To build sensitivity towards zero-	To have artistes record songs on the evils of corruption	Engage the police and the Kenya Anti-Corruption Authority in trying to make them follow-up	The number of corruption cases taken for court, and conviction	Taxation Committee	Cont.	10.0m

tolerance on corruption in all walks of life		corruption cases.	thereof, the reduction in corrupt activities			
viii).To work towards reduction in taxation and to demand efficient and effective utilization of tax revenues by government for the maximum benefit of Kenyans.	Have newspaper articles written on the merits of taxation and the need to have government account for taxes collected	Get accountants economists write on tax collection and tax utilization especially waste of resources.	The reduction in taxation and the increase in service provision			8.0m
ix).To ensure consumer protection against unfair trade practices, and counterfeits and to fight exploitation of consumers by overpricing and selling of substandard goods/services	Get consumers to appreciate their rights for fair trade practices and to demand that government is vigilant on overpricing and substandard goods	Engage the Kenya Bureau of Standards in being vigilant on counterfeits and substandard goods	The reduction in importation of counterfeits; the number of court cases on counterfeiting and the reduction in price of goods	Performance Audit Committee	Cont.	3.0m

# **Implementation, Monitoring and Evaluation**

## **Introduction**

The strategic plan will be disseminated to all the staff and stakeholders to create awareness and ensure its successful implementation. The purpose of Monitoring and Evaluation (M&E) is to audit performance, review strategies and ensure continued ownership of the strategic plan. This process provides a framework for adaptive management systems and practices.

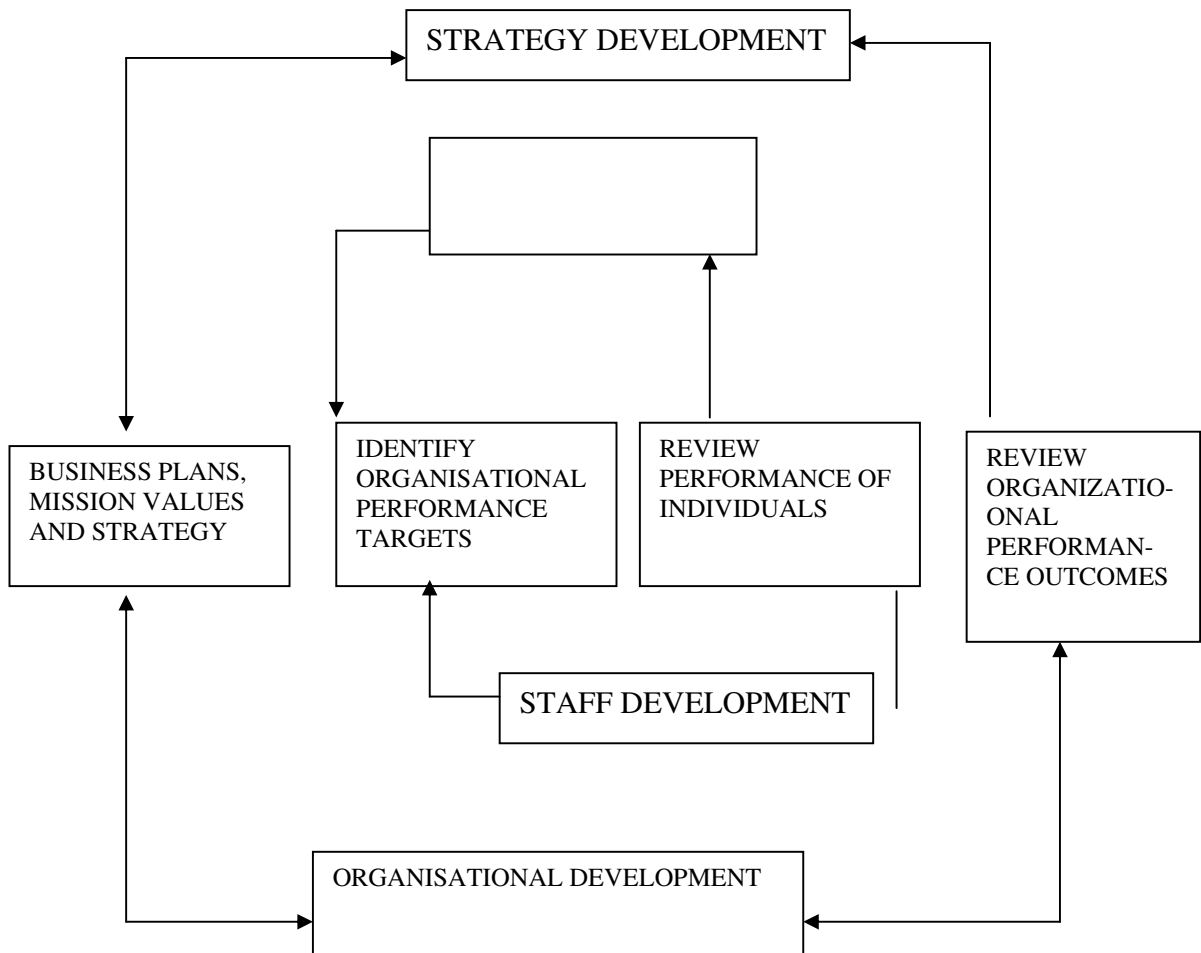
Monitoring activities will involve the collection and analysis of financial and non-financial information on a periodic basis and the comparison against activities and budgets in the strategic plan. This process is important in determining the progress made towards the accomplishment of the detailed objectives, strategies, activities and results. It also ensures accountability and supports decision-making in respect to costs, time and quality. The evaluation process is dependant on monitoring the review reports and instruments. This could be carried out at least half-yearly supplemented with comprehensive mid-term and terminal reviews. This process takes into account emergent issues and changes in the environment that affect the plan.

## **Performance Management and Performance Appraisal**

Performance management is the systematic process of planning work and setting expectations; continually monitoring performance; developing the capacity to perform periodically rating performance in a summary fashion and rewarding good performance. It is the process through which an employee's performance guided and rated within a given period based on mutually agreed targets and performance standards. Besides rating performance, the system is used to determine the development potential of staff, compensation and benefits and to communicate performance feedback to staff.

Appraisal of individual and organization performance will be achieved if clear organizational performance targets are in place and are implemented. For the strategic plan to be effectively implemented, there must be a close link between the organizational strategy, outputs and development within the organization and consistency in the strategies and activities underpinning the strategic plan

## THE LINKAGE BETWEEN INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE



## Financial Resource Requirements and Mobilization Strategy

### Strategies for Resource Mobilization

The main source of revenue for **KENYANATION** is membership fees, subscription, lotteries raffles, grants, donations, payments for services provide and returns from investments.

### Endowment Fund

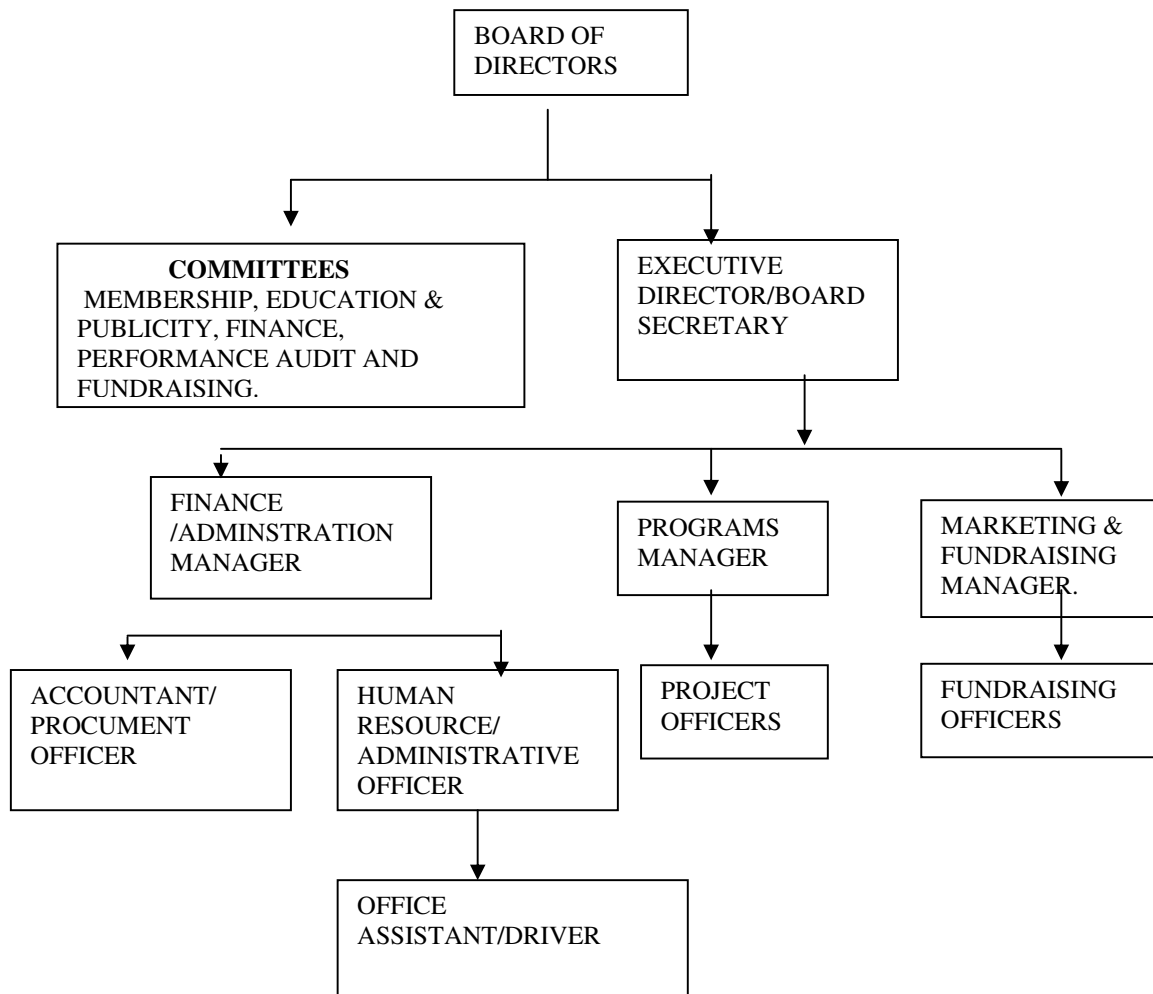
**KENYANATION** will establish an endowment fund to receive grants donations, gifts and other assistance in any form whatsoever from any country or source for anyone or all the objects of the organization and to establish foundations in any country or countries for the purpose of receiving donations from private and corporate persons and entity for channeling to the organizations development operations.

REVENUES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1 Contributions	12.4	47.0	154.0	255.0	357.0
2 Investment Income					
From Endowments	0.6	1.0	2.0	3.0	4.0
3 Gains On Sale Of					
Investments	3.5	10.0	20.0	30.0	50.0
4 Contracts	10.0	30.0	100.0	120.0	170.0
5 Other	0.5	1.0	2.0	2.0	4.0
<b>TOTAL</b>	<b>27.0</b>	<b>89.0</b>	<b>278.0</b>	<b>410.0</b>	<b>585.0</b>
<b>Expenditure</b>					
1 Administration	4.0	7.0	10.0	12.0	16.0
2 Program Services	62.0	82.0	172.0	302.0	390.0
3 Fund Raising	13.0	13.0	83.0	93.0	163.0
<b>TOTAL</b>	<b>79.0</b>	<b>102.0</b>	<b>265.0</b>	<b>407.0</b>	<b>569.0</b>
Surplus(short fall)	(52.0)	(13.0)	13.0	3.0	16.0

# The Organization Structure

## Introduction

The constitution of **KENYANATION** provides for the following organizational structure.



## **APPENDIX I**

### **Definitions and Guidelines in Formulating Strategy**

**Stakeholder:** Any organization, governmental entity, individual or community that has an interest in or may be impacted on by the organization's programmes and activities.

**Sustainability:** The practice of human utilization which ensures the greatest benefit to meet the needs and aspiration of future generations.

**Strategy:** This refers to the action that an organization plans in response to or in anticipation of changes in its external environment, its customers and its competitors.

**Mission:** The unique purpose that sets the organisation apart from other organizations of its type and identifies the scope of its operations.

**Vision:** Represents the organization's strategic intent that focuses its energies and resources on achieving a desirable future.

### **Creating Measurable Objectives**

#### **Examples of Deficient Objectives**

- (i) To improve morale in the division (plant, department etc)
- (ii) To improve support of sales effort
- (iii) To improve the firm's image

## **Examples of Objectives with Measurable Criteria For Performance**

- 1 To reduce turnover (absenteeism, number of rejects etc) among sales managers by 10% by January, 2004
- 2 To reduce the time lapse between order data and delivery by 8% (two days) by June 1, 2004
- 3 To reduce the cost of goods produced by 6% to support a product price decrease of 2% by December 1,2005
- 4 To conduct a public opinion poll using random samples to determine average scores on 10 dimensions of corporate responsibility by May 15,2006; to increase our score on those dimensions by an average of 7.5% by May 1, 2006.