PROPOSAL FOR BUMULA CONSTITUENCY STRATEGIC PLAN 2012-2017

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PART 1

ORGANIZATIONAL DETAILS

1.1 About Us

Kenya Projects Organization (KENPRO) is a fast growing organization, which was founded in July 2006 following the rising need of support services in research projects and project management among organizations and institutions, colleges and universities. Initially, the organization bore the name PIMI (Projects Identification and Management International). By the end of 2007, the organization adopted a new name namely, Kenya Projects Organization (KENPRO). It was not until 2009 that the organization was registered under the Kenya's Ministry of Gender, Children and Social Development (Serial No. 18257). During the time of registration, there were 16 associates/members. Today, the organization boasts of having over 30 associates specialized in various fields. The organization is engaged in Research Projects, IT Projects and Project management and Publishing activities.

1.2 Our Services/Products

The kind of services / products we do generally fall under three key Units.
These include the following:
- Research Projects and Publishing Unit
- Project Management Unit
- IT Projects Unit

1.2.1 Research Projects and Publishing Unit

Under this unit, KENPRO generally undertakes the following tasks:
- Problem Identification
- Proposal writing and refining
- Data Collection
- Data coding and analysis
- Report Review, Editing and Formatting.

The organization is also committed to sharing knowledge with every member of society through providing affordable publishing solutions. KENPRO is open to every person who has a product worthy of dissemination. We are highly convinced that intrinsic value of any piece of work to the community should be the main selection criterion. Scholars and writers along with institutions should no longer depend on the whims of publishers, but can take a proactive role in the publication of their works through an interactive process with KENPRO. The organization has a place for authors and writers of all categories - from amateurs to seasoned scholars.

We are engaged in publishing undergraduate and postgraduate research projects, theses and dissertations, educational and religious materials, planning and management resources among others. The manuscripts which are considered for publishing are

reviewed. An Editorial Board, consisting of distinguished practitioners ensures that all publishing projects are released with impeccable credentials.

1.2.2 Project Planning and Management

Under project planning and management unit, the organization is involved in carrying out the following activities: Building organization's financial management capacities through grant proposal writing, Developing Strategic plans, Developing Business plans, Conducting project Monitoring and Evaluation (M&E) and Conducting Environmental Impact Assessment.

1.2.3 Information Technology (IT) Projects

IT remains the lifeblood of forward-thinking organizations. The application of ICT concepts has become a subject of fundamental importance to organizations and indeed a prerequisite for local and global competitiveness. Well aware of this fact, KENPRO is deeply engaged in building organizations and institutions "IT wise". This involves undertaking the following activities:

Web Designing: We are engaged in building websites for individuals and organizations. We design both static and dynamic websites while adhering to clients' unique needs. A dynamic website uses a database to generate data or information, depending on the user's request. Typically, these kinds of pages need more time to design and develop, but they are beneficial for website visitors. Static website on the other hand generally provides information and does not interact with the host server as such.

Graphic Designing: This is geared towards building corporate identity of the organization in question or even an individual. Graphic designing embraces the following: a) Designing logos, b) Letter heads, c) Brochures d) Prospectus, e) Magazines, f) Banners, g) Receipts, h) posters and i) Cards etc.

1.3 Quality Assurance and Control

We are committed to promoting high standards of discipline, excellence and ethics through adherence to the firm's quality standards and value charter and the laws of the country and the profession.

We believe in recruiting and retaining sound, professional and support staff, providing training and opportunities for growth in a stimulating and enabling environment.

We are dedicated to maintaining a strong internal administration, thereby enabling provision of quality service and ensuring client satisfaction.

1.4 Our Overall Approach

Our approach to every assignment is geared towards adding superior value to our client's business operations. To achieve this we have recognized that the caliber of our most valuable resource, the KENPRO team of Associates, is of critical importance. We have not only tapped the right professional skills but have also harnessed and sharpened our people to form a formidable rapid response team fully equipped with the right tools to

face any business related problem or challenge. Our vigorous and consistent staff training and development programmes enable us to maintain consistency in our technical quality and client care standards.

The Organization has extensive experience of conducting consulting assignments and has developed a unique service delivery approach that puts a lot of emphasis on meeting the highest possible professional standards, adding superior value to our client's business activities, and ensuring the client's full participation and ownership of the consultancy outputs, thereby facilitating the successful implementation of the project

In line with the terms of reference, the Consultant will adopt a participatory approach designed to be all inclusive and ensuring the active participation of all relevant stakeholders, ensuring that their needs and expectations are met and that their concerns and suggestions are addressed, and also creating understanding of the overall purpose and spirit of the study.

In order to ensure that the CDC's expectations are fully met, our approach to this assignment will be both consultative and participatory. This approach will involve extensive discussions, interviews and close collaboration with the Board's key personnel especially during the initial stages of the assignment, in order to ensure that the aims and objectives of the project are quite clear to both the Client and the Consultant. We consider the full participation of the staff an essential input into the exercise.

PART II

STRATEGIC PLAN METHODOLOGY

There are many approaches to strategic planning. However, for the purpose of drawing up the proposed strategic plan for Bumula, 2012-2017, the following outline will be adopted.

2.1 Introduction
This chapter is expected to cover the following areas:
- Constituency Development Review
- Basis of the strategy
- Vision statement
- Mission Statement
- Core Values
- Mandate of the Board (CDC)
- Achievement
- Strategic Issues

2.2 Situation Analysis
This chapter will cover stakeholders analysis, SWOT and PESTLE analysis in the light of the strategic plan.

2.2.1 Stakeholders Analysis.
These include:
- Government of Kenya
- Development partners
- Financial Institutions
- Management Board (CDC)
- Members of the constituency

2.2.2 SWOT Analysis
KENPRO will carry out a SWOT analysis in order to determine the Board's current strengths, weaknesses, opportunities and threats and their potential impact on the Constituency's current and future operations.

2.2.3 PESTLE Analysis
KENPRO Team will take the participants through a political, economic, social, technological, legal and environmental (PESTLE) scan. These factors will be examined in the light of the strategic plan.

2.3 Strategic Goals and Objectives

KENPRO Team will systematically guide the participants in formulating the strategic objectives based on the strategic issues or goals. Through focus group discussions, the team will be able to identify activities for each objective.

Against each strategic objective, the Consultant shall, with input from the workshop participants and document analysis, develop performance targets; strategies for operationalization of these targets; key performance indicators; objective verifiable indicators of performance; timelines; resources required and assignment of responsibility for each task/activity and identification of critical assumptions that may have a bearing on realization of the set targets. This will inform the development of logical framework and implementation matrix.

2.4 Resource Mobilization

For the constituency to strategically position herself, resource mobilization is essential. The team will seek to determine the funding requirement for the strategic plan, strategies to be drawn for fund acquisition, human and physical resources needs.

The following tabulated guidelines are expected to aid KENPRO team in collecting data on funding requirements, funding strategies, human and physical resources needs and strategies that can be put in place.

Expected Sources of Funding (Kshs.)	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Government (GoK)					
Private Sector					
Development Partners (Bilateral and multilateral)					
Other Stakeholders					
Total					

	Sources of Funding	Funding Strategies
i)	Resource Mobilization from the government	
ii)	Private Sector	
iii)	Development Partners (Bilateral and multilateral)	
iv)	Collaboration with other stakeholders	

	Human resource management Issues	Strategies
i)	Recruitment	
ii)	Retention	
iii)	Exit	
iv)	Performance Management	
v)	Staff Motivation	
vi)	Training needs	

What physical resources are you equipped with? What are the strategic issues related to these resources? What activities are being /expected to be undertaken to resolve such issues?

	Physical resources Issues	Specification	Issues	Activities
i)	Fixed assets	Land		
		Office		
ii)	Movable Assets	Motor Vehicles,		
		Equipment & machinery		

2.5 Monitoring and Evaluation

Against each strategic objective, the Consultant shall, with input from the constituency's participants, develop line of activities to be undertaken, expected output, performance indicators, actor(s) or responsible person(s) or organization(s), timelines and resources required to meet each activity and identification of critical assumptions that may have a bearing on realization of the set targets. The following tables present the key components of a logical framework which draws the road map for monitoring and evaluation of the strategic plan.

2.5.1 Logical Framework

Strategic Issue (Goal)	Objectives	Expected Output	Performance Indicator

2.5.2 Implementation Matrix

Goal/Issue	Activity	Actor/ Responsible	Time	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017

2.6 Data Collection Procedure

Data collection instruments (interview guides and questionnaires) will be designed to assist the consultants to collect the required information from a sample of key value creation agents. These include CDC, CDF secretariat staff, Opinion shapers, elected leaders in each ward and location in the study area, project Management committees, Stake holders representing the various interest groups such as women, youth, businessmen, farmers, disabled persons, District departmental officers, and other identified key stakeholders.

Relevant activities for the strategic plan will include:
- Situational analysis which would encompass examination of internal and external business environment culminating in the determination of the Board's strengths, weaknesses, opportunities and threats (SWOT analysis) and PESTLE

- The resources (financial, people, systems and processes) required for the implementation of the strategic plan,

- Development of strategic objectives / goals with the corresponding key performance indicators through appropriate benchmarking of these performance standards.

2.7 Strategic Plan Execution and Submission

The Execution stage will involve the following phases:

Phase 1: Document review on Constituency Development against
Kenya Vision 2030.

Phase 2: Review of the vision and mission statement, core values and
Align to strategic direction of the board

Phase 3: Undertaking Internal and external environmental analysis/ scan
to assess the SWOT and PESTLE

Phase 4: Defining strategic goals, objectives and strategies of the board
and implementation strategy

Phase 5: Advice on resource mobilization

Phase 6: Developing Draft 1 of the strategic plan

Phase 7: Presenting the Draft Strategic Plan for validation in a consultative forum

KENPRO Team will prepare the Final Report and present to the CDC's stakeholders at a Stakeholders' Validation Workshop. This will afford the Client an opportunity to internalize the key issues/outs of the assignment and give their comments. In essence this would be a forum for validating the consultancy outputs.

The Consultant will proceed to prepare and submit the Final Report that will incorporate the inputs/comments of the Client as appropriate. The entire process will approximately take a period of 6 weeks (see annex I).

ANNEXES

Annex 1: Work Schedule

No.	Phase	Activity	Outputs	Person Responsible	WK 1	W	WK 3	WK 4	WK 5	WK 6
1.	Inception Phase	Debriefing meeting with Client	Notes on the defined topic	CDF officials, Consultancy team	▓					
		Signing of contract	Signed Contract	CDF officials, Consultants' Team leader	▓					
		Collection of available reports, data and relevant information	Reports, Policy documents	Consultancy team	▓					
2.	Preparatory Phase	Desk review of relevant documents	Reviewed Literature	Consultancy team		▓				
		Development of data collection tools	Semi structured Questionnaires and Key informant interview guides	Consultancy team		▓				
		Undertake an institutional assessment; ❖ Participatory discussions with CDF officials ❖ Participatory discussions with the CDF senior staff and the CDC, MP	❖ Completed questionnaires and interview guides ❖ Assessment report	CDF Officials, Consultancy team			▓			
		Prepare and submit an inception report	Inception report	Consultancy team			▓			
		Undertake a situational analysis of the CDF ❖ Participatory discussions with selected District officers, grass root leaders and elected representatives ❖ In depth interview with other stakeholders	Data and information ❖ Administered data collection tools	CDF officials, Consultancy team			▓			
		Analyze information from the situational analysis	Analyzed data	Consultancy team				▓		

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No.	Phase	Activity	Outputs	Person Responsible	WK 1	W	WK 3	WK 4	WK 5	WK 6
		Prepare and submit a Draft Strategic Plan	Draft Strategic Plan	Consultancy team				▓		
3	Strategic Planning Process	Consultative Strategic Planning Workshop with all stakeholders	Notes, information and comments from workshop	CDF Officials, Consultancy team					▓	
4	Finalization Phase Total	Compilation of Final Strategic Plan document	1st Final Strategic Plan	Consultancy team					▓	
		Presentation of Final Strategic Plan to the CDF coordination committee	Final Strategic Plan	Consultancy team						▓
		Preparation of Final Strategic Plan report incorporating Clients comments *Printing and circulation copies in full version		Consultancy team						▓
		Submission of the final report		Consultancy team						▓

We will be done with printing by the end of 10th week.

Annex II: Budget Estimate

No.	Activity	Unit Cost	Amount in KES.
1.	Collection of available reports, data and relevant information to build background information and an overview of issues	Process	100,000
2.	Development of data collection tools (Interview Guides and Questionnaires)		15,000
	Transport and communication	To and fro Bumula (6)* 1,500* 4 Within Bumula (9 days) * 1000 * 4	72,000
3.	Accommodation	9 days * 5,000 4 member team	180,000
4.	Data Collection in Bumula: ❖ Participatory discussions with CDC officials ❖ Participatory discussions with the CDF senior staff ❖ Data collection from selected District officers, grass root leaders, elected representatives among other stakeholders	4 field associates Days: 7 days @ 10,000	280,000
5.	Data analysis on SWOT and PESTLE, strategic goals and objectives, activities, output, responsible and timelines Drawing up of logical framework including budget analysis	Process	350,000
6.	Mobilization of and presentation of Draft 1 Strategic Plan to constituency key stakeholders (spiral bound copies)	1 day 4 member Team + Stakeholders' needs	220,000
7.	Mobilization of and presentation of Final Strategic Plan to constituency key stakeholders (hard and soft copy copies)	1 day 4 member Team + Stakeholders' needs	220,000
*8.	Printing and circulation of full version Strategic plans (perfect binding booklet)	1000 copies @ 350	350,000
9.	Miscellaneous (5%)		89,350
Total >>>			**1,876,350**

Please fill free to contact me (Anthony) in case of any inquiry regarding this proposal. Thank you.