Strategic Plan Approach

SCHOOLS NET KENYA

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There are many approaches to strategic planning. School Net Kenya - SNK employs the classical approach which mainly constitutes a number of components as briefly discussed herein.

1.0 Introduction

This chapter is expected to cover the following areas:

- Sector Review
- Basis of the strategy
- Vision statement
- Mission Statement
- Core Values
- Mandate of the Board
- Achievement
- Strategic Issues

2.0 Situation Analysis

This chapter covers stakeholders analysis, SWOT and PESTLE analysis in the light of the strategic plan.

2.1 Stakeholders Analysis

These include:

- The Government
- Development partners
- Financial Institutions
- Management Board
- Staff/members etc

2.2 SWOT Analysis

SNK carries out a SWOT analysis in order to determine the Board's / organization's or institution's strengths, weaknesses, opportunities and threats.

2.3 PESTLE Analysis

SNK Team takes the participants through a political, economic, social, technological, legal and environmental (PESTLE) scan. These factors are examined in the light of the strategic plan.

3.0 Strategic Goals and Objectives

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

Against each strategic objective, the SNK, along with input from the 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 informs the development of logical framework and implementation matrix.

4.0 Resource Mobilization

For an organisation/institution to strategically position herself, resource mobilization is essential. The SNK team seeks 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 aimed at aiding the guiding team to collect data on expected sources of funds, funding strategies, human and physical resources needs.

Expected Sources of Funding (Kshs.)	Year 1	Year 2	Year 3	Year 4	Year 5
Government (GoK)					
Private Sector					
Development Partners (Bilateral and multilateral)					
Other Stakeholders					
Total					

Sources of Funding	Funding Strategies
Government	
Private Sector	
Development Partners (Bilateral and multilateral)	
Collaboration with other stakeholders	

Human Resource Needs	Strategies
Recruitment	
Retention	
Exit	
Performance Management	
Staff Motivation	
Training needs	

Physical Resources Needs	Specification	Issues	Activities
Fixed assets	Land		
	Office		
Movable Assets	Motor Vehicles		
	Equipment & machinery		

5.0 Monitoring and Evaluation

Against each strategic objective, the SNK Team, with input from the 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.

5.1 Logical Framework

Strategic Issue (Goal)	Objectives	Expected Output	Performance Indicator

5.2 Implementation Matrix

Strategic Issue	Planned Activity	Actor/responsible	Time				
			Yr1	Yr2	Yr3	Yr4	Yr5

6.0 Data Collection Procedure

SNK takes the responsibility of designing data collection instruments (interview guides and questionnaires) to assist in collection of data from a sample of key value creation agents. These include board members, staff among other stakeholders representing the various interest groups.

7.0 Strategic Plan Execution and Submission

The Execution stage involves the following phases:

Phase 1: Validation of draft 1 to the Board among other major stakeholders.

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.

Phase 2: Review of Draft 1 of the
strategic plan depending on the feedback from the key stakeholders

Phase 3: Submission of the final draft to the management SNK Team proceeds to prepare and submit the Final Report with the inputs/comments of the client having been incorporated. The entire process takes approximately 8 weeks.