



BARTEK INVESTMENTS CO-OPERATIVE SOCIETY LIMITED
P. O. BOX 737—20103,
CELL-PHONE: 0720-762030/0723-358307,
Email: bartekinvestments@gmail.com
ELDAMA RAVINE

STRATEGIC PLAN

YEARS 2023 TO 2027

DECEMBER, 2022

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1. LIST OF ACRONYMS

- i. AGM.....Annual General Meeting
- ii. CBK.....Co-operative Bank of Kenya
- iii. CSR.....Corporate Social Responsibility
- iv. CS..... Co-operative Society
- v. ICT.....Information Communication Technology
- vi. KRA.....Key Result Area
- vii. NEMA.....National Environmental Management Authority
- viii. SACCO.....Savings and Credit Co-operative Organization
- ix. SGM.....Special General Meeting
- x. SMART.....Specific, Measureable, Attainable, Realistic and Time-bound
- xi. SWOT.....Strengths, Weaknesses. Opportunities and Threats

2:0. CHAIRMAN’S FOREWORD

Bartek Investments Co-operative Society Ltd is operating in a liberalized business environment that has competition challenges. As leaders, we have responsibility and duty of care to members and stakeholders; to hold ourselves to the highest ethical standards and to comply with the applicable laws and regulations. Moreover, the society members rely on us to run the society’s businesses on their behalf and accurately report on financial performance.

It is therefore critical to have a Strategic Plan in place so that we are able to define our businesses through clear **Vision and Mission Statements; and Core Values** that provide the best road map for the society’s activities. Kenya’s Vision 2030 recognizes co-operatives as particularly important within the context of demand for domestic economy competitiveness, sustainable development and equity concerns. Consequently, development and sustainability of vibrant co-operatives cannot be overemphasized.

Good Corporate Governance Practices must be nurtured and sustained to evolve as a matter of practice. In this regard, I expect all my Board Members, society staff and member-investors to show personal commitments and ensure full and timely implementation of this Strategic Plan. Management shall also ensure that during the implementation period, constant **Monitoring and Evaluation** also takes place, and with involvement of ordinary members, selected local leaders, development partners and “outsiders” who are regarded as potential investors in our co-operative society.

I wish to take this opportunity to acknowledge our esteemed partners for the moral, financial and material support extended to us during the implementation of the expired Strategic Plan phase. Profound gratitude also goes to the Consultant who tirelessly took us through the planning process with professional touch.

We cannot forget to remark on the continuous support of our Sub-County Co-operative Officer, and her prevailing upon us to roll out the society’s Strategic Plan. Indeed, her implied participation in the Strategic Planning process was very valuable and re-assuring.

Lastly, may I extend sincere gratitude to the Board Members, Supervisory Committee and Staff Members who participated and contributed immensely during the Strategic Planning process.

With Co-operative regards,

**MOSES CHEPTALLAM,
CHAIRMAN,
BARTEK INVESTMENTS CO-OPERATIVE SOCIETY LTD**

2.1. EXECUTIVE SUMMARY

Bartek Investments Co-operative Society Limited is one of the pioneer Investment Co-operatives in Kenya, providing a one-stop-shop for diverse quality products and services to its members through prudent utilization of resources.

In order to continue offering quality member-oriented services, the Board of Directors has taken initiative to renew its Strategic Plan to cover the period 2023—2027. Over the years, the Society has registered modest growth. This has been possible due to commitment of the Board members, dedicated staff, and total support by members. Bartek Investments Co-operative has great potential in Baringo County and what remains is to nurture the outstanding potential.

In view of this background, the society has identified a number of challenges and proposed interventions aimed at transforming the society through this Strategic Plan, here-of being rolled out to cover the period January, 2023—December, 2027.

Bartek Investment CS resolved to adopt the process of renewing a 5-year Strategic Plan through involvement of carefully-selected society members; Management Team, Supervisory arm and Senior Staff with gender balancing in mind. This is an important participatory process in order to position the organization on an expedited growth path in a fast-changing and less-predictable real-estate business and market-driven education environment. The needs of the members will change on a periodical basis, and the services being offered by the society have to conform thereto.

The society is expected to grow from strength to strength, and the growth trends will definitely pose various challenges and present enormous opportunities that need to be tapped, so as to mitigate possible negative economic impacts.

Bartek Investment CS identified Strategic Key Result Areas in which to focus its financial, material, time and human resources within the next five years. These areas concern By-laws Revision, Policies and Procedures, Membership, Share-Capital base, Investments and Returns, Organization's Growth, Information and Communication Technology, Service to Investor-Members, Corporate Social Responsibility, training of Board of Management, Supervisory arm and Staff. Other important areas include Finances, Internal Control Procedures and fair competition in the real-estate and Education & Training Industry.

In order to implement its strategic plan effectively and efficiently, Bartek Investments CS has identified several steps that it intends to undertake as manifested in the 5-Year Plan of Action. They include building liquidity, concentrating on profitable core functions, strengthening the training institutes, development of idle prime assets and acquiring qualified human resource capacity.

The society understands that, developing a strategic plan is a good step.....but achieving the set goals comes with a consideration. Management believes that it has the capacity to implement the

plan using local limited resources, but will confidently approach partners for external financial and technical support. Management has in fact identified various areas that it will require stakeholders' cost-sharing or soft-loan support and they include: -

- i. Arrangements for members to own houses in site and service schemes,
- ii. Development of office blocks and apartments in Kabarnet, Marigat, Eldama Ravine, Nakuru and Eldoret,
- iii. Marketing of the courses and programs,
- iv. Documentation of core capital plan-savings mobilization policy,
- v. Develop strategies to reduce dependence on external loans,
- vi. Formulation of Policies for opening of Service Centres for the Colleges, Driving School, Printing Presses , Sale of land, building business blocks and apartments,
- vii. Establishment of a comprehensive, efficient and effective Marketing Unit,
- viii. Conduct feasibility studies on start-up of facilities such as Basic Education Academies and Stationery Shops,
- ix. Step up Youth and Women Empowerment through co-operative affiliation,
- x. Operating Policies Formulation,
- xi. Development and upgrading of ICT to bring on board digital marketing,
- xii. Members, Staff, Supervisory and Board Capacity Building Programs.

The total budget estimate figures picked for planning purposes over the 5-year period amount to Kshs: 149,975,000.

3:0. INTRODUCTION

Bartek Investments CS Ltd conducts a number of activities which include: Learning Institutions, Driving School, Printing Press, Construction Machinery and investment in land.

The organization is an upcoming Investment Co-operative in South and North Rift region, providing a one-stop-shop for diverse quality products and services to its members through prudent utilization of resources.

The society's main objective is to promote the economic interests of members in accordance with the co-operative principles, and in particular: promote thrift among members by affording them an opportunity for accumulating their savings, and to provide the members an opportunity to access decent and affordable shelter and ideal investment avenues for their mutual benefit.

The society is governed by 7 elected officials. The operations of the Society are conducted by 38 staff members who are headed by a Chief Executive Officer. The Board is responsible for hiring, appraisal, disciplining and dismissal of staff.

In order to continue offering more quality member-oriented services, the Board of Directors undertook a review of the exhausted Strategic Plan; whereby overall score in implementation performance was **49.6%**. This independent assessment by a Consultant presented valuable lessons to the Board of Management—which are intended for accelerated performance in the implementation of the new Strategic Plan phase.

This Strategic Plan is an output of a 2 days' workshop planned and attended by Board Members, Supervisory and Staff. The workshop was made possible through own/society funding.

The planning process covered the following areas: -

- a) Introduction and explanation of the concepts of Strategic Plan and its application to a Co-operative Society's Business Practices,
- b) Reviewing the Business Practices in order to be able to strategically position the society to meet existing challenges,
- c) Review of the society's financial profile (situational analysis),
- d) Review the society's Internal and External Environment (SWOT Analysis),
- e) Develop the society's Vision and Mission Statements, Slogan/Business Motto and Core Values,
- f) Strategize on how to manage business competitors and the changing environment, and,
- g) Development of a 5-year Action Plan to be used as a guide in achieving the society's "SMART" objectives.

3:1. VISION:

“To become a model investor in land, real-estate, available business opportunities and market-driven courses for quality services”

3:2. MISSION:

“To offer quality services and products to meet members’/customers’ needs for sustainable growth”

3:3. CORE VALUES

Core Values are the relatively short but important beliefs which are widely held as crucial for the success of the organization. They form our business convictions which substantially drive the behavior of people in the organization. While Value Statements are not inspirational mottoes, they are carefully composed declarations of an organization’s beliefs, ethics and codes of desirable behavior and intended to guide the co-operative in decision-making processes. Essentially, Value Statements serve as cornerstones for culture-building; and hence the Core Values were retained as: -

- i. Professionalism*
- ii. Integrity*
- iii. Teamwork*
- iv. Innovation*

3:4. SLOGAN/BUSINESS MOTTO

- *“Together We Succeed—Pamoja Twafaulu”*

3:5. REASONS FOR STRATEGIC PLANNING

In view of the afore-mentioned, Board of Management resorted to formulating a participatory Strategic Plan that focuses on scaling-up the society’s operations, sustain best-management practices and ensure good returns to members. Specific reasons include: -

- Focus on kick-starting the society’s operations, towards scaling up from current levels,
- Define direction for the organization,
- Sustain best-management practices in the life of the society,
- Ensure good returns to members, and,
- Contribution to rural development agenda.

3:6. BENEFITS OF STRATEGIC PLANNING

Among the benefits that the society expects to accrue from Strategic Planning include:

- i. Operating upon clear Goals and Objectives,
- ii. Communication of the set goals to members and stakeholders,
- iii. Provision of a bench-mark from which progress can be measured,
- iv. Building strong teams among Management, Supervisory and Staff to increase productivity and operational efficiency.
- v. Attracting Development Support from willing Partners that include County and National Governments.

Management is hopeful that all these would be achieved within the next five years, up to December of Year 2027.

4.0. STRATEGIC PLANNING FACILITATION PROCESS

4:1. OVERVIEW

The Strategic Planning activity for Bartek Investment CS adopted a highly-participatory approach where-by after official opening and leveling of expectations, the Consultant proceeded to: -

- a) Introduce the concepts of Strategic Management Planning and their applications to business practices in the organization's areas of action,
- b) Facilitate the analysis of the organization's Strengths, Weaknesses, Opportunities and Threats,
- c) Lead the workshop in adopting the following four participatory methods of contributions:
 - o Lectures to introduce various concepts relevant to strategic planning,
 - o Group-work to deliberate on the various issues in the workshop sub-agenda,
 - o Plenary session where the participants built consensus on various key issues raised/discussed by the sub-groups, and
 - o Group work presentations of the proposed priority projects/interventions and Action Plan
- d) Facilitate the development of the five-year Strategic Management Implementation Action Plan **(2023 to 2027)**

4:2. BARTEK INVESTMENT CS PROFILE

4:2:1. Membership Catchment Area

Bartek Investment CS derives its members from 3 catchment categories as here-under: -

- i. Teachers in service.....70%
- ii. Civil Servants.....20%
- iii. Business Community.....10%

Of emphasis is the members' business etiquette (good business/farming manners) and intelligence necessary for growth as a result of affiliation to the society and indeed, patronage of the society's services.

4:2:2. Membership Potential

There are 1,323 registered members in the society as at December, 2022; out of who 800 are active. Nevertheless, there is potential of up to over 5,000 members in the society's area of operation; given well-planned Investment Projects that guarantee high returns—coupled with proper service delivery and aggressive marketing at society level.

4:2:3. Activity Business Indicators in the last 2 Years

Statement of Comprehensive Income (Activity Contributions) for the Last 2 Financial Years

NARRATION	F/YEAR ENDED DECEMBER, 2020	F/YEAR ENDED DECEMBER, 2021	TOTALS IN THE 2-YEAR PERIOD
Income from various activities	1,125,464	2,161,268	3,286,732
Other Operating Income	2,539,154	1,656,000	4,195,154
Governance Expenses	(705,821)	(642,500)	(1,348,321)
Personnel Expenses	(1,040,600)	(1,053,500)	(2,094,100)
Depreciation/Amortization	(249,353)	(203,947)	(453,300)
Financial Expenses	(238,248)	(393,120)	(631,368)
Other Operating Expenses	(416,650)	(378,719)	(795,369)
Net Operating Surplus before tax	1,013,946	1,145,482	2,159,428
20% Transfers to Statutory Reserve A/c	(202,789)	(229,096)	(431,885)
Surplus Available for Distribution to members	811,157	916,386	1,727,543

From the above tabulation, it is therefore evident that the organization requires an urgent turn-around in (main-mandate) business in order to spur economic growth. This has been considered possible through this 5-Year Strategic Plan.

4:3. CO-OPERATIVE SOCIETIES' CHALLENGES SUMMARY

Small and medium-category Co-operatives are faced with a number of challenges, some of which are typical to the societies' devised (unique) common bond, for example, distance to marketing points, harsh environment, poor infrastructure, resistance to merge-up proposals or unfair product prices offered by middlemen. The intended bonding (coming together into a co-operative set-up) is borne out of the realization that individual efforts when put together, will mold into a formidable force to address a common problem of seeking empowerment; necessary for rural wealth creation.

Challenges common to societies therefore include:-

- ❖ Reliance on single income-source
- ❖ Foreseen and unforeseen Liquidity Problems
- ❖ Expensive Bank Loans
- ❖ Information Technology
- ❖ Development of a Competitive Business Model
- ❖ Members' Demand for Advances and Loans to meet pressing needs
- ❖ Very Low Remittance of Shares
- ❖ Default in Produce Advance and Loan Repayments by Members
- ❖ Lack of qualified, competent and highly-motivated staff
- ❖ Cut-throat Competition from other Industry traders
- ❖ State of being "unattractive" to financial institutions and development partners.
- ❖ Accounting/Book-keeping process being in arrears, hence disqualifying a society during negotiations with Development Partner, Banker or County/National Government.
- ❖ Youth and Women have not been fully empowered to competitively participate in co-operative affairs and leadership positions. *The underlying reasons are culture-oriented.*
- ❖ Capacity building at co-operative level is usually limited by own funding.
- ❖ Members' action in General Meetings impacts negatively when above- average trained Managing Board/Teams are removed for reasons other than bad governance.
- ❖ Implementation of the 30% Gender Balance in about 70% of the societies is still a far cry owing to strong customary beliefs.
- ❖ Poor road network conditions slow down envisioned development programmes agreed with co-operative members from time to time.
- ❖ Prolonged drought in some parts of the County usually gets farmers unprepared to cope up with ensuing challenges in maintaining livestock conditions—let alone minding their productivity levels.

- ❖ Community efforts to sustain donor-funded programmes are still at lowest levels or none at all. This state of affairs quickly results to “Donor Fatigue”.
- ❖ 60% of active societies in some Sub-Counties are categorized as small, un-economical units that otherwise need to merge-up, but previous proposals towards this end have not been taken kindly, (and in good faith) by targeted organizations.
- ❖ There are still loose linkages among co-operatives (Movement ⇔ Movement Principle) and Co-operative Sector ⇔ NGO’s/Development Partner, hence chances of localized support in various fields keep slipping away.
- ❖ Low milk production despite the huge potential that exists. Milk deliveries to Dairy Co-operative Societies per member average 4.5 kgs per day. The low milk production is attributed mainly to lack of commitment by farmers to engage in serious commercialized dairy farming.
- ❖ Low prices offered by processors.
- ❖ Water, an important resource in production is not readily available in some parts of the County; and this usually brings about limitations in modern livestock husbandry practices. This has significantly contributed to the generally low milk production levels in co-operative societies in the County.
- ❖ Unhealthy competition from small scale traders commonly known as “*Hawkers*”; and also from some of the processors who buy produce directly from members/farmers.
- ❖ Animal diseases, especially East Coast Fever (E.C.F) is prevalent in both lowland and highland areas. Farmers have not taken up on-farm disease-control measures seriously.

4:4. SOCIAL/DEMOGRAPHIC/CULTURAL ENVIRONMENT

From the co-operative’s perspective, the effects of HIV/AIDS on human productivity (if not addressed) transform to threats facing farmers’ and businesses’ organizations in the operating area. Also, the still low participation of women and youth in co-operative production affairs is a concern worth examining too from the perspective of succession planning.

At the national level, Affirmative Action has been rolled out to allow at least one-thirds of membership and leadership positions appropriately being won by the lesser represented gender category. Indeed, a fully-fledged Department of Youth and Gender affairs is in existence under the Ministry of Devolution & Planning. The local challenge is whether Bartek Investment CS being a universal organization is doing enough to address the cross-cutting issues of Gender-balance, Youth & Women involvement and combating HIV/AIDS scourge and other diseases such as Malaria at the co-operative level. It is in this view that Management will make provisions to tackle the problems in the Strategic Plan—with collaboration of stake-holders such as Department of Youth & Gender and Health.

4:5. TECHNOLOGICAL ADVANCEMENT

Since most businesses are moving towards the e-commerce style, the society will strive to seek support for computerization process by acquiring computers and appropriate soft-ware; combined with continuous staff training to achieve, for example, computerized accounting systems using appropriate modules such as Sage and/or Quick-books. It is being aimed that production of management reports should be instant, and up to real-time, while calculation of members' pay-outs should take one to two days on maximum. This will result into members' confidence and propulsion to invest more in the co-operative.

It is therefore in the background of the above-said situation that Bartek Investment CS is trying to position itself to address the prioritized development challenges in this Strategic Plan for the period 2023—2027. Of emphasis will be to achieve what was agreed on during the Strategic Planning Workshop.

5:0. THE ENVIRONMENTAL SCAN

The Planning Team determined that Bartek Investments CS has some definite strength and suffers from certain weaknesses. With the internal factors established, the team felt that the operating market does not only offer some opportunities that can be exploited but also poses some threats. Indeed, the society operates in an environment dictated by Internal and External Socio-economic, Legal and Political factors which directly and indirectly impact on its operations. Such environment creates demands and challenges on the part of the society which must be addressed.

The success of the plan will largely depend on how the society **enhances its internal strengths, exploits the existing opportunities and manages the weaknesses, while controlling those factors that pose a threat to the achievement of planned activities.** In developing this plan the society did an extensive situation analysis of its **Strengths, Weaknesses, Opportunities and Threats** which is summarized as follows after looking at the desired K.R.As.

The SWOT Analysis of Bartek Investments CS Ltd therefore revealed valuable information and possible options for Management Action as tabulated below: -

6:0. SWOT ANALYSIS TABULATION

<u>STRENGTHS</u>	<u>OPPORTUNITIES</u>
<ul style="list-style-type: none"> a) Qualified staff b) Good reputation, positive image and Strong brand attracting investors (Bartek Investments Co-operative) c) Strategic location. d) Good cooperation from the employees; e) Board and members confidence f) Attractive pricing and affordable rates g) Political and community goodwill h) Strong policies put in place <p><i>(8 out of 63 total entries)</i></p>	<ul style="list-style-type: none"> a) Open common bond to catch other reputable organizations and individuals; b) Wide membership catchment area c) Enactment of the new Constitution (devolved funds) and new political dispensation especially devolved governments and activities from devolution d) Acquire own premises and introduce other services ; e) Buy big parcels of land in the name of the Investment Co-operative and sell to members at a premium; f) Political stability g) Aggressive marketing and publicity campaign of products and services h) Regulated business environment i) Introduction of new products and services j) Innovativeness in product branding k) Poor performance of other Investments co-operatives l) Opening of branches and service centres to bring services closer to members m) Close relations with the parent ministry and development partners n) Embracing of partnership with other organization and stake holders o) Education and training of members p) New business opportunities CIC, TBS and Bonds q) Liberalization of the economy and uncontrolled pricing r) Accessible labour force and expanding markets s) Availability of investment projects. t) Participation in CSR u) Availability of Government- Funded Hustler fund WEF/Uwezo/Youth Funds at low interest rates v) Possibility to start secondary activities e.g Land Surveying and valuation, legal services. w) Technological advancement <p><i>(23 out of 63 total entries)</i></p>

<u>WEAKNESSES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> a) Poor slow decision making b) Lack of proper marketing c) Weak internal controls d) Slow in taking up opportunities e) Unenlightened and unpatriotic membership f) Weak membership base with poor financial base; g) Inadequate cash flow h) Lack of staff exposure i) High staff turn offer j) Lack of regular education and training k) Unclear procurement procedures l) Over reliance on single financial provider m) Lack of own office space since the Investment Co-operative operates in rental premises; n) Limited income strings and insufficient liquidity in funding. o) Inability to meet member's financial and investments needs p) Weak savings culture and poor savings products design q) Weak marketing strategy <p><i>(17 out of 63 total entries)</i></p>	<ul style="list-style-type: none"> a) Competition from other Investments and real estate developers b) High turn offer of staff c) High interest rates from financial institutions thus expensive loans d) Rampant insecurity in the county e) Government policies that slow down the Investments co-operative operations f) Political instability and political interference with Investments Co-operative decision making g) Redundancy, interdictions and dismissal of Investments co-operative members h) Over reliance on bank loans and withdrawal of membership to commercial banks i) Global economic recession and economic meltdown j) High inflation rates and interest rates(cost of living) k) High cost of insurance premiums l) Changes in ICT and unreliable networking systems m) Ageing membership as most are 35-55 years n) Disasters and Natural calamities, such as drought , tsunami and El-Nino, o) High death rate due to lifestyle diseases <p><i>(15 out of 63 total entries)</i></p>

6:1 SWOT Analysis Tabulation Focal Point

Basing on a **non-scientific** (yet valid) calculation method, the numerical entries' count in each table-quarter above presents the following summary: -

<u>STRENGTHS</u> -No. of Items/Entries.....8 out of 63 -Calculated %..... 12.7%	<u>OPPORTUNITIES</u> -No. of Items/Entries.....23 out of 63 -Calculated %..... 36.5%
<u>WEAKNESSES</u> -No. of Items/Entries.....17 out of 63 -Calculated %..... 27%	<u>THREATS</u> -No. of Items/Entries.....15 out of 63 -Calculated %..... 23.8%

The results generally present need for Society Management to strive, in the course of Strategic Plan Implementation to: -

- a) Progressively **turn the Weaknesses into Strengths**—eventually raising the **Strengths Percentage to 39.7%**
- b) Manage and reduce the **Threats** to at least **half-way**—hence raising the **Opportunities level to 48.4%** and struggling with **Threats reduced to 11.9%**.

(Note that new Total Percentage scenario shows 39.7% of Strengths + 48.4% of Opportunities + 11.9% of Threats equals 100%--Weaknesses presumably fully eliminated over the Strategic Plan Period).

7.0. MAPPING OF STRATEGIC PILLARS AND JUSTIFICATION

7.1. Pillar No. 1- Real Estate Investments and Construction Works

Since land purchase and resale is the principal activity of the society, the need for business line expansion is critical both in medium and long-term ranges. The need to double the investments value in the 5-year period cannot be gainsaid. There's also need to secure competitive contracts/tender awards in the Construction Works Sector, as this activity is part of the organization's core business.

Management will therefore engage with members in General Meetings to: -

- a) Raise funds internally via shares purchase,
- b) Approve external loan borrowing that will improve working capital,
- c) Approve asset financing/mortgage arrangement for development of members' housing units.

7.2. Pillar No. 2- Bartek Institutes Restructuring Programme

A number of restructuring activities need to be undertaken in order to increase student enrollment in the Bartek Institute branches by 50%, transform the Distinction, Credit and Pass results by 10%, 50%, and 30% respectively; and confine the Referrals and Fail categories at 5% each in the 5-year period. Suitable modalities will be explored to subsidize affordable fraction of training fees alongside the model of Government-owned TVETs. The incentive is being seen to attract increased student enrollment. Trials will also be made on student incentives to keep posting value-added progress towards "Pass" grade and above—and in the process earning coveted awards or remission of worked out percentage of fees dues.

7.3. Pillar No. 3- Printing Press and Stationery Shops

The Bartek Press remains a strategic service and business undertaking with long-time customers such as Boresha Sacco, Sabatia and Mumberes Co-operatives. Aggressive marketing will be launched across the target market segments of schools, colleges and the business community to double business volumes in the five-year period. Printing business incentives such as volume discounts, credit sales, peak-season offers and customer-loyalty recognition will be introduced to scale up revenues. It is also considered good business acumen to adequately stock existing stationery outlets as supplementary activity of the Printing Works.

7.4. Pillar No. 4- Financial Management

Prudent financial management practices are a requisite in any business undertaking. Bartek Investments CS will focus on adopting prudential financial standards on capital, savings, deposits, liquidity, operating expenses and investments in other organizations.

7.5. Pillar No. 5 – Leadership, Staff Competence, and Governance

In line with its Vision, the society intends to display a model, efficient and effective leadership in the region. This can only be achieved through continuous training of Board of Management, Staff and Supervisory arm in order to ensure that transparency and accountability to member-investors, development partners and the general public is built and maintained. **Lack of Good Governance Practices can never be an alternative option.**

7.6. Pillar No. 6- Products, Services and Marketing

As the society grows from strength-to-strength, product development, maintenance of quality standards and sustained marketing strategies will be necessary ingredients towards desired outcome.

7.7. Pillar No. 7- Information Communication Technology

The rate of technological changes in the country and globally is very high and challenging the survival of small and medium sized businesses. There is increasing pressure to drive business through the e-commerce models. The introduction of automated teller machines (ATMs), e-banking and use of mobile phones to transact has revolutionized service delivery. The future of service delivery lies with investment in technology-adaptive facilities and open systems—hence Bartek Investments CS shall define its position by being within the bracket of front-runners in this concern.

8.0. STRATEGIC PLAN IMPLEMENTATION

The Management of Bartek Investments CS intends to undertake the following steps in order to implement its Strategic Plan effectively: -

- i. Have the Strategic Plan ratified for implementation at General Meeting forum,
- ii. Convene a stake-holders' forum to share out the document and apportion requested areas of support,
- iii. Revise its By-laws to accommodate emerging Policy Guidelines such as the new elections system that brings in requirements of Chapter 6 of the Constitution, and candidates' Vetting Processes,
- iv. Develop Operating Policies, Codes of Conduct and Staff Job Descriptions, train Board and Staff on individual roles and responsibilities,
- v. Sign Indemnity and Wealth Declaration Forms and cause individual Board Members and Staff Work-plans submission—which shall be monitored quarterly,
- vi. Build its image by improving on Public Relations—thus; participating in community projects and developing activities that target all segments of membership clients,
- vii. To enhance public accountability, quick and efficient service delivery alongside keenly listening to complaints and suggestions will take a special place in day-to-day operations,
- viii. To maximize on staff output, Management intends to carry out thorough job evaluations to determine optimum staffing needs and reward hard work and talent,
- ix. Constitute a Monitoring & Evaluation Committee to undertake society's self-assessment on quarterly basis during the Strategic Plan's life-span. Such Committee will be trained by Co-operative Officer or hired Consultant prior to commencing its work,
- x. As a Performance Monitoring Process, Management plans to set targets to different staff cadres, and stick to approved appraisal systems in measuring Strategic Plan's achievements,
- xi. Attain operational standards as issued by the Department of Co-operative Development & Marketing.

9.0. MONITORING AND EVALUATION

This Strategic Plan will act as one of the main tools to check the direction, progress and growth of the society. Accordingly, the following tasks will be carried out to strengthen its Monitoring and Evaluation function: -

- a) Each Society Officer will work along a set of Performance Indicators to be used for periodic reporting of over-all output,
- b) Specific issues (from the Plan) will be identified and mini-Action Plans prepared to address any bottlenecks in the implementation of Strategy Areas, and

- c) The Strategy Areas will be translated into Performance Responsibilities for society staff against which their performance will be evaluated.

Monitoring and Evaluation will require the Board of Bartek Investments CS to continuously follow up, check and verify progress towards set objectives. This will involve tracking of various indicators as set out in the Strategic Plan. The following specific Monitoring Activities will be carried out: -

- i. Thorough discussion of monthly Sub-Committee Reports and briefs to Development Partners and related County Government departments,
- ii. Quarterly discussion of Sub-Committee recommendations, and review of ensuing work-plans, Yearly Performance Appraisal for staff against set goals,
- iii.
- iv. Submission of comprehensive Annual Reports to SGM and AGM,
- v. Periodical assessment of levels of satisfaction, on the part of members and general clients regarding service delivery, and
- vi. Continuous quantitative data analysis (such as membership, activity performance, pay-out rates, savings made and physical impact on general development) will be carried out regularly in order to gauge historical growth; and/or propose interventions.

10:0. BARTEK INVESTMENTS CS ACTION PLAN/KEY RESULT AREAS

PILLAR NO.1—Objective: *Real Estate Investments and Construction Works Upscaling—continuous to year 2027*

STRATEGIC OBJECTIVE(S)	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	REQUIRED RESOURCES/ INSTRUMENTS	TIME-FRAME	ACTORS	SUCCESS INDICATORS	MONITORING & EVALUATION (BY WHO)
Provide members with opportunity to own land and housing units	<ul style="list-style-type: none"> Purchase and resale plots to 400 members by the year 2027 Arrange for 50 members to own houses in site and service schemes by the year 2025 	-Apply for asset financing loan from Cooperative Bank of Kenya in year 2023, repayable in 3 years' time, -800 active members to buy shares worth Kshs: 12,500 each—thereby raising Kshs: 10 million to be used as working capital along with Co-operative Bank asset financing loan package.	Land purchase and development loan package estimated at Kshs: 50 million	2023—2027	Bartek Investments CS, Co-operative Bank, County Surveyor and Physical Planner	<ul style="list-style-type: none"> Reports Minutes Board minutes Number of plots and housing units acquired 	-Chairman-Finance and Administration Committee, -Supervisory Committee
Earn income from Civil Construction Works	Submit tender bids to construct 20 classes/dormitories in 15 schools in the years 2023—2025 (5 contracts per year)	Undertake and complete awarded contracts within specified time limits	Building and Construction Works capital estimated at Kshs: 70 million	2023—2025	Board of Management, hired contractors and Civil Engineer	School Classes and Dormitories constructed to specifications	-Chairman-Finance and Administration Committee, -Supervisory Committee
Increase in rental income earnings	Lease out office blocks to tenants	Develop office blocks and apartments in Kabarnet, Marigat, Eldama Ravine, Nakuru and Eldoret	Office partitioning costs and installation of Basic furniture and fittings	2024—2025	Board of Management and appointed contractor	Available offices rented and occupied	General Manager and Supervisory Committee

PILLAR NO. 2- Objective: -Bartek Institutes Restructuring Programme completed by year 2027

STRATEGIC OBJECTIVES	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	REQUIRED RESOURCES/ INSTRUMENTS	TIME-FRAME	ACTORS	SUCCESS INDICATORS	ESTIMATED COST-KSHS:
Progressively increase student enrollment by 10% each year—hence overall increase of 50% by the year 2027	Introduce course fees subsidy at 10% to enrolled students	Set aside a fees subsidy fund in annual budget over the 5-year period	Purpose financing	2023—2027	Board of Management and Institutes Principals	Steadily increasing student enrollment each year	10,000,000
Develop academic excellence in the Institutes	Step up students' academic performance	a) Transform the Distinction, Credit and Pass results by 10%, 50%, and 30% respectively; and confine the Referrals and Fail categories at 5% each in the 5-year period,	Increase tutorial support to acquire needed training material that include on-line learning	2023—2027	Board of Management and Institutes Principals	Excellent academic results being posted each time at end of various courses	1,500,000
		b) Introduce student incentives to keep posting value-added progress towards “Pass” grade and above—and in the process earning coveted awards or remission of worked out percentage of fees dues.					1,000,000
Efficiently run the Institutes in accordance with appertaining Policy	Formulate Policies for opening of Service centres for the Colleges	Implement Policy Guidelines in running the training institutes and satellite centres	Funds to develop Institutes Training Policy in accordance with the Ministry of Education, Science & Technology guidelines	2023	Board of Management, Bartek Institutes Principals, hired Consultant and Ministry of Education, Science and Technology	Institutes attaining desired operational standards.	150,000
Alignment of courses to labour market demands	Continuously evaluate impact of training programmes each year.	Document and implement course/programmes evaluation reports	Monitoring and Evaluation funds	2023—2027	Board of Management, Bartek Institutes Principals, hired Consultant and Ministry of Education, Science and Technology	Availability of course evaluation reports	400,000

Support/complement basic learning institutions	Conduct a Feasibility Study on establishment of two Academies in Kabarnet and Eldama Ravine townships.	Hiring of Basic Education Specialist to conduct Feasibility Study	Feasibility Study funds	2024	Board of Management, Bartek Institutes Principals, hired Consultant and Ministry of Education, Science and Technology	Feasibility Study Report	150,000
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PILLAR NO. 3—Objective: Marketing of Printing Press and Stationery Shops Services—continuous in the 5-year period

STRATEGIC OBJECTIVES	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	TIME FRAME	REQUIRED RESOURCES/ INSTRUMENTS	PERSONS RESPONSIBLE	PERFORMANCE INDICATORS	BUDGET ESTIMATES
Increased Revenue Earnings	Double up the Printing Press and Stationery Shops sales revenues	a) Launch aggressive marketing of the Press services in target markets comprising Primary and Secondary Schools, Colleges, Agricultural Marketing Co-operatives and the business community,	2023—2027	Funds to launch marketing campaigns which include online/social platforms, physical visits to potential customers and participation in trade fairs/exhibitions	Board of Management and Marketing Officer	Increasing client base and streaming Customer Care Desk inquiries	250,000
		b) Adequately stock the Nakuru and Eldama Ravine Stationery Shops	2023	Funds to purchase assorted stationery stocks in accordance with consumer demands	”	“	700,000

PILLAR NO. 4: - Objective: -- Enhancement of Financial Management Practices by the year 2025

STRATEGIC OBJECTIVES	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	TIME FRAME	REQUIRED RESOURCES/ INSTRUMENTS	PERSONS RESPONSIBLE	PERFORMANCE INDICATORS	BUDGET ESTIMATES
Build financial growth upon sustainable mechanisms	Build core capital to above 10% of the total assets	<ul style="list-style-type: none"> Document core capital plan, Arrange to propose to members in General Meeting to pass resolution on reduction of dividends and a dividend reinvestment proposal 	2023—2025	Worked out proposals on core capital building and Dividends re-investment plan	Board of Management	<ul style="list-style-type: none"> Increased core capital Prudential standards achieved AGM minutes on resolutions 	60,000
	Increase members shares and deposits contribution by 25% annually	<ul style="list-style-type: none"> Development of savings mobilization policy, Revise interest rates offered on savings and deposits to be higher than those of competitors 	2023—2025	<ul style="list-style-type: none"> Savings mobilization plan in place, Market survey on interest rates 	Board of Management	<ul style="list-style-type: none"> Increased savings, Minutes of the Board approving the launching of new products, Revised rates 	60,000
	Increase internal sources of funds in order to reduce cost of funds and external loans to a maximum of 25% of the total assets	Develop strategies of reducing dependence of external loans (Boresha SACCO and Commercial Banks)	2023—2027	Strategies and action plan in place	Board of Management	<ul style="list-style-type: none"> Reduced external credit to prudential standards Financial statements and general reports 	---
Improve financial management strategies and practices to be in line with the International Financial Reporting Standards	Adopting prudential financial standards on capital, savings, deposits, liquidity, operating expenses, investments	Review, document and implement financial systems and procedures	2023—2027	Operating Financial Policies	Board of Management	<ul style="list-style-type: none"> Documented appropriate systems and procedures in place, Prudential standards achieved 	150,000

	Define and institutionalize an annual financial planning and monitoring framework by December 2023	<ul style="list-style-type: none"> • Generation of reliable, timely and accurate financial reports, • Develop and implement budget control mechanisms 	2023	Financial Control Mechanisms	Board of Management	<ul style="list-style-type: none"> • Improved financial management practices • Minutes • Budget control reports 	200,000
	Develop internal processes that will ensure compliance to global investment management best practices	Continuously review to maintain relevance and adherence to global standards	2023—2027	Financial Control Mechanisms	Board of Management and Society Auditors	<ul style="list-style-type: none"> • Investment Guidelines, • Board and AGM Minutes, • Financial Reports 	80,000
	Improve accounting controls by adapting International Financial Reporting standards (IFRS)	<ul style="list-style-type: none"> • Develop accounting policies, • Review appropriate policies e.g. internal control and risk management, dividend and liquidity policies 	2023—2027	Financial Control Mechanisms	Board of Management and Society Auditors	<ul style="list-style-type: none"> • Improved quality of accounting systems, • Reliable and accurate financial reports, • Board Minutes. 	65,000
	Capacity building of Board and Staff on Financial and Project Management	Training on Financial and Project Management	2023—2025	Training Funds	Board of Management, Sub-County Co-operative Officer and hired Financial Management Consultants	Financial and Project Management Reports	360,000
Business Risk Management	Risk spreading initiatives	Take up appropriate Insurance Covers to cover society properties	2023—2027	Funds to pay for Insurance premiums	Board of Management and Co-operative Insurance Company	Active Insurance Covers over all society properties	5,000,000

PILLAR NO. 5 –Objective: Attain total efficiency in Leadership, Staff Competence, and Governance by the year 2027

STRATEGIC OBJECTIVES	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	TIME FRAME	REQUIRED RESOURCES/ INSTRUMENTS	PERSONS RESPONSIBLE	PERFORMANCE INDICATORS	BUDGET ESTIMATES
Enhance the capacity of the Board to direct and oversee the business strategies	Strengthen Corporate Governance	<ul style="list-style-type: none"> Review and document Board Service Charter, Rationalize Board Committees performance 	2023—2025	Training funds for capacity building	Board of Management, Sub-County Co-operative Officer and KUSCCO	Availability of quality Management Reports	360,000
	Ensure education and training of the Board and Staff	Undertake Training Needs Assessment and lay out appropriate training programmes	2023—2025	Training funds for capacity building	Board of Management, Sub-County Co-operative Officer and KUSCCO	Availability of quality Management Reports	240,000
	Strengthen members understanding of Co-operative Policies and Practices	<ul style="list-style-type: none"> Carry out Training Needs Assessment, Conduct Education and Training activities 	2023—2025	Training funds for capacity building	Board of Management, Sub-County Co-operative Officer and KUSCCO	No. of Members and general trainings carried out—at least twice in a year	180,000
Improve the technical and management capacity of staff to effectively implement business strategies as approved by the Board	<ul style="list-style-type: none"> -Review of Human Resource Policies and Administration Manual, - Review of terms and conditions of services and succession plan 	<ul style="list-style-type: none"> Review Society Human Resource Document Human Resource and administration Policies manual, Implement Job descriptions and specifications, Regular review of terms and condition of service 	2023—2025	Budgeted funds to review Human Resource Policy and Terms & Conditions of Service	Board of Management, Sub-County Co-operative Officer and KUSCCO	<ul style="list-style-type: none"> -Implementable Human Resource Policy and signed Terms & Conditions of Service, -Clear Job Descriptions available alongside approved Appraisal System 	210,000

	Develop and implement suitable training policies and programmes.	<ul style="list-style-type: none"> Carry out training needs assessment Implement suitable training programmes Continuously evaluate impact of programmes 	2023—2025	Budgeted funds to carry out Training Needs Assessment and implement training programmes	Board of Management, Sub-County Co-operative Officer and KUSCCO	<ul style="list-style-type: none"> Training needs assessment undertaken and documented, Training programmes developed, Number of staff trained each year and in a period of 3 years. 	240,000
	Attract and retain highly skilled and motivated staff.	<ul style="list-style-type: none"> Staff recruitment, promotion and motivation. Develop criteria for staff recruitment and promotion, Review terms and conditions of service of staff 	2023—2025	Budgeted funds to recruit qualified personnel, meet salary packages and other motivational remuneration	Board of Management	<ul style="list-style-type: none"> Monthly work plan reports, Staff appraisal reports, Annual Exemplary Performance Awards, Advertisements of vacant and newly created positions 	(As per salary packages and Job-grouping structure)
	Review Code of Conduct for Board members and staff	Implement Code of Conduct Guidelines	2023—2025	Budgeted funds to review Code of Conduct for Board and Staff	Board of Management	<ul style="list-style-type: none"> Documented Code of Conduct for Board Members and Staff 	30,000
	Curbing HIV/AIDS pandemic	Carry out HIV/AIDS forums for Members, Board of Management and Staff	2023—2024	Budgeted funds to carry out sensitization on disease spread and targeted high-risk groups	Board of Management and Public Health Department	<ul style="list-style-type: none"> Monthly staff HIV/AIDS sensitization sessions Regular member awareness creation forums 	200,000
	Embrace error and accept constructive criticism	<ul style="list-style-type: none"> Place suggestion boxes at strategic public places to receive complaints and compliments, Maintain Complaints & Feedback logbook in the office 	2023—2027	Budgeted funds to make Suggestion Boxes	Board of Management	<ul style="list-style-type: none"> Available suggestion/complaints/compliments boxes, Regular analysis of received information for Management action. 	45,000

PILLAR NO. 6 - Products, Services and Marketing: Objective: - Roll out new products and services, and exist within aggressive marketing strategies

STRATEGIC OBJECTIVES	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	TIME FRAME	REQUIRED RESOURCES/ INSTRUMENTS	PERSONS RESPONSIBLE	PERFORMANCE INDICATORS	BUDGET ESTIMATES
Register Business Growth by 10% each year	Meet Consumer Needs and maintain satisfaction levels	Offer quality products and services that meet customer needs	2023 and continuous	Budgeted funds to undertake products and services promotion	Board of Management	Society products and services registering increased sales volumes	500,000
Form Business Synergies	Collaborate with appropriate sister-organizations on business activities	Sign up business agreements/memoranda based upon accruing mutual benefits	2023 and continuous	Legally binding business agreements	Board of Management	Operating business agreements in place	100,000
Creation of Attractive Physical Image	Build up corporate image and business culture to competitive levels	Develop Physical Evidence of society's products/services to appeal to the public eye, through refurbishments of premises, internal décor, use of web pages, form of product presentation, directional signage, staff uniforms and dress code, business cards and mail boxes	2023—2024	Budgeted funds to carry out refurbishments and corporate advertising in social media.	Board of Management	-Easy to locate and attractive business premises and operating environment, -Active website loaded with self-service provisions such as Membership Application Forms, Loan Forms for downloading.	160,000
Create positive impact on the business arena	Aggressive Marketing	Develop a Marketing Plan along the principles of the “ Marketing Mix ” comprising 7-Ps (Product, Pricing, Place, Promotion, People, Process and Physical Evidence	2023—2024	Budgeted Funds to undertake aggressive marketing of society products and services	Board of Management	Steadily rising sales volumes	140,000

	Regular publication of the society's business milestones	Publication and distribution of Newsletter and Brochures to target market segments	2023—2027	Budgeted Funds to undertake aggressive marketing of society products and services	Board of Management	Steadily rising sales volumes	250,000
	Public sensitization on organization products and services	Regularly attending Public Barazas to market society products and services	2023—2027	Budgeted funds to fund resulting travels and distribution of brochures	Board of Management	Steadily rising sales volumes and Customer Care Desk inquiries	150,000
	Penetrate untapped market segments	Undertake Market Survey each year in the 5-year period	2023—2027	Budgeted funds to undertake Market Survey annually	Board of Management and hired Marketing Consultant	Market Analysis Reports and Recommendations	400,000
	Openly reveal corporate services and timelines	Develop Customer Service Charter and establish Customer Care Desk	2023	Funds to prepare Service Charter and employment of Customer Care personnel	Board of Management	Steadily rising sales volumes and Customer Care Desk inquiries	2,000,000
	Establish post of a Marketing Manager	Employ a qualified Marketing Manager	2023	Salary package for Marketing Manager	Board of Management	Sustained marketing activities in the society	2,400,000
	Sponsored free gifts to consumers of society products	Distribute promotional items such as Calendars, T-Shirts and Caps	2023—2027	Funds to procure annual calendars and T-Shirts, Caps during public functions	Board of Management	Steadily rising sales volumes and Customer Care Desk inquiries	600,000
	Support to Community Projects	Develop Corporate Social Responsibility Policy and review if bi-annually	2023	Funds to develop CSR Policy and review after every 2 years	Board of Management	Existing and implementable CSR policy	30,000
	Enhancement of business relations	Establish perpetual links to service providers and forge prequalification bids for continued service provision	2023—2027	Funds to sponsor information dissemination and prequalification bids expenses	Board of Management and Registered Service Providers	Signed Business Agreements	100,000

PILLAR NO. 7 - Information Communication Technology - Objective: - Transform the society to enter into the bracket of techno-savvy organizations by the year 2024

STRATEGIC OBJECTIVES	PROPOSED INTERVENTIONS	SPECIFIC ACTIVITIES	TIME FRAME	REQUIRED RESOURCES/ INSTRUMENTS	PERSONS RESPONSIBLE	PERFORMANCE INDICATORS	BUDGET ESTIMATES
Enhance and optimize management information systems to provide reliable, timely and quality report to aid decision making for improvement of services to members	Clear and implementable ICT policy	Development of policy	2023	Funds to meet cost of policy development	Board of Management and hired ICT Consultant	Operational ICT Policy in place	85,000
	Ensure Society operation are fully online	<ul style="list-style-type: none"> Identify user requirements Profile IT environment, Procure, install and commission ICT systems. 	2023—2024	Funds to install required ICT hardware and software	Board of Management and appointed Supplier/Service Provider	<ul style="list-style-type: none"> Accurate and timely information and communication Branches and service centres are online 	1,200,000
	<p>-Optimize the use of ICT in service delivery, information management and decision making,</p> <p>-Put in place optimum ICT Infrastructure</p>	<ul style="list-style-type: none"> Conduct operational processes and ICT audit of the Society, Identify type of hardware, software and accessories required for expansion, Procure the ICT infrastructure 	2023—2024	Funds to install required ICT hardware and software	Board of Management and appointed Supplier/Service Provider	<ul style="list-style-type: none"> Analysis of the equipment required, cost and suppliers, Payments made for acquisition of hardware and software 	---
		Undertake staff and Board of Management training on usage of installed	2023—2024	Funds to conduct in-house training on ICT usage	Board of Management and appointed Supplier/Service Provider	<p>-Number of staff and Board Members trained,</p> <p>-Recorded proper and safe usage of installed systems</p>	120,000
	Arrange for dynamic Website	Review content and form of Investment Co-operative	2023	Funds to sponsor review	Board of Management and hired Consultant	Intranet and website in place	60,000

		website					
	Implementation of SMS banking	Linking the Society with relevant service providers	2023	Funds to sponsor information dissemination and prequalification bids expenses	Board of Management and Registered Service Providers	Signed Business Agreements	50,000

ESTIMATED TOTAL BUDGET ESTIMATES FOR 5 YEARS-----149,975,000=

11.0 STRATEGIC PLAN’S OPERATIONAL DATE AND LIFE-SPAN

Bartek Investments CS Board of Management here-by promulgates this Strategic Plan to be effective from the **1st of January, 2023, and come to a close on the 31st of December, 2027— unless its term is shortened, or extended due to necessity by General Meeting resolution.**

Review of Strategic Plan will be done on quarterly basis, being at least nineteen times before end of Strategic Plan’s term/final evaluation.

SIGNED FOR, AND ON BEHALF OF BARTEK INVESTMENT CS LTD BOARD OF MANAGEMENT: -

<u>NAME</u>	<u>TITLE</u>	<u>SIGNATURE</u>
1)
2)
3)
4).....
5).....

OFFICIAL SEAL



12.0 LIST OF STRATEGIC PLANNING PARTICIPANTS

S/NO	NAME	POSITION	PHONE NO.
1.	Moses Cheptalam	Chairman	0722282107
2.	Justine Kiptoo	Vice Chairman	0722700795
3.	David Logisoi	Hon. Secretary	0721294575
4.	John Lagat	Treasurer	0724712865
5.	Michael Kiplumbei	Board Member	0727508109
6.	Sarah Chemjor	Board Member	0727449666
7.	Florence Rono	Board Member	0724507051
8.	Paul Chepkeitany	Supervisory Committee Chairman	0722420465
9.	Betty Kimatwek	Supervisory Committee Secretary	0724483579
10.	Reuben Kaokiyai	Supervisory Committee Member	0721332325
11.	Kibet Kibelion	General Manager	0723358307
12.	Isaiah Kiptala	Principal-Bartek Institute, Eldama Ravine	0726917516
13.	Michael Ronoh	Principal-Bartek Institute, Kabarnet	0726709658
14.	Naomi Kelwon	Staff, Eldama Ravine Office	0711456344
15.	Eshmail Mengich	Facilitator	0722271914

< END OF STRATEGIC PLAN DOCUMENT >

*Produced under the guidance of: -
Eshmail Consultancy Services,
Cell-phone: 0722-271914/0718-416207,
Email: bindoim@gmail.com and ebmengich@yahoo.com
ELDAMA RAVINE*