Establish an effective management information system	Set up a management information system	September 2008	Existence of a management	Secretary General
Collate monitoring reports by various departments and branches into a consolidated biannual monitoring reports.	Produce biannual reports	June and December 2008 and on going	Existence of biannual reports	Secretary General
Strengthen the internal audit to enable it to verify compliance with established guidelines and procedures.	Recruit internal auditors	May 2008	Number of internal auditors	National Executive Council
Establish a planning strategic development committee to monitor the strategic plan and report.	Identify members of the committee and launch the committee	February 2008	Existence of the committee	National Executive Council Secretary General

Strategic objective 30: To conduct a formative and summative evaluation of theimplementation plan

Strategy	Actions/Activities	Time frame	Performance indicators	Responsibility
Conduct systematic evaluation of the implementation of the plan on a continuous basis	Conduct formative and summative evaluation	January 2008 and on going	Evaluation reports	National Executive CouncilConsultants

HEAD OFFICE:
KNUT HOUSE
MFANGANO STREET

KENYA NATIONAL UNION OF TEACHERS (KNUT)

STRATEGIC PLAN 2008 - 2013

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16.27 Strategic Objective 27: To measure how successfully the union is implementing strategies and initiatives

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
Establish a development office	• Recruit a development officer • Establish planning and development committee	February 2008	Presence of a planning and development office and officer	National Executive Council
Ensure that the performance of the strategic plan is monitored and evaluated on a regular basis.	Establish benchmarks for monitoring and evaluation of the strategic plan.	March 2008	Existence of benchmarks for monitoring and evaluation of the strategic plan.	Secretary General
	Establish a management information system.	March 2008	Existence of a management information system.	Secretary General
Monitor and evaluate the performance of the strategic plan on regular basis.	Requiring departments and branches to produce annual reports.	March 2008 and on going	Existence of annual reports	National Executive Council
	Hold regular meetings of the planning and development committee.	February 2008 and on going	Number of meetings held	Secretary General
Develop adequate capacity for M & E implementation.	Develop strategy for dissemination of M & E findings	March 2008	Existence of a strategy for dissemination	Secretary General
	Recruit qualified M & E staff	March 2008	Existence of a strategy for dissemination of M & E findings	National Executive Council
	Train staff on M&E	August 2008	Number of staff recruitedNumber of staff trained	Consultant

	Sign collaborative agreements on research		No of agreements signed	
	Establish a fund for research Source for funding for research		Research fund	
6.Initiate exchange programmes with developed unions	Identify suitable programmes	March 08 On going	No. of exchange programmes identified No.of participants	Executive officers

16.26 Strategic objective 26 : To develop relationships with new partners

Strategy	Actions/Activities	Timeframe	Performance Indicators	Responsibility
1.Carry out a survey of other well managed unions	Initiate the survey	2009	Survey report	Secretary General/ Consultant
2.Sign collaborative agreements	Sign agreements	2010	Signed agreements	Secretary General
3.Implement activities as specified in the collaborative agreements	Draw up a schedule or work plan and budget	2010	Reports of activities	Executive Officers

Acronyms and Abbreviations

AC	-	Advisory council
ADC	-	Annual Delegates Conference
AGM	-	Annual General Meeting
AFT	-	American Federation of Teachers
BEC	-	Branch Executive Council
BOG	-	Board of Governors
DEB	-	District Education Board
DRF	-	
KATU	-	
K.I.E	-	Kenya Institute of Education
KNUT	-	Kenya National Union of teachers
NEC	-	National Executive Council
PEB	-	
PESTLE	-	
TSC	-	Teachers Service Commission

CONTENTS

Page

FOREWORD …….....……

PREFACE …….…….....…...

INTRODUCTION …….....……..

- Origin and History of KNUT …….....….
- Aims and Objectives of the KNUT ……..
- Operational Organs and Structure …….....
- Growth and Development of the Union ……...….
- Achievements and Challenges of KNUT …….……
- Vision ……
- Core Values …….
- SWOT Analysis ……

CHAPTER 1 …….....6

CHAPTER 2 …….....14

CHAPTER 3 …….....16

CHAPTER 4 …….....21

CHAPTER 5 …….....….23

CHAPTER 6 …….....…….....25

CHAPTER 7 …….....….....27

CHAPTER 8 ……...…….....29

CHAPTER 9 ……..…….....30

CHAPTER 10 …….....32

CHAPTER 11 ……...…….....33

CHAPTER 12 …….....35

CHAPTER 13 …….....37

CHAPTER 14 …….....39

CHAPTER 15 …….....40

CHAPTER 16 …….....42 - 77

16.25 Strategic Objective 25: strengthening existing relationships with other trade unions and educational bodies

Strategy	Actions/Activities	Time frame	Performance	Responsibility Indicators
1.Continue to implement joint programmes with the various organisations	Continue to implement ongoing programmes	On going	Joint activities / programmes implemented	KNUT Programme officers
	initiate new programmes	by June 2009	No of proposals written	
2. Hold joint workshops/ consultative forums to explore areas of further collaboration	• Letters of invitation • proposals written	March 2008	No.of forums, meetings and workshops	Secretary general/ programme officers
3. Attend conferences organised by the various organisations both local and international	• Identify conferences/ meetings of interest • send letters expressing interest	Continous	No. of conferences attended- reports from the conferences	Executive officers
4. continue to solicit support on professional and trade union issues	Attend forums both national and international to articulate these issues and share best practice	Ongoing	No. of forums attended	Secretary general/ executive officers
	initiate collaborative agreements for furthering professional and trade union issues	-no of collaborative agreements	Secretary general	
	support training programmes on the issues	-trained union staff		
5.Undertake joint research projects	Identify areas of research	Immeadiateas opportunities arise	Defined areas of research	Secretary general/ executive officers

16.24 strategic objective 24 : To sustain existing programmes and address emerging issues

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1 Establish a training department	Identify suitable space for training department	January 2008	Training department	Secretary general
2. Carryout training needs assessment	• Establish a training committee • Organise the training programmes and materials • Re-evaluate existing programmes	March 2008	Committee on trainingMaterials developed	Secretary general / executive officers
3. Develop strategies to capture emerging issues	Study other unions to establish and learn ways of handling of emerging issues and emergencies	January 2009	Report of studies	Executive officers/ consultant
	Create and enhance the kitty on handling emerging issues	January 2010	Enhanced kitty	Secretary general
	Develop guidelines on identification of emergenncies		Guidelines developed	Training committee
4. Write proposals to support training programmes	Identify training needs and write proposals	February 2010	No. of proposals written	Training committee, executive officers

FOREWORD

It gives me great pleasure to foreword the KNUT five-year strategic development plan 2008 – 2013.

As we launch this plan, the union is confident that she will serve the teaching fraternity with courage and determination in line with her mission of service and justice. The plan recognises the challenges that have continuously faced the education sector and specifically the teaching fraternity and seeks to address these issues with stamina for continued improvement of education standards as well as better terms and conditions of teachers whose role in education is central.

As leaders of this great union, we call upon the teachers to continue supporting our endeavours as we continue to serve them and steer the teaching fraternity to greater heights. Our desire is to cretae a proud, admirable professional full of integrity in which future generations will find pride.

We look forward in playing our part in this plan.

MR. GEORGE WESONGA
AG. NATIONAL CHAIRMAN
K.N.U.T.

PREFACE

The Kenya National Union of Teachers (KNUT) was formed in 1957, at a conference held at the DEB School in Pumwani Nairobi. This was a culmination of previous efforts to unite teachers and negotiate for better terms and conditions of service for members through collective bargaining as well as to look into issues of harassment of teachers by supervisors, as well as the denial of basic rights such as pension, leave, medical allowances among other issues affecting teachers.

As the Union celebrates 50 years of great achievements, it is also a time to re-affirm its commitment to serve its members even better. In this regard, the Union is undertaking the drawing up of a Strategic Plan for the next five (5) years (2008-2013) that will guide the union's growth and expansion and enable it live to its motto of **"SERVICE AND JUSTICE"**. The strategic plan lays emphasis on improvement of terms and conditions of service for teachers, professionalism and education standards as well as socio-economic programs to enhance the living standards of its members. It also looks at strategic linkages both national and international to enhance the quality of education standards.

A Committee consisting of members of the National Executive Council (NEC) was formed for the purpose of overseeing the process of drawing up the strategic plan. Members of the committee were:-

Mr. George Wesonga - Ist National Chairman
Mr. Lawrence Majali - Deputy Secretary General / Committee chairman
Mr. David Okuta - Assistant Secretary General
Mr. Edward Lorot - Senior Executive Officer, KNUT Headquarters
Mr. Paul Nyambala - Consultant

A Working committee was formed to work on the strategic plan and the members of this committee were as under:-

1 .MR.G.O. Wesonga -1st vice National Chairman/Chairman Strategic Planning Committee
2. Ms. Lucy N. Barimbui -Executive Officer, KNUT Headquarters/Secretary Strategic Planning Group
3. Prof. Ogula (Deputy Vice Chancellor, Catholic University - Consultant
4. Ms. Rose Motiso - Consultant
5..Mr. Paul M. Nyambala - Consultant

On the 16th of July 2007, the members of the KNUT strategic plan committee sat together with the consultants and went through the **SWOT** analysis of the KNUT strategic plan and a sub-committee was appointed to come up with the fast draft. The draft was refined by the KNUT strategic plan Committee and presented to the senior management for approval.

After this, it was distributed to the NEC for review and comment and a dissemination workshop followed thereafter. The final draft was presented to KNUT management after incorporation of final remarks.

We acknowledge with thanks all those who have made contribution to the making of this strategic plan.

FRANCIS M. NG'ANG'A
SECRETARY GENERAL

16. 23 Strategic Objective 23: To identify and develop new socio- economic schemes

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1.Establish a savings and credit schemes at the headquarters	Prepare appropriate constitution for the proposed SACCO Society	January 2010	Existence of a constitution	Executive Officer
	Register the SACCO Societyand recruit members	February 2010	Certificate of registration	Interim officials of the society
	Train officials on how to run the society	February 2010 and on going	Number of members of the society	Officials of the society
2.Establish a Burial and Benevolent Scheme for the Headquarters.	Develop a legal framework	February 2008	Existence of a legal framework	Legal officer
3.Establish a medical insurance scheme for teachers	Identify an insurance company to operate the scheme.	March 2008	Identified company	Secretary General
	Formulate guidelines for the scheme.	March 2008	Existence of a legal framework	Legal officer
4.Establish a provident fund for KNUT employees	Develop a policy document on the provident fund.	April 2008	Existence of a policy document	Officials of the fund
	Implement the provident fund.	April 2008 and on going	Number of members of the fund Contributions by members.	Officials of the fund
5.Establish teachers bank countrywide	Develop a legal framework for the bank	January 2011	Existence of a legal framework	Legal Officer
	Raise funds for the bank	January 2011	Funds kshs. 20,000,000	NEC
	Recruitment of staff	January 2011	Number of staff recruited	NEC Board of Directors
	Create and operationalise the institutional structure of the bank.	February 2011	Existence of a bank	
	Implement effective financial controls.	April 2011 and on going	Number of branches of the bank	Board of Directors
	Invest savings in shares, bonds and trusts.	May 2011 and on going	Funds invested	

3. Ensure that only professionally trained teachers are employed to teach	Carry out education awareness programs on the standards of education to all the teachers.	January 2009	Seminars and workshops held as well as meetings on the ground	Secretary general/ executive officiers consultant
	Carry out a survey to establish all institutions involved in teaching and qualifications of teachers & lecturers	January 2009	Report of survey.	Secretary General/ consultant
	Hold a stakeholders workshop to discuss the need for trained teachers in all the institutions.	February 2010	Recommendation of the workshop	Secretary General
	Develop benchmarks and a system of regulation.	April 2010	Benchmarks developed	Secretary General
	Negotiate with the government to pass a legislation requiring all teachers to be trained in teaching.	May 2010	Legislation	Secretary General
	Lobby to have all college/university lecturers trained in teaching methods	Dec. 2010 2013	Teaching staff trained in teaching	Secretary General/ Training Department
4. Promote the establishment of a professional body to regulate and oversee standards of education.	Hold a stakeholders workshop, TSC, Universities, MOE to discuss the norms governing the teaching profession.	January – April 2009	Workshops held	Secretary General
			Stakeholders input	Secretary
	Lobby with the government to establish a teaching profession regulatory body as per the Kamunge Draft recommendations.	August 2008	Informal members of the society.	Secretary General

CHAPTER ONE

1.1 Origin and History of KNUT

The first attempts to form a teachers union were made as early as 1934 when the Kenya African Teachers Union (KATU) was formed by the late James Gichuru and Eliud Mathu. This was as a result of mistreatment and discrimination of African teacher in schools. However, these early efforts were thwarted by the colonial administration. It was not until the early fifties, when makerere and Kagumo teachers colleges produced high calibre of teachers, that teacher organisations began coming up because these teachers were able to communicate and hence learnt of the diversity of their terms and conditions of service. In 1955, one of the leaders, former president Daniel Arap Moi, was elected into the Legislative council (Leg.co) and he later successfully moved a freelance motion in the house in 1957 that the government should help the Kenya teachers form one National Union. The government accepted the motion and the then minister of education; Mr. W. F. Coutts invited the leaders of the existing teacher organisations to a meeting in Pumwani D.E.B School which gave birth to KNUT. The interim Central Executive Committee (C.E.C) was elected with Mr. Ignatiuns Mkok as the Interim president and Stephen Kioni as Secretary General. On May 14th 1959, KNUT was registered as a trade union.

There were many reasons that made it necessary to form a teachers union but the five most compelling ones were:-

- To Look into the issue of salaries paid to African teachers vis-à-vis European teachers teaching at the same level;
- Harassment of teachers by supervisors and inspectors of schools, without reference to any ground rules.
- Blatant racial discrimination in housing and allocation of duties, especially in boarding secondary schools;
- Denial of certain basic rights (pension, leave, medical allowances etc) to teachers as workers.

Once launched in 1957, the KNUT discovered that their grievances could not be addressed because the various employers were unwilling to come to a negotiating table. KNUT was therefore forced to put pressure on the colonial government to establish, by legislation, one employer for teachers, with whom negotiations could be held. At this time teachers were employed by several organisations with diverse terms and conditions of service.

The colonial government did not respond positively, and it took additional pressure, backed by a series of strikes, from 1962 to 1966, for the newly independent Kenya government to accede to the establishment of such an employer. The Teachers Service Commission (TSC) was thus created by an Act of Parliament (Cap 212) in the late 1966, and became operational from 1st July, 1967.

To date the KNUT has fought and won many battles on behalf of teachers in terms of improved conditions of service and other benefits. The current top office bearers are:-

Mr. Joseph Chirchir	-	National Chairman
Mr. George Ojwang	-	1ST Vice National Chairman
Julius N. Githinji	-	2nd Vice National Chairman
Mr. Francis Nganga	-	Secretary general
Mr.Lawrence Majali	-	Deputy Secretary General
Mr David Okuta	-	Assistant secretary general
Mr. Fred O. Ontere	-	National treasurer
Mr. Benson Kithuku	-	Vice National treasurer

1.2. Aims and Objectives of the KNUT

The KNUT was founded as both a trade union and professional organisation, to unite all teachers of Kenya and look after their welfare and professional interests. The KNUT also promotes educational development generally, and the teaching profession, in particular.

The aims and objectives of the Union are contained in Article II of its constitution, and fall into seventeen clauses. An analysis of the clauses reveals that they fall into five functional areas, namely:

i) Uniting teachers of all grades, and providing a forum for their cooperation, and cooperation with members of similar unions and bodies within and outside Kenya.
ii) Fighting for improved terms and conditions of service for teachers, protecting teachers' interests as workers generally - including legal representation in disputes.
iii) Promoting programmes aimed at improving teachers' welfare or socio-economic status.
iv) Contributing, directly or through teachers, or members, to professional work in teaching and development of education services in Kenya.
v) Mobilization of resources and acquisition of assets and funds, to ensure effective functioning of the Union, for the benefit of the members.

1.3. Operational Organs and Structure

The KNUT has 6 constitutional organs of operations, namely:-

1. Branch Executive Committee (BEC)
2. Branch Annual General Meeting (AGM)
3. Provincial Council (PC)
4. The advisory Council (AC)
5. National Executive Council (NEC)
6. Annual Devegates Conference (ADC).

These organs have a number of committees for ease of management of union affairs. Brief notes on each organ are given.

16.22 Strategic Objective 22: To strengthen the existing social economic

Strategy	Actions/Activities	Time frame	Performance	
1.Assess the current status of the existing schemes and make recommendations for improvement	Develop an evaluation proposal	February 2008	Existence of evaluation proposal	Executive Officers Consultants
	Conduct an evaluation of socio-economic schemes for teachers.	March – July 2008	Existence of an evaluation report.	Executive Officers Consultants
	Disseminate the findings.	August 2008	Number of people to whom the evaluation report is disseminated.	Consultants
	Implement the recommendations of the evaluation.	September 2008 and on going	Number of branches implementing socio-economic	Branch Executive Council
2.Replicate successful schemes in all branches.	Develop guidelines for implementing successful schemes.	October 2008	Existence of guidelines on how to implement successful schemes.	National Executive CouncilConsultants
	Enhance dissemination of guidelines	November 2008	Number of branches using the guidelines.	Executive Officers Branch Executive Secretaries
	Develop the capacity of branches to implement socio-economic schemes for teachers.	August 2009 and on going	Number of seminars organised and attended	National Executive Council
	Training of branch officials on management of socio-economic schemes.	August 2009 and on going	Number of branch officials provided with the necessary skills and competencies.	Consultants

5.Aggressively source for funds from stakeholders and funding agencies	• Write proposals to funding agencies	January 2008 and ongoing	No. of contacts made	KNUT management/ programme officers/ consultant
6.Encourage branches to acquire buildings	• Hold NEC consultative meetings to make decisions on the issue	2009 and ongoing	NEC recommen-dations	NEC and BEC
7.Investment in the stock market, real estate and other viable investments	Identify the suitable options through consultation	January 2010	Investments made	KNUT management/ financial consultant

16 : 21 Strategic Objective 21: To develop an efficient financial and management system

Strategy	Actions/Activities	Timeframe	Performance	Responsibility
1 Develop clear financial policies	Consultation between senior union officers and financial consultant to identify financial gaps	Start February 2008	Report on gaps identified	KNUT top officials/ financial consultant
	Put in place clear financial polices	June 2008	Clear financial policies	National Treasurer and financial consultant
2. Develop and implement effective and integrated financial control recording and reporting mechanisms	Institutionalise effective financial management	Ongoing	Adherence to these effective management structures	KNUT management/ finance dept.
3.Produce yearly budget allocations	Implementation of budget allocations	Start January 2009	Budget allocation reports	Finance department

1. **<u>The Branch Executive Council (BEC)</u>**
The union operates a branch network coincident with the administrative districts in Kenya. Each branch is managed by a BEC composed of the branch Chairman, the Vice Chairman, the Executive Secretary, the Assistant Executive Secretary, the Branch Treasurer, the Assistant Treasurer, other members, not exceeding sixteen, elected by the Branch General Meeting with at least one Woman Representative. BEC members are elected every five years.

2. **<u>Annual General Meeting (AGM)</u>**
The Branch Annual General Meeting is held at least once every year to determine branch policy and programmes for the ensuing year. It also receives, discusses and approves branch budgets and financial reports.

3. **<u>The Provincial Council (PC)</u>**
The three top officials (Chairman, Executive Secretary and Branch Treasurer) from all the branches in the province, with members of the NEC in the province, form the Provincial Council (PC). The main function of the PC is to deal with union and educational matters peculiar to that particular province.

4. **Advisory Council (AC)**
The function of the advisory council is to advice the NEC In the absence of the The ADC and it may meet as often as the NEC needs its advice. For instance, if A dispute arose and members were to take industrial action, it would be too cumbersome for a special conference to convene. The advisory council would Then be convened to advice on the matter.

5. **<u>The National Executive Council (NEC)</u>**
The National Executive Council has a membership of 30 composed of:-

- Eight top elected officials, who also constitute the National Steering Committee
- Twenty members distributed to the provinces and elected by the Annual Delegates Conference every five years;
- Two women representatives, elected by the Annual Delegates Conference.

The NEC is the supreme authority and operational organ of the Union, which transacts the Union business between Annual Delegates Conferences and ensures that all policies and decisions of the ADC are executed.

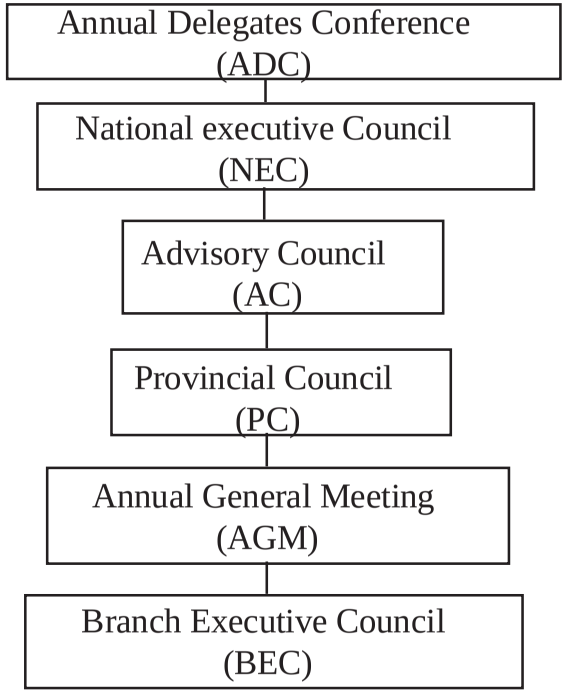
6 **<u>Annual Delegates Conference (ADC)</u>**
The ADC is held once every year and usually in December. The branch delegates are nominated by the BEC from bona fide members of the union at the rate of one delegate for every one hundred members in the branch. Other delegates are all the NEC members and union's representatives on National Statutory Boards Committees and Councils that deal with educational matters, and the Editor of the Kenya teacher.

The ADC is the supreme policy organ of the union, and to this end:-

- Determines the broad policies and programmes of the union;
- Delegates powers to the NEC to deal with detailed work of the union;
- Considers reports, budgets and audited accounts of the union.

It is worth pointing out that the union has steering committees at both the national and branch levels.

On the basis of the above analysis, the operational structure of the Union is as illustrated in the diagram below:



1.4 Growth and Development of the Union

From humble beginnings in December 1957, the union has grown and developed into a massive and complex organization in fifty years. To sample a few growth indicators we consider:-

a. Membership growth;
b. Branch network;
c. Budgetary outlay;
d. Ramification of activities.

Strategic Objective 20: To create a strong and stable financial base

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1.Review member recruitment procedures	Initiate a study on procedures to identify challenges and gaps	Ongoing	Findings of the Study	KNUT Head Office Consultant
	Sensitize members on the need for membership by highlighting benefits	No. of members informed		
	KNUT desks in the H/O as well as the branches for purposes of giving information		More Inquiries	
2.Intensify member recruitment	Actively involve school representatives to carry out recrutiment	Ongoing	• Increased membership	Branch secretaries and school representatives
3.Strengthen existing income generating schemes	• Refurbish KNUT head office building to generate more income • efficiently manage all the existing income generating schemes	2010 and ongoing	Refurbished Knut building	KNUT Management/ contractor
4.Establish new income generating schemes	carry out a survey to establish suitable income generating schemes	2008-2009	Report of the survey	KNUT Management/ financial consultant
	Identify suitable income generating schemes		New schemes, investments and more income	

16.19 Strategic Objective 19: To strengthen human resource capacity

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1.Ensure Correct placing of personnel	• Conduct a survey of existing staff suitability for positions held • Duty reallocations where necessary	January 2008	Report of the Survey	Secretary General Consultant
	Hiring of personnel to fill gaps where necessary	Personnel hired	Secretary General	
2. Carry-out Constant staff appraisal and evaluation	Establishing performance targets	Ongoing	More efficiency	Secretary General / Consultant
3.Staff motivation and morale building	Establish rewarding systems	Ongoing	more efficiency promotions and other awards	Secretary General
4.Staff training	Identify training gaps	January 2009	Gaps identified	Secretary General/ Consultant

16.18 Strategic Objective 18: To interlink administrative offices to ensure optimum service delivery

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1.Strengthening and ensuring frequent consultation among senior officials	Hold monthly meetings among senior officials and staff for briefing purposes	January 2008 and ongoing	• Minutes of meetings • Resolutions	Secretary General
2.Strengthening interlinkages through computerization	Interlinking of computers at the head office and branch level	Start January 2008	• Interlinked computers • Easy access to information	National Treasurer
3.Development of an accounting manual				

(a) **Membership**

At its founding conference in 1957, the KNUT had zero membership, however by the end of the year, the teachers at the conference had become founder members of the union. By 1982, the union membership stood at well over 96,000 and by 1988 had grown to over 120,000. There still remains the twin challenge of recruiting the existing teachers joining service every year. However, the union has had tremendous growth in terms of membership. As per February, 2007 we had 186,315 members countrywide.

(b) **Branch Network**

The first branch office was opened in Kisumu in 1963 and this was the central Nyanza branch. There followed the establishment of branches in Kakamega, Kiambu, Masaku and Meru. The branch network has to date grown to cover all the districts in Kenya totalling 71 branches.

(c) **Budgetary Outlay**

The initial union income was a grant of 22 pounds given to KNUT by the ministry of Education in 1958 to set up the union. The money was intended for use by interim office bearers to meet expenses in posting letters to potential members. The next development took place in 1964 when the North Nyanza Education board accepted to operate a check- off- system for teachers under its jurisdiction and pay the dues to KNUT offices in Kakamega and thus the check off system in use today was born. Before the check off system, union dues were collected by volunteer teachers and this method presented many challenges. In 1970, the TSC as the sole employer established centralised check-off- system. The Union started by collecting Kshs.2/= from each member at the branch. The total annual budget was therefore never more that Kshs.2, 000.00 even when the union had recruited 1000 members. Today with a check-off system, based on 2% of the basic salary of a member, the union now operates an annual budget running into millions of shillings

(d) **Ramification of Activities**

Though the union started with a single preoccupation of securing one employer for teachers since then, the union has had its activities diversified and ramified to include securing better terms and conditions of service and more importantly in the recent past fighting for more competitive terms of employment in line with other government employees. KNUT is also involved in training of members, and has initiated socio-economic programmes to improve the economic status of teachers.

1.5 Achievements of the Union

1. KNUT has fought and secured a single employer for teachers, namely, the Teachers Service Commission (TSC)

2. Secured unified and integrated terms and conditions of service for all teachers.

3. Promoted and implemented training programmes aimed at improving both the academic and professional competence of teachers.

4. Contributed substantially to professional development of education through District Education Boards, Boards of Governors, University and College Councils, KIE Subject and Course Panels and, especially National Education Committees and Commissions.

5. Promoted initiatives aimed at improving the socio-economic status of the members through the establishment of Burial and Benevolent Funds (BBF);

KNUT has Also fought for allowances and benefits for teachers as under:-

(i) Automatic House Allowances.

(ii) Automatic Medical Allowances.

(iii) Paid maternity leave (60 working days).

(iv) Motor Vehicle Purchase Scheme.

(v) Responsibility Allowances.

(vi) Hardship Allowances.

(vii) Disturbance Allowances.

(viii) Automatic Commuter Allowances.

(ix) Accommodation or Night Allowances.

(x) Schemes of Service for non-graduate, graduate and technical teachers.

(xi) Free pension schemes for teachers

16.17 Strategic Objective 17 : To develop capacity to respond to teachers demands

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1.Develop capacity to respond to teachers demands through improved office management.	Implementation of clear guidelines and specification of duties	ongoing	More Efficiency and effectiveness in managing the union affairs	Secretary General
2. Continue to develop and implement effective communication strategies both internally and externally	• Ensure all offices have computers • Develop follow-up mechanisms like check lists	June 2008	• Computers in the offices • Timely communication of issues to members	Secretary general
3. Training of union personnel on administration, accounting and budgetary systems, reporting and customer care	• Identification of relevant courses • Sponsering of union employees for the courses	From June 2008	No. of trained personnel	Secretary General
4. Develop a teachers data base	Compile a complete list of teachers for ease of reference	From January 2008	Data base	Secretary general

16. 15 Strategic Objective 15: To protect and safeguard the interests of members

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1. To educate teachers about their rights	Develop content and materials to educate teachers.	Start March 2008	Materials Developed	Secretary General
	Disseminate information	No. of teachers informed	No. of teachers informed	
2. Establish a public relations Office	Identify suitable place in the KNUT H/O	January 2009	Office established	Secretary General
	Recruit personnel	March 2009	Personnel hired	Secretary genera
3. Advocate for the implementation of the workplace policy	Create awareness through seminars and talks during gatherings of teachers	Ongoing	No. of teachers reached	Secretary General, branch offices, teacher representatives

16. 16 Strategic Objective 16: To provide legal advice and assistance to members

Strategy	Actions/Activities	Time frame	Performance Indicators	Responsibility
1.Continue representing teachers in the appeals tribunal	• Offer legal advice and representation • Create more awareness on this role by use of write-ups in the teacher magazine	Ongoing	No. of appeals and representations	1st vice chairman
2. provide guidance and legal assistance to members	Continue to Investigate and initiate dialogue on grievances such as harassment of teachers.	Ongoing	No. of members assisted	KNUT officials/ legal officer
3. Represent teachers in collective bargaining	Train / retrain elected officials on collective bargaining.	June 2008 and ongoing	• No. of trained officers • enhanced negotiation skills	Secretary General

1.6 Challenges

1. Protecting the achievements of the union such as the unity of all teachers, the one employer (TSC) and defending the rights of teachers as contained in the code of regulations for teachers.

2. Improving the terms of conditions and bringing them to a competitive level vis-a–vis other civil servants

3. Recruitment of all teachers to the union membership including pre-primary and post-

4. primary levels, colleges and universities

5. Achieving financial stability of the union by creating permanent and sustainable sources of income

6. Efficient management and control of all KNUT initiated welfare projects as well as socio-economic programmes

7. .Establishing and sustaining a reserve fund that could be used to sustain teachers basic needs in the event of a strike action or interdiction.

CHAPTER TWO

2.0 The Vision, Mission, Values and Core Functions

The KNUT is a trade union registered under the trade unions act Cap 233 of the laws of Kenya. Its mandate is both of a trade union and professional organisation that serves all Kenyan teachers who choose to join and as such, we recognise the need to anchor our operations on certain key principles and values. Further, the implementation of this strategic plan will be guided by our vision, mission values and core functions as outlined here below.

2.1 Our Vision:

To become one of the most effective and self-reliant teacher unions in the world.

2.2. Mission

To unite teachers of all grades for quality service, socio economic improvement and professional advancement and strengthen their bargaining power, and promote quality education.

2.3. Our core values:

Integrity: We are committed to honesty, accountability and transparency in all our undertakings.

***Equity*:** We are committed to gender equity, social justice and unity of teachers of all grades and qualifications

***Teamwork*:** We embrace teamwork and are committed to participatory decision making.

***Continuous Improvement*:** We are committed to the continuous improvement of the terms and conditions of service for all teachers.

***Professional interest*:** We shall endeavour to promote the educational development of the teaching profession.

***Efficiency*:** we strive to achieve the highest value of benefits for all our members.

***Courage and Bravery*:** we shall tirelessly and bravely continue to fight for the rights of our members.

Strategic Objective 14: To improve terms and conditions of service for members

Strategy	Actions/Activities	Timeframe	Performance Indicators	Responsibility
1.Lobby for review of pension schemes for members.	Carry out a desk research on the current scheme of work for teachers.	January 2008	Report of the desk study	
	Lobby with government to review pension scheme in line with the changed times.	June 2009 – Dec 2010	Reviewed	
	Carry comparative study with other development countries.	January 2009	Pension schemes for teachers	
	Develop a bargaining & negotiation manual for KNUT officials & staff.	June 2009	Report of the study	Secretary General
	Produce & avail manual copies.	July & on going	Training manual developed	Secretary General
	Train KNUT officials and staff on modern bargaining and negotiation techniques.	January 2010 & on going	Trained KNUT staff & officials.	
	Get into partnership with bodies offering leadership courses.	September 2008 & on going	Identified organisation offering short courses.	
	Encourage branch leaders & staff to seek further leadership training.	Dec 2008 and on going	Branch leaders trained on leadership.	
	Initiate scholarships for staff and officials seeking further trainings.		Criteria for scholarships developed.	

16.13 Strategic Objective 13: To fight for competitive salaries

Strategy	Actions/Activities	Time frame	Indicators	Responsible
1.Carry out comparative research and analysis of teachers via a vis other workers.	• Conduct a studies on teachers remuneration vis-à-vis other workers • Lobby with the government to maintain competitive salaries for teacher	January 2009 May 2009	• Report of the survey • Teacher's remune-ration issues addressed.	• Secretary General/consultant Secretary general
3. Continue to negotiate for better salaries and benefits for teachers	• Enhance negotiation skills through exchange programmes & training • Develop key indicators for improved salary and other benefits for teachers.	Ongoing	Competitive salaries	Secretary general
4.Continuously review bench marks and frame works for teachers remuneration in relation to the changing economy.	Continously carry-out studies salary structures as per developments in the sector	ongoing	Benchmarks developed	Secretary general/ consulatnt
5.Advocate for harmonisation of salary structure for the education sector.	Identify through rapid survey the discrepancies in salary structures in education sector.	January 2008 and ongoing	Results of the survey	NEC
	Disseminate the findings to stake holders.	March 2008	Dissemination workshop	
	Lobby with the Ministry of Education for harmonised education sector salaries			

2.4 Core Functions:

- To bring together and unite teachers of all grades and qualifications in Kenya and providing a forum for co-operation.
- To fight for improved terms and conditions of service for teachers and protecting teachers interests.
- Promoting programmes aimed at improving teachers' welfare or socio-economic status.
- To offer assistance to individual members in professional as well as legal matters.
- To settle disputes between members of the union or between its members and their employers through collective and constitutional means.
- To co-operate with other societies, bodies, unions or organisations within or outside Kenya with similar objectives.
- To promote matters leading to the improvement of education and the establishment of a common system of education.
- To secure effective representation of the teaching profession on the government, public and private bodies or organisations where such representation may be necessary.

CHAPTER 3

SITUATIONAL ANALYSIS

This chapter presents an analysis of the current internal and external operational environment of the Union and identifies the key issues that have been considered in formulating the strategies that will be employed.

The analysis of the union's strengths, weaknesses, opportunities and strengths (SWOT) has been undertaken as a key component of the situation analysis

3.1 **SWOT Analysis:**

Below is an analysis of the Unions strengths, weaknesses, opportunities and threats.

3.2.1 Strengths:

(i) KNUT has been in existence for 50 years. It therefore draws its strength from this factor that has enabled it to gain experience on many issues.

(ii) The union is well established and maintains well defined structures countrywide.

(iii) The Union has national coverage that allows it to operate on this level and is well known throughout the country.

(iv) It is well recognised and respected by the government.

(v) Its membership fee is effected through the cheque-off-system thus ensuring financial stability.

(vi) KNUT has gained a lot of confidence from its membership as well as other stakeholders due to its success record.

(vii) The union has international linkages and enjoys international support and recognition.

(viii) Stable leadership allowing for continuity and sustainability

(ix) Some Branches have established income generating programmes and support systems.

(x) Members of the union are actively involved in forums organised by the government as well as task forces.

	Establish a training department for coordination	2009 & on going	Training department established	Secretary General
	To train union officials and staff on representation.		Training department	Secretary General
3. Lobby for establishment of education commissions & task forces as need arises.	Attend conferences to articulate the issues	2009 & on going	Conferences/ meetings attended	Secretary General
4. Encourage representatives to participate actively and report bank to the office.	Select key union representatives based on qualifications	Januasry 2008 & on going	Key representatives	Secretary General
	Strengthen feed back systems of the union.	On going	Strong feed back system established & maintained.	

16.12 Strategic Objective 12: To strengthen the capacity of the union for effective representation of teachers

Strategy	Actions/Activities	Time frame	Indicators	Responsible
1. To conduct a survey to identify areas where the union requires representation	Carry-out a desk survey	January 2008	Report of the survey	Secretary General
	Cross check and match qualifications of KNUT staff for effective representation	January 2008 and ongoing	A data base built on NEC & staff qualifications	Secretary General
	Establish a feedback system from field to head office.	ongoing	Feed back system established.	Secretary General
	Negotiate with key stakeholders on representation.	Ongoing	Incorporation into many forums.	Secretary General
	Assign duties to NEC for effective representation.	March 2008	Duty allocations roaster	Secretary General
	Employ a public relations officer to keep a breast with grant proceeds.	April 2008	A public P. R officer engaged	NEC
	Appoint key representatives to the government task forces & commissions	May 2006 & on going	Reports of the task forces Issues on education addressed.	Branch Executive Secretaries
	Empower the public relations officer to effectively monitor & raise flags on education	On going	Issues raised	Secretary General
2. Train KNUT officials for effective representative	Develop comprehensive training programme on representation for the union officials & staff.	2008	Comprehensive training programme developed.	Training department

3.2.2 Weaknesses

(i) Poor internal communication systems and a poor feedback system

(ii) Performance targets and indicators not well articulated

(iii) A Weak financial and management system

(iv) Lack of Pension schemes for employees

(v) Opportunities for growth among the union employees are limited.

(vi) Lack of comprehensive and competitive terms and conditions of service for staff

(vii) No diversity in professionalism and skills

(viii) Lack of incentive for good performance

(ix) Lack of training and capacity development within the KNUT leadership.

(x) No supervision and evaluation mechanism for employees.

(xi) Reluctance to embrace change and new information technology.

3.2.3 <u>Opportunities:</u>

(i) With the current planned expansion of both primary and secondary education, there is opportunity to expand membership through recruitment.

(ii) The Union's recognition as the voice of teachers presents opportunities for negotiation on behalf of teachers with both government and private organisations.

(iii) Teachers are likely to hold key positions in government and probably be elected in key positions in government where there is an opportunity to lobby for the interests of teachers.

(iv) Kenya is currently experiencing a more conducive political environment and this presents an opportunity for KNUT to expand its operations.

(v) The current favourable economic conditions also present opportunity for KNUT to invest and expand its economic activities.

3.2.4 Threats:

(i) The Perception that the union is only for primary schools and TSC employees thus leaving out a big chunk of teachers in private and early childhood education.

(ii) Perception and emphasis is more on collective bargaining whereas the union performs many other tasks.

(iii) Competition from other emerging unions.

(iv) Employment of teachers by board of governors, PTAs and volunteer teachers paid by the government.

(v) Employment of teachers by contract creating uncertainty about the future.

(vi) Devolution as was being advocated by the Draft Constitution and the Kamunge task force

(vii) Poor management of existing investments

(viii) The perception by teachers of union contribution as high.

(ix) Threats to weaken the TSC through legislation.

3.3 PESTLE ANALYSIS:

The unions operations are also affected by the external environment and these are political, economic, social, technological and legislative (hereafter referred to as PESTLE). An analysis of how these factors affect the implementation of the strategic plan was conducted and the findings are presented as under:-

3.3.1 Political Factors:

KNUT enjoys good political will and support from the current government as the union has been involved in negotiations for improvement of teacher's terms and conditions of service successfully over a period of years. There is therefore the opportunity to continually engage with government further to ensure continued improvement on the terms of service as well as other issues affecting teachers.

16. 11 Strategic objective 11: To foster excellence in teaching and learning

Strategy	Actions/Activities	Time frame	Performance indicators	Responsibility
1.Conduct training workshops for teachers Conduct a training needs assessment.	Develop a comprehensive training programme.	May 2008	Needs assessment conducted.	NEC
	Develop curriculum for training.		All targeted teachers provided with training.	NEC
2. Encourage head teachers to acquire adequate teaching and learning resources.	Conduct training workshops on teaching and learning.	January 2009	No. of workshops for head teachers	NEC
3. Strengthen the capacity of branches to address education quality objectives.	Training head teachers on mobilization and management of teaching learning resources.		Head teachers trained on mobilization of resources.	NEC
	Training of branch officials on school effectiveness	November 2008 and on going	All branch officials trained on school effectiveness.	NEC

16.10 Strategic Objective 10: To use information from teachers, pupils, parents and community to ensure continuous improvement of the school curriculum

Strategy	Actions/Activities	Time frame	Performance indicators	Responsibility
1. Encourage research into teaching and learning	Establish a research and evaluation unit.	January 2008	Research and evaluation unit established.	NEC
	Establish a research and evaluation committee.	January 2008	Research and evaluation committee	NEC
	Include funds for research in the annual budget.	May 2008	Funds for research included in the budget.	NEC
	Train adequate personnel on research and evaluation.	September 2008 and onwards	Staff trained on research and evaluation	NEC
	Conduct research and evaluation studies.	March 2009 & continuous	Number of research and evaluation studies conducted.	NEC

16.9 Strategic Objective 9: To effectively participate in Curriculum development

Strategy	Actions/Activities	Time frame	Performance indicators	Responsibility
1. Appoint competent representatives to KIE Panels	Identify and propose names of competent teachers for appointment to KIE panels.	February 2008	Competent representatives appointed to KIE panels.	Secretary General
2. Conduct training courses on curriculum development for KNUT representatives on KIE subject panels.	Training KNUT representatives on KIE panels on curriculum development.	February 2008 and onwards	KNUT representatives trained on curriculum development.	NEC
3. Ensure that KNUT representatives attend KIE subject panel meetings.	Sensitisation of KNUT representatives on need to attend panel meetings.	February 2008 and onwards	Number of sensitisation meetings held.	NEC

The current government was elected on a reform agenda and this further presents opportunities to engage the government for further changes on issues affecting members of the union.

KNUT members have successfully vied for political positions and are currently holding key positions in government and this is expected to increase with the forth-coming elections. There is therefore the opportunity to lobby for issues concerning teachers.

However, the devolution clause in the current draft constitution is a threat to the union and the strategic plan must anticipate and be sensitive to this factor.

3.3.2 Economic Factors:

Favourable economic climate and growth is a factor that KNUT can take advantage of to expand its investment base and gain more financial stability.

3.3.3 Social Factors:

The high demand for education by Kenyans will lead to expansion of schools and thus the demand for more teachers. However, rampant insecurity especially in some regions like North Eastern is an area of concern as it has led to the loss of lives even among teachers.

3.3.4 HIV/AIDS

The HIV/AIDS crisis has also impacted and affected the Union negatively through loss of teachers and costs associated with the scourge.

3.3.5 Technological Factors:

Capacity building in ICT – The Union needs to embrace and take advantage of the growing ICT sector and the recent developments to further enhance its efficiency and to fit into the emerging ICT world.

3.3.6 Legal Environment:

The strategic plan should be sensitive to the current reforms in the public sector especially the Governance Justice, law and Order reforms (GJLOS) targeting improvement in service delivery in the public sector and adjust accordingly.

3.3.7 Environmental Factors:

The Union leadership needs to sensitise its members on environmental concerns that have become very important in today's world by creating awareness among its membership.

CHAPTER 4

UNITING ALL TEACHERS

4.1 Status Analysis

As a trade union the KNUT has basic functions of uniting, mobilising and bringing together teachers of all grades to speak in one voice on matters affecting them. In order to carry out the function of uniting all teachers, the KNUT has a recognition agreement with the TSC as the sole employer of teachers in the public sector. There is also the Teachers Service Code of Regulations which spells out the rights of teachers and the employers.

Since its founding in 1957, the KNUT has been largely successful in uniting teachers of all grades in Kenya. While post-primary teachers spearheaded the founding of the Union, the primary teachers joined in large numbers soon after. Consequently, at one time, the primary teachers dominated union leadership, and post-primary teachers felt sidelined. That was the genesis of registering a separate union for post-primary teachers.

The Union leadership responded to the alleged sidelining and even created special positions of leadership for post-primary teachers. Recent trends show increasing numbers of post primary and women teachers in positions of leadership. This tends to enhance unity of all teachers, and the union leaders should encourage and maintain the trend. There is however, the need to enhance unity amongst the union leaders themselves.

At this point in time the union is advocating not only for unity but for all levels of teachers to be unified under the union. These include teachers at university level, pre-primary teachers as well as non-formal teachers like adult literacy teachers.

4.2 Goal: To unite teachers of all grades and qualifications in Kenya.

4.3 Strategic Objective 1

To advocate for a united teaching force

4.3.1 Strategies for achieving Objective 1

(i) Advocating for a common registration body

(ii) carrying out awareness raising programmes on the role of the union

(iii) Advocate for strict compliance to the recognition agreement between TSC and KNUT so that TSC remains the sole employer of teachers.

16. 8 Strategic objective 8: To advocate for quality education

Strategy	Actions/Activities	Time frame	Performance indicators	Responsibility
1. Engage Ministry of Education officials and the Teachers Service Commission to provide adequate teachers to schools	Sensitise senior ministry of education and Teachers Service Commission staff to understand and support recruitment of more teachers.	January 2008	Number of teachers employed each year	Secretary General National Chairman
2. Develop meaningful partnerships with international agencies and NGOs to improve student learning.	Strengthen networks with donor agencies. Identify organizations that fund educational interventions and submit funding proposals to them.	January 2008 & ongoing	Number of international agencies cooperating with KNUT	Executive Committee
3. Develop proposals to secure funding to improve the quality of education.	Develop policies for partnerships.	February 2008 ongoing	Number of externally funded projects	NEC Program officers
4. Solicit support from development partners for innovate projects to improve the quality of education.	Develop a data base of development partners that fund innovative projects in education.Develop specific proposals for funding		♦ Data Base developed ♦ Number of proposals funded	Secretary General
5. Promote dialogue and actions regarding initiatives that have implications for quality teacher	Preparing of position papers on quality teaching. Strengthening divisional, district and provincial consultative forums between knut and other stakeholders.	January 2008 & onwards	Number of position papers developed	NEC

Strategic objective 7: To build respected teaching profession

Strategies	Activity/Action	Time Frame	Indicator	Responsibility
1. Advocate for continous review of the code of ethics and code of conduct for teachers	Hold a meeting with the TSC/Ministry to discuss modalities governing the codes of ethic/conduct for teachers.	January 2008	Minutes of the TSC/MOEST/ KNUT meeting	Secretary General
2. Create awareness of the code of regulations Create awareness of the code of regulations Create awareness of the code of regulations	Design programs to ensure that all teachers are familiar with the code of regulations/ethics.	June 2008	Programs on codes of ethics/ conduct are put in place.	Secretary General
	Advocate for constant review of the code of regulations in line with the emerging issues.	August 2008 – Dec 2008	Constant review	Secretary General
	Set up a union committee to follow closely the TSC over the implementation of the code.	Dec 2008 & on going	Committee to follow up cases established.	Standards committee.
3. Create awareness of the code of regulations	Design programs that ensure teachers are familiar with the code of regulations and ethics.	August 2008- ongoing	Programs on codes of ethics put in place.	Secretary General Training department
4. Design support programs for teachers in their professional practices.	Set up guidance and counselling body to help teachers go through challenging moments.	January 2010 and on going	Counselling services in place	
	Develop amonitoring tool to identify role models in the teaching profession.	January 2009 and on going	A monitoring tool for role models put in place.	
	Identify and reward role models	June 2009 & on going	Role models identified & rewarded.	
	Market the teaching to all stake holders & policy makers.	Dec 2010 & on going	Strategic agreement on the involvement of the union	
	Keep abreast with district education office calendars.	January 2008 & on going	Calendar of district education activities.	
	Send key representatives to the district education days.	On going	Reports of the district education days.	

4.3.2 **Strategic objective:2**

To expand Union membership

4.3.3 Strategies for achieving strategic objective 2

(i) Intensify recruitment of membership into the union.

(ii) Assist teachers get employment

(iii) Improve the union's service delivery systems for the benefit of members

(iv) Initiate negotiations with other teacher unions for purposes of having a unified teacher's union

CHAPTER 5

PROMOTION OF PROFESSIONALISM AMONGST TEACHERS

5.1. Status Analysis:

Unlike teachers, other professionals in Kenya have associations dedicated exclusively to promoting and safeguarding professional conduct of their members. Doctors, Lawyers, Engineers, Pharmacists and others all have professional associations. There has been no such association for teachers and hence, the KNUT has played the role of both a trade union and a professional organisation for teachers.

As conceived and embedded in its Constitution, KNUT promotes professionalism amongst teachers. The KNUT leaders are purposely and continually urging teachers to avoid behaviours that lower their professional image. Activities often quoted by KNUT leaders include lateness to work, absenteeism, immoral conduct and even wastage of resources.

There is still room for enhanced campaign and advocacy to promote professionalism amongst teachers as there is a public and media perception that the union is focussing on bread-and-butter issues.

5.2 Goal - To promote professionalism among teachers

5.3 Strategic Objective 3: To nurture teachers professionalism throughout the country

5.3.1 Strategies for achieving objective 3

(i) Creating awareness through seminars, workshops as well as publishing issues on the Kenya Teacher Magazine

(ii) Training and capacity building for teachers. Issues to be addressed to include Professional ethics, professional competency and collective interest.

5.3.2 Strategic Objective 4: To establish Partnerships with other teacher organisations

5.3.3 Strategies for achieving objective 4

(i) Initiate dialogue on best practices

(ii) Participate in exchange programme

5.3.4 Strategic Objective 5: To Support and influence teacher education and certification programs.

5.3.5 Strategies for achieving objective 5

(i) Teachers to sit on various boards and commissions in order to effectively deal with education and certification issues.

(ii) Aggressively recruit teacher educators in the union

(iii) Training of pre-service teachers and even at the university level on the functions of the union

(iv) Establishing KNUT desks where information can be obtained

(v) Strengthen the KNUT representatives to carry out education programmes on the union.

CHAPTER SIX

IMPROVING AND MAINTAINING THE STANDARDS AND STATUS OF THE TEACHING PROFESSION

6.1 Status analysis:

Whereas the media have always associated the KNUT with trade unionism, the union has also effectively played the role of a professional body for teachers of Kenya. The KNUT Constitution was deliberately crafted to incorporate such a role because there was no other national body to promote professionalism amongst teachers. A lot of the work that KNUT was involved in as a trade union eventually led to the improvement of the status of the teaching profession.

The Union negotiates and secures better salaries for teachers, thereby striving to make the teaching profession popular as well as enhancing its status. At a higher level, the union leaders have always acted in defence of teachers whenever public officials are critical of teachers. The union also trains and counsels teachers to safeguard the status of the profession by avoiding unprofessional behaviour.

The union further organises training programmes to improve performance of teachers. Professionally, thereby contributing to the strengthening of the profession.

Strategic Objective 6: To determine the status of the teaching Profession

Strategy	Activities/Actions	Time Frame	Indicators	Responsible
1.Conduct a survey on the status of the teaching profession	Commission a study on the status of the teaching profession in Kenya.	January 2009	Reports of the study	Secretary General/ Consultant
	Disseminate the study findings to the stakeholders.	June 2009	Recomme-ndations of thestakeholders	Secretary General
	Develop mechanisms of having continuous comparative study programs with countries with good teaching profession practices.	January 2009 & on going	Staff and union officials sent to other countries.	Secretary General
	Develop tools for constant monitoring of the teaching profession.	June 2009 & on going	Tools for monitoring & evaluation.	NEC
	Identify and raise red flags on malpractices in the teaching profession.	August 2009 & on going	Cases of malpractices stopped.	KNUT Officials
2. Device ways of improving the status of the profession.	Hold a stakeholders meeting to discuss expected standards of the teaching profession.	September 2009	Recommendations of the stake holders meeting	Secretary general/ executive officers
	Develop a manual/ book on standards of the teaching profession.	September 2009 – Dec 2009	Booklet/manual on standards of teaching	Executive officers/ consultant

16.5 Strategic objective 5 : To support and influence teacher education and Certification programmes

Strategy	Actions/Activities	Timeframe	Performance Indicators	Responsibility
1. KNUT Representatives to sit on various boards and commissions dealing with educational matters	Identify all relevant boards and commissions and initiate dialogue	2008 and ongoing	Names of boards and panels dealing with education	Secretary General
	Identify suitable representatives on the various boards (e.g.) K.I.E, District education boards and panels, task forces		•letters requesting for representation • representatives reports¨	
2. Aggressively Recruit teacher educators in colleges and universities	• Identify suitable teacher educators • train them on how todevelop and implement curriculum	June 2008	Presence of teacher educators in colleges and universities	Secretary General
3. Training of pre-service teachers on KNUT functions	Review Curriculum for training for relevance and input of new ideas/methods of training .	Ongoing	No. of trained pre-service teachers Schedule of training programmes	Secretary General Consultant
4. Strengthening KNUT representatives to carry out education on the union	• Developing suitable training materials • supporting the activities of the representatives	ongoing	Active representatives working in the field	KNUT secretariat Branch offices
5. Establishing KNUT desks in colleges and universities	• Identification of suitable areas and personnel • Lobby for establishment	Start January 2008	Presence of help desks	KNUT H/O
6. Lobby for establishment of more teacher colleges	Hold discussion with other stakeholders	2008 and ongoing	More teacher colleges	Secretary General
7. Partner with universities to provide in- service training programmesfor teachers at all levels	• Identify universities that can offer the training •Market the programmes	Ongoing	Names of proposed universities	Secretary General
8. Encourage teachers to enrol for in service	Sensitize teachers on the need for the in service programmes	Ongoing	Teachers in-serviced	Secretary General

In recent times, the profession has been under siege as a result of the HIV/AIDS scourge. The Union has reacted by developing an intervention project to address the scourge in terms of educating teachers on various aspects including prevention, care of the infected and more importantly on the issue of stigma to ensure that infected teachers are accepted in the workplace.

While the union has tried to safeguard and organise activities aimed at improving the status of the profession in Kenya and internationally, there is still a need to come up with more innovative programmes to surpass what the union is doing.

6.2 Goal:

To advocate for continuous improvement of the teaching profession for sustained high standards

6.3 Strategic Objective: 6 To determine the status of the teaching profession.

6.3.1 Strategies for achieving objective 6

(i) Conduct a survey on the status of the teaching profession.

(ii) Organize a workshop with stakeholders to deliberate on the status of the profession.

(iii) Carry out exchange comparative/studies programs with countries with good practises.

(iv) Device ways of improving the status of the profession.

6.3.2 Strategic objective: 7 - To **build** a qualified respected profession.

6.3.1 Strategies for achieving objective 7

(i) Advocate for continuous review of Codes of Ethics/Code of Conduct for the teachers.

(ii) Create awareness of the Codes of conduct ethics among the teachers.

(iii) Design support programs for teachers in their effort to achieve and maintain exemplary professional practices.

(iv) Identify and reward model teachers

(v) Monitor and participate in district education days.

(vi) Actively engage in education activities geared towards improved professionalism.

CHAPTER SEVEN

QUALITY EDUCATION

7.1 Status analysis

Since its establishment, the Kenya National Union of Teachers has committed itself to the provision of quality education in the country through the organising of programmes and activities targeting the promotion of quality education in Kenya. The KNUT in furtherance of some of its aims and objectives specifically geared to the development of quality education in Kenya contributes through special committees and commissions, Kenya institute of Education panels, school boards of governors and university/ college councils and also through its own training programmes. These programmes have included training of teachers for enhanced professional and academic performance.

Since 1963, KNUT has organised seminars, conferences, and training programmes both locally and abroad with the assistance of other friendly unions. Apart from these there are yearly in service courses for the benefit of members. The purpose of in service courses is to help KNUT members improve their academic and professional knowledge.

In recent years, KNUT has expanded its training programmes putting a lot of emphasis on leadership training and training of women

The current situation calls for enhanced coordination of participation in the various educational organs like the KIE. Similar arrangements should be made for representatives in BOG, DEBs, PEBs and other educational professional bodies.

7.2 Goal

To promote the development and provision of quality education

7.3 Strategic objective 8: To advocate for quality education in Kenya.

16. 4 Strategic objective 4:
To establish partnerships with other teacher organisations

Strategy	Actions/Activities	Timeframe	Performance Indicators	Responsibility
1. Initiate dialogue with other teacher organisations	Carry out a survey on other teacher organisations	Start – January 2008	Report of the survey	Secretary General/ executive officers
	Identification of possible partners and areas of collaboration.	April - Sept 2008 and ongoing	Names and contacts of possible new partners	
	Implementation of existing programmes	Ongoing	Programmes in place	Programme officers
2. Participate in Exchange programmes	• Initiate study to establish exchange programmes that KNUT members can participate in • Send KNUT staff /officials on exchange programmes	Start January 2008	• No. of exchange programmes and list of participants • Reports from participants	Secretary General

Strategic objective 3
Nurture Teachers Professionalism throughout the country

Strategy	Actions/Activities	Timeframe	Performance Indicators	Responsibility
1. To create awareness on professionalism amongst teachers	Development of a code of ethics for teachers	Start January 2008 Continuo-usly	Code of ethics	KNUT secretariat/ consultant
	Training on the code of ethics for officials and T.O.T's	May 2008	No. of teachers trained	
	Establishing an ethics committee	June 2008	Ethics Committee	Secretary General
	Holding seminars and workshops	August 2008	Seminars and workshops held	Executive officers
2. Produce Educative materials on teachers professionalism	Develop content to be put on materials like pamplets, bronchures and leaflets	October 2008	Materials produced	Secretary General/ consultant
	Review the Kenya teacher magazine to articulate issues on professinalism	November 2008 ongoing	Articles Published	Editor Kenya teacher Executive officers
3. Equip the KNUT library	• Employ a librarian • Shop for relevant books and journals	April 2008 and ongoing	Well equiped library	Secretary general

7.3.1 Strategies to achieve objective 8

(i) Engage Ministry of Education officials and the Teachers Service Commission to provide adequate teachers to schools

(ii) Develop meaningful partnerships with international agencies and local NGOs to improve learners learning.

(iii) Develop proposals to secure funding to improve the quality of education

(iv) Solicit support from development partners for innovative projects to improve the quality of education

(v) Promote dialogue and actions regarding initiatives that have implications for quality teaching.

(vi)

7.3.2 Strategic Objectives 9: To effectively participate in curriculum development

7.3.3 Strategies to achieve Objective: 9

(i) Appoint competent representatives to KIE Panels.

(ii) Conduct training courses on curriculum development for KNUT representatives on KIE subject panels.

(iii) Ensure that KNUT representatives attend KIE subject panel meetings.

7.3.4 Strategic Objective: 10 To Use information from teachers, pupils, parents and the community to ensure continuous improvement of the school curriculum.

7.3.5 Strategies to achieve objective: 10

(i) Encourage research into teaching and learning

(ii) Conduct regular systematic evaluation of the school curriculum.

(iii) Encourage the involvement of branches in monitoring of curriculum implementation.

(iv) Create forums with parents, teachers and students to discuss educational issues.

7.3.6 Strategic Objective 11: To foster excellence in teaching and learning.

7.3.7 Strategies to achieve objective 11:

(i) Conduct training workshops for teachers.

(ii) Encourage head teachers to acquire adequate teaching and learning resources.

(iii) Strengthen the capacity of branches to address education quality objectives.

(iv) Solicit support from development partners for innovative projects to
Improve the quality of education.

(v) Continue to participate and dialogue on international forums and strengthening linkages with other educational bodies for enhancement of quality education

CHAPTER 8

8.0 EFFECTIVE REPRESENTATION OF TEACHERS AND THE TEACHING PROFESSION IN NATIONAL BODIES

8.1 Status Analysis:

This role is closely linked to that of promoting quality education. However, the emphasis is on representation on policy bodies. Since soon after independence, the KNUT has been on the forefront in representing teachers in educational policy bodies. These included Ominde Commission (1964), Gachathi Committee (1976), Mackay Working Party on Second University (1981), Kamunge's Working Party (1988) and Koech Commission (1998). In more recent times, teachers have been effectively represented in Task Forces and Committees dealing with Free Primary Education, Education Legislation and Affordable Secondary Education. While these forums of representation have been quite effective, the Union needs to enhance human resource capacity to collect data and information for presentation to such bodies. Enhanced research on educational issues is crucial for effective representation.

Strategic objective 2: To expand union membership

Strategy	Actions/Activities	Time frame	Indicators	Responsible
Intensify recruitment of membership into the union	Carry a survey on the different cadre of teachers in the teaching profession.	January 2008 – August 2008	Different cadres identified.	Secretary General/ Consultant/ Executive officer
	Carry out education programs on the need for unionism for the different cadres.	Carry out education programme	No. of teachers Reached.	Secretary General/
	Carry out a study on methods used for best recruitment.	January – June 2008	Recruitm-ents methods	Secretary General
	Educate branch Executive Secretaries on best recruitment practises.	September 2008	Enlightened branch Executive Secretaries	Secretary General
	Intensify recruitment procedures in all branches.		More union members recruited	Branch secretaries.

CHAPTER 16

16.0 Action Plan 16.1 Strategic Objective 1: To advocate for a united teaching force

Strategy	Actions/Activities	Time frame	Indicators	Responsible
1.Advocate for a common registration body	Survey different teacher categories	January 2008 – April 2008	Report of the survey	Secretary General Executive officers. Consultant.
	Initiate dialogue with stake holders for common registration for teachers as proposed in teaching	June – August 2008 on going	Report of the stake holders view	Secretary General
	Hold a conference for a common legislation.	August 2008	Report of the conference proceeds	
	Lobby with the government to enact the law on common teacher legislation.	2008 – 2010 August on going	Existence of a common registration body	NEC
2. Carry awareness programs on the role of uninon.	Develop teacher centred union programs for the teachers	Jan 2008 – April 2008	Curriculum on benefits of a union development	Secretary General/Ex officers
	Develop training materials on unionism.	Jan 2008 – April 2008	Training materials developed.	Secretary General/Ex officers.
	Launch a national wide training on unionism.	Dec 2008 on going	Proportion of teachers trained on Teachers aspire to join the union.	Sescretery gen. / Ex officers.
3. Advocate for strict compliance with the	Create understanding of the recognition agreement	January 2008	Recommendation of Steering Committee	Secretary General /Legal Office
recognition agreement	Hold an NEC meeting to discuss interpretation of the recognition agreement.	April 2008	NEC recommendation over the recognition agreement	Secretary General
	Hold consultative meeting with TSC over the compliance of the recognition agreement	May 2008 and on going	Agreement between KNUT/ TSC over the recognition agreement.	Secretary General

8.2 Goal:

To ensure effective representation of teachers in the teaching profession.

8.3. Strategic Objective 12: To strengthen the capacity of the union for effective representation of the teachers.

8.3.1 Strategies to achieve objective 12

(i) Conduct a survey and identify the areas the union requires representation.

(ii) To lobby and bargain for union representation in various commissions/ task forces appointed by the government.

(iii) Monitor and raise flags on education

(iv) To advocate for effective representation in the teaching profession

8.3.2 Strategic objective; 13 To strengthen the capacity of union representatives To effectively represent teachers.

8.3.3 Strategies to achieve objective 13

(i) Train KNUT officials and staff on education matters for effective representation.

(ii) Lobby for establishment of education commissions and task forces as need arise.

(iii) Encourage representatives to participate actively and report back to the office.

CHAPTER 9

9.0 SECURING AND MAINTAINING FAVORABLE TERMS AND CONDITIONS OF SERVICE

9.1 Status analysis-

As a trade union, one of the cardinal functions of the KNUT is to negotiate and secure favourable terms and conditions of service for teachers. In this role, the union has scored very highly. The most celebrated case was that of securing over 200% increase in salaries for lowly paid teachers, with allowances attached to the salaries. Although the implementation of the awards stalled and delayed negotiations for new packages, the matter was recently concluded.

The current status is that the union has to seek ways to address the discrepancies identified after the payment of the final phase and then initiate a new round of negotiations under the Teachers Service Remunerations Committee (TSRC). The major challenge facing the union is that civil servants have been put on salaries far above teachers of corresponding grades. This has never happened since the Ndegwa Salary Awards that put teachers and civil servants in the same salary structure, officially called Job Groups.

9.2 Goal :

To secure and maintain favourable terms and conditions of service for all the teachers.

9.3 Strategic objective: 14-To fight for competitive salaries

9.3.1 Strategies to achieve objective 14

(i) Continuosly carry out comparative research and analysis on salaries of teachers vis-à-vis other workers

(ii) Train the KNUT staff and officials on research and data collection.

(iii) Continue to negotiate for better salaries and other benefits for the teachers.

(iv) Continuously review bench markets and develop frameworks for teachers remuneration in relation to the changing economy.

(v) Advocate for harmonisation of salary structure for the education sector.

9.3.2 Strategic objective:15 To improve terms and conditions of service for Members

9.3.3 Strategies to achieve objective: 15

(i) Lobby for review of pension schemes for the members.

(ii) Strengthen the capacity of KNUT in bargaining and negotiation techniques.

(iii) Conduct programmed induction courses for newly elected officials.

(iv) Carry out short courses on collective bargaining for the staff and officials.

(v) Acquire, develop and avail manuals on collective bargaining and

(vi) Negotiation.

(vii) Sensitise union leaders on the need to seek further information on bargaining and negotiation techniques.

(viii) Encourage the union to sponsor staff and officials to advanced courses on trade unionism both locally and abroad.

CHAPTER 15
MONITORING AND EVALUATION

15.1 Status Analysis:

In the implementation of the strategic plan, there are various stages involved before obtaining the desired goal. The goal of monitoring and evaluation will be to provide a framework for tracking the progress made in implementing the strategic plan as well as enhance informed and sound decision making. It will involve the assessment of ongoing activities and progress. Evaluation will involve the assessment of the overall achievements of the strategic plan.

15.2 Goal:

To assess the extent to which the strategic objectives and targets established by the plan have been achieved.

15.3 Strategic Objective 29: To measure how successfully the union is implementing strategies and initiatives.

15.3.1 Strategies to achieve objective 29:

(i) Establish a development office

(ii) Ensure that the performance of the strategic plan is monitored and evaluated on a regular basis.

(iii) Monitor and evaluate the performance of the strategic plan on regular basis.

(iv) Establish an effective and efficient management information system.

(v) Collate monitoring reports by various departments and branches into a consolidated Biannual Monitoring Report

(vi) Strengthen the internal audit to enable it to verify compliance with established guidelines and procedures.

(vii) Establish a planning strategic development committee to monitor the strategic plan and report on progress regularly to the Executive Committee.

(viii) To conduct education of the implementation of the plan.

15.3.2 Strategic objective: 30 To conduct a formative and summative evaluation of the implementation plan

15.3.3 Strategies to achieve objective 30:

(i) Conduct systematic evaluation of the implementation of the plan on a continuous basis.

(ii) Conduct summative evaluation at the end of the plan period to determine the plans effectiveness and efficiency.

(iii) Train KNUT Staff on Monitoring and Evaluation.

Chapter 14

Establishing collaboration and linkages with other partners and Stakeholders

14.0 Status Analysis

Initially the KNUT was affiliated to the National umbrella trade union body COTU, but was delinked by the government in the mid-sixties. The current situation is that the union has working linkages with the Kenya Secondary Head Association of Kenya, Kenya Teacher Training College Principals Association and the University Academic Staff Union. There are no formal linkage documents like MOUs, but collaborations take the form of joint activities through seminars, workshops and conferences. These are linkages and collaborations on the National level.

On the regional level and International level, the union has strong linkages with All teacher organisations worldwide through the global family of Education International.

14.1 Goal

To establish and maintain relationships with other like organisations

14.2 Strategic Objective: 27

Strengthening existing relationships with other trade unions and educational bodies

14.2.1 Strategies for achieving Objective 27

(i) Continue to implement joint programmes with the various bodies including AFT, DRF and others
(ii) The East African Federation among others.
(iii) Hold joint workshops; get togethers to explore areas of further collaboration.
(iv) Attend conferences organised by the various organisations and invite them to attend our local conferences.
(v) To continue to solicit support on professional and trade union issues
(vi) Undertake joint research projects.
(vii) Initiate exchange programmes with developed union.

14.2.2 Strategic objective: 28 Develop new relationships with new partner

14.4.3 Strategies to achieve objective 28

(i) Carry out a survey of other well managed union
(ii) Sign collaborative agreements with other selected partners
(iii) Implement activities as specified in the collaborative agreements

CHAPTER 10

10.0 PROTECTION OF THE INTERESTS OF MEMBERS

10.1 Status Analysis:

One of the reasons why KNUT was founded was because ruthless educational officials were harassing teachers. After signing the recognition agreement with T.S.C in May 1968, the Union pushed for the development of a code of regulations for teachers which the TSC published with the full input and support of the union. Since then, the code has been the basis of the link between the TSC as the employer and teachers as the workers.

The KNUT has maintained vigilance in ensuring that teachers' rights and obligations are accurately observed in accordance with the code. Even where a teacher has committed an alleged breach of the rules, the KNUT ensures that there is 'due process' to prove the breach. KNUT not only ensures this, but also monitors to see that correct procedures are followed in applying the code and other educational regulations.

Whereas the unions watchdog role has been effective, there are weaknesses in that both teachers and TSC agents display ignorance not only of the TSC code but on other education regulations contained in relevant Acts of Parliament ,amongst them the education Act (Cap 211) and the TSC Act (Cap 212).

10.2 Goal: To protect the interests of members.

10.3 Strategic Objective : 16 To promote and safeguard the interests of members.

10.3.1 Strategies to achieve objective 16

(i) To educate teachers about their rights
(ii) Conduct training workshops
(iii) Disseminate information about teachers rights
(iv) Establish a public relations office
(v) Continue to bargain for better terms of service by presenting these issues to TSC and the ministry
(vi) Advocate for the implementation of the workplace policies

10.3.2 Strategic objective :17 To provide legal advice and assistance to members

10.3.3 Strategies to achieve objective 17

(i) Continue representing teachers in the Appeals Tribunal
(ii) Provide guidance and legal assistance to members.
(iii) Represent teachers in the collective bargaining

CHAPTER 11

11.0 MANAGEMENT AND ADMINISTRATION OF THE UNION

11.1 Status analysis

The KNUT has a network of branches based on the district through which the affairs of the union are managed and administrated. The system has worked well over the years but is becoming cumbersome as more districts are created.

At the branch level, there is a Branch Executive Committee (BEC), with representatives from all educational **cores** and led by the Branch Steering Committee of elected office bearers. All branches have fulltime branch Executive Secretaries to manage the union affairs on a daily basis. The three top elected leaders of all the branches together with the NEC members in a province constitute the Provincial Council (PC). The PC deals with educational issues peculiar to the province.

The provincial executive organ of the union is the National Executive Council (NEC). The NEC is responsible for implementing all resolutions adopted by the Annual Delegates Conference (ADC). There is a National Steering Committee of eight national officials that manages the affairs of the union on daily basis on behalf of the NEC. The eight top officials work full time at the union head office backed by a number of Executive Officers and other staff. Two weaknesses may be cited in the way the union is managed currently.

Firstly, whereas, Head Office staff have clear responsibilities assigned to them by the Secretary General, there are no clear avenues for performance, monitoring, supervision, feedback and evaluation. As a result, no clear performance targets are set, no rewards are available for good performance, nor are those who under perform counselled to improve.

Secondly, there are no effective mechanisms for supervising and controlling the performance of branches. In management terms, Head Office does not control branches. This is a loophole, as the national officials cannot certify that the teachers are enjoying the services they deserve.

13.2 **Goal:** To enhance the socio-economic status for teachers.

13.3 **Strategic objective: 23** To strengthen the existing social economic Schemes for teachers

13.3.1 **Strategies to achieve the objective 23**

(i) Replicate successful schemes in all branches Assess the current status of the existing schemes

(ii) Implement the recommendations of the assessment.

13.3.2 **Strategic Objective 24:** Identify and develop new social economic schemes.

13.3.3 **Strategies to achieve strategic objective 24** .

(i) Establish a Savings and Credit scheme at the headquarters.

(ii) Establish a Burial and Benevolent Scheme for the Head quarters.

(iii) Establish a medical insurance scheme for teachers.

(iv) Establish a provident fund for KNUT employees.

(v) Establish a teacher bank countrywide.

(vi) Establish teacher's insurance scheme

(vii) Replicate successful schemes in all branches

(viii) Make purposeful savings from the union dues.

13.3.4 **Strategic Objective 25: To establish programmes that address emerging needs and issues**

13.3.5 Strategies to achieve objective 25

13.3.6 Strategic objective 26: To devise ways of sustaining existing programmes

13.3.7 Strategies to achieve strategic objective 26

CHAPTER 13

13.0 SOCIO-ECONOMIC PROGRAMS FOR TEACHERS

13.1 Status Analysis:

Despite the tremendous effort made by KNUT mainly in securing salary increases for teachers, it was realised early enough that salary alone was inadequate to meet the needs of teachers and other ways of improving the welfare of teachers were sought. It was in this regard that in 1980, the KNUT sent a senior official to Australia to study the management of savings and credit cooperative societies with a view to initiating the establishment of similar programmes for teachers in Kenya. After the findings of this study, the Union mounted a sensitisation programme to convince teachers to establish the SACCOS, which would be based in braches. The teachers were reluctant at first but later started the SACCOs that several years later became very popular.

As at 2007, the SACCO network was covering all operational branches. Additional social economic programmes were initiated and these include Burial and Benevolent Funds (BBF), Children Education Schemes and Teachers Enterprises.

However there are three issues that confront the schemes especially the SACCOs, Firstly the cooperative and other legislation has led to schemes being divorced from KNUT. Not only does the KNUT leadership not supervise these schemes, but there is rivalry between the leaders of the schemes and those of KNUT at the branch level.

Secondly, the KNUT as an organisation does not reap any dividends from the scheme. Granted that teachers individually benefit from the schemes, it would have been better if KNUT used the schemes as investment avenues.

Thirdly, there has been repeated revelation of corruption and mismanagement especially of the SACCO schemes. However, it is recorded that a few branches and the KNUT head office invested in buildings, which are used to accommodate their own offices and to also generate income through rents.

11.3 Goal:

Improve organizational and management effectiveness.

11.4 Strategic Objective: 18 To develop capacity to respond to teachers demands

11.4.1 Strategies to achieve objective: 18

(i) To develop capacity to respond to teachers demands through improved office management, administration and communication systems.

(ii) Continue to develop and implement effective internal communication strategies

(iii) Training of union personnel on administration, accounting and budgetary systems, reporting and customer care

(iv) Develop a teachers data base

(v) Place increased emphasis on an effective communications system.

11.4.2 Strategic objective: 19 To interlink administrative offices to ensure optimum service delivery

11.4.3 Strategies to achieve objective 19

(i) Develop and implement effective internal communication mechanism

(ii) Strengthening frequent consultation among senior officials

(iii) Strengthen inter linkages through computerization

(iv) Development of an accounting manual

(v) Development of a teachers' database.

11.4.3 Strategic objective: 20 To strengthen human resource capacity

11.4.4 Strategies to achieve objective 20

(i) Correct placement of personnel

(ii) Specification of duties

(iii) Constant staff appraisal

(iv) Hiring of qualified staff to fill in gaps

(v) Hiring of personal assistants by the top executive

CHAPTER 12

12.0 FINANCIAL MANAGEMENT

12.1 Status analysis-

Currently, the KNUT raises funds mainly from membership dues paid through the Check-off system. The rate was pegged to 2% of the basic salary of each member, and this raises a reasonable amount on a monthly basis. As was resolved sometime back, a portion of this percentage is transferred to the members' branch while the Head Office retains a percentage for general and administrative expenses.

At the Head Office some funds are raised through project proposals funded by donors and also from rents collected from offices leased from KNUT building. In a few branches, rents are also collected from branch buildings. Otherwise, funds collected through socio-economic schemes are members' funds and the union does not benefit from them.

There is a need to expand and diversify the sources of raising funds for the union. As it is now, the union cannot sustain its services in the event of a prolonged strike. Diversification of sources of funds should therefore be addressed in the strategic plan. On the financial management side, there are also glaring weaknesses that need to be addressed.

12.2 Goal –To raise and manage funds for the benefit of members

12.3 Strategic Objective: 21 – To create a strong and stable financial base

12.3.1 Strategies for achieving objective: 21

(i) Review member recruitment procedures

(ii) Intensify member recruitment

(iii) Establish income generation schemes for the Union (e.g. schools)

(iv) Refurbish the KNUT head office to generate income

(v) Encourage branches to acquire buildings

(vi) Invest in the stock market, real estate and other viable investments

12.3.2 Strategic objective:22- Develop an efficient financial And management System

12.3.3 Strategies to achieve objective 22

(i) Develop clear financial policies

(ii) Ensure that decision making processes for the allocation of financial resources are simple and open

(iii) Develop and implement effective and integrated financial control, recording and reporting mechanisms

(iv) Produce budget follow-ups.

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