

# **Milestone One to 2010: Innovation and Creativity**

## **15/1/2009**

### **Introduction**

The task of propelling SASOL to the next level (focus on capacity building) cannot be said to be an easy one. It will require the concerted efforts of all the stakeholders (The Board, Management and Staff). It cannot go unsaid that it will require strategic and critical decisions, shift in thinking and ways of doing things, and necessary resources for effective and efficient process. As I have always postulated, there are four major global issues which need to be considered as they have great influence on how human action is shaped. They could be the main challenges of the 21<sup>st</sup> century and include; the collapse of neoclassical economics and the market as the epitome of development, globalization especially movement of goods and people with special focus to China and the East tigers, global political shift with the election of Obama as the new US president, and last but not the least, climate change.

As we wait to do our strategic planning somewhere in the beginning of March, I would urge everyone to start digesting and reflecting on the possible policy and operational implications of some of the specific issues within our area of operation (Kitui and Mutomo districts). A good example on globalization can be the acquisition of land by limestone mining cement factories in Mathima and Kanziku areas.

As the new manager, I have already outlined and started implementing fundamental changes with a view of strengthening and upgrading the systems set up by the previous manager. Some of them touching on operations have been discussed with the management team during the Planning Meeting held on 5<sup>th</sup>- 7<sup>th</sup> Jan 2009. The response has been positive as the team is composed of young qualified professionals with a value for community development, respect for professionalism and commitment to the vision of the organization. More details can be found in the Management Meeting report however this report will give briefs on the same. Both short term and long term interventions are captured but this report will be divided into issues rather than timelines.

### **Issues**

1. Project Focus
2. Human Resource Management (HRM)
3. ICT
4. Material Management
5. Transport Management
6. Fund raising

## **Project Focus**

The focus for the year 2009 will be *Innovation and Creativity for Competitiveness*. It is only through innovation that SASOL and any other organizations will meet the challenges of the 21<sup>st</sup> century. To be innovative we will need to embrace:

### ***Skills development for communities***

- Equip them with food production techniques; water harvesting and distribution, terracing, manuring, tree planting, crop production and animal husbandry, and storage techniques
- Disseminate appropriate technologies
- Technical Vocational Education Training both institution-based and apprenticeships in mechanics (MV and bikes), dressmaking and fashion design, hair dressing and beauty, electronics (mobile and computer repairs), and energy. (attention to relevancy, quality, and accessibility)

### ***ICT based management***

- use of the internet
- hub (databases/library)
- attractive and informative website

### ***Research and development***

- Research will be vital for baseline data collection, project evaluation, impact assessment and documentation. It will help us in; mapping the environment and market, fact finding missions, gaps identification, and strategic planning.

### ***Business orientation- entrepreneurship***

- All interventions done will be focused on increasing employability and incomes of the benefiting communities.
- All humans have an entrepreneurial capacity and what needs to be done is rekindling, redirecting and streamlining it to the relevant opportunities.
- Emphasis will be on functional marketing mechanisms

## **Human Resource Management**

The future of an organization is dependent on the performance of the current human resource. Our HRM policy should be; Growing rather than Hiring Staff. This will ensure HR sustainability and motivation. A demotivated HR is a detriment to the growth of the organization, BUT an underperforming HR is a risk. Our interventions in 2009 will be:

- Performance monitoring and contracting especially through work plans and meeting of deadlines

- Review of titles, terms and responsibilities (already done)
- Flat management matrix(Explain)
- Identifying strengths and weaknesses for training needs especially on project management, proposal writing and report writing
- Promotion of Multi-tasking and pro-activeness
- Decentralization of duties and use of sub-committees for tasks
- Use of incentives for Motivation
- Furthering of careers with emphasis to applications to foreign institutions and scholarships

## Material Management

The item that consumes the bulk of our budgets is materials especially construction materials (cement and reinforcement). Due to escalating prices caused by increased inflation and fuel costs, SASOL will have to tighten systems on material procurement, distribution, storage and use. To cushion against overspending beyond our budgets, we will have to:

- Limit over engineering in designing as witnessed in Zombe girl's library building construction
- Use innovative, affordable and durable materials
- Institute strict adherence to standards especially use of cement
- Reduce wastages at site
- Ensure prompt transfers of unused materials after site completion

## Transport Management

NGO motor vehicles are known to be prone to misuse and as target by unscrupulous mechanics. To increase control we have instituted the following measures:

- Maintenance, repairs and services to be tendered for at competitive rates
- SASOL to identify own site where all repairs will be done
- All purchases and spare parts to be checked and verified by driver/rider or management
- Only original parts will be fitted in our fleet
- To source spare parts price list from the dealers
- Keeping of updated Log books (Do you mean work tickets?) and monthly reporting
- Depreciation to be worked on to determine how long the MV should serve the organization
- Disposal of old MVs at competitive rates

## ICT

- Installation of a 512 kbps speed modem (in place) and network at least 8 computers (in progress) to avail internet to all management team.
- Change of all operating systems from Microsoft Windows to Linux to solve the frequent attacks by viruses

- Reactivate the ICC and digital library to avail skills and information to schools and communities
- Develop and maintain an attractive, informative open source database website (in progress)
- All management team to be computer literate(**with respect to use of word and excel and one or two to specialize in GIS and Complex Socioeconomic/marketing data analysis?**)

## **Fund Raising**

- Fundraising will be done for both project implementation and (**operational?**)research activities
- Maintain good relationships with the current donors (MCC, Exchange-Edukans, Meppel)
- Search for new funding opportunities. This will be done through;
  - o The manager to liaise with his networks (Dutch and Kenyan)
  - o Form sub committees based on issues (Water, Environment/climate change, TVET, Income generation and cross cutting issues (gender, health, hygiene and sanitation and HIV)) who will be liable to search for (friends, internet, and networks) and write proposals.

The proposed sub committees are:

### ***Water***

1. Ben Muendo
2. Kenedy Mutati

### ***Environment***

1. Fredrick Kimwilu
2. Peris Munyaka
3. Mathew Kitema
4. Onesmus Mwangangi

### ***TVET and Education***

1. Onesmus Mwangangi
2. Annah Mutuku

### ***Income Generation***

1. Onesmus Mwangangi
2. Annah Mutuku

NB: Specific project details can be found in project planning documents.

By

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