



# **KITUI DEVELOPMENT CENTRE (KDC)**

## **FIVE - YEAR STRATEGIC PLAN (2015 – 2020)**



**VISION 2020**

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## LIST OF ACRONYMS

ACT	Act Change Transform	MFI	Micro Finance Institutions
ADG	African Development Group	MITS	Multiple Cluster Indicator Survey
AFSS	Alternative Funding for Self Sustainability	MOALF	Ministry of Agriculture, Livestock and Fisheries
ANC	Anti Natal Care	MOE	Ministry of Education
AOP	Annual Operational Plan	MOH	Ministry of Health
BOD	Board of Directors	MOI	Ministry of Industrialization
CF	Community Facilitators	NDMA	National Drought Management Authority
CHN	Community Health and Nutrition	NEMA	National Environmental Management Authority
CIDP	Kitui County Integrated Development Plan	NGO	Non-Governmental Organization
CIG	Common Interest Groups	OCA	Organizational Capacity Assessment
CP	Child Protection	OVC	Orphans and Vulnerable Children
CSD	Community Social-capital Development	PESTEL	Political, Economic, Social, Technological, Environmental and Legal
CSO	Civil Society Organizations	PBO	Public Benefits Organizations
CSR	Corporate Social Responsibility Centre	SDG	Sustainable Development Goals
DRR	Disaster Risk Reduction	SHG	Self Help Groups
DTC	Drought Tolerant Crops	PELUM	Participatory Ecological Land Use Management
DFID	Department Fund for International Development	SWOT	Strengths, Weaknesses, Opportunities & Threats
ECC	Environmental Conservation and Climate Change	UNDP	United Nations Development Program
EIA	Environmental Impact Assessments	UNESCO	United Nations Education, Scientific and Cultural Organization
EPI	Expanded Program on Immunization	UNICEF	United Nations Children's Fund
EU	European Union	UNIFEM	United Nation Fund for Empowerment of Women
GAP	Good Agricultural Practices	USAID	United States Agency for International Development
GDP	Gross Domestic Product	VSLA	Village Savings and Loans Associations
FSA	Food Security and Agri-business	YEDF	Youth Enterprise Development Fund
HIV	Human Immune-Deficiency Virus	WARMA	Water Resource Management Authority
ICT	Information and Communications Technology	WC	Working Children
KDC	Kitui Development Centre	WEF	Women Enterprise Fund
KDHS	Kenya Demographic and Health Survey	WFP	World Food Program
KNBS	Kenya National Bureau of Statistics		
KARI	Kenya Agricultural Research Institute		
KES	Kenya Shillings		
M&E	Monitoring and Evaluation		
MDGs	Millennium Development Goals		

## EXECUTIVE SUMMARY

Kitui Development Centre (KDC) is a local Non-Governmental Organization registered in Kenya under the NGO Coordination Act of 1990 to work in the former Eastern Province. At inception, the organization evolved from a community based organization that supported health interventions under the World Neighbors program. From such humble beginning, and 14 years down the line, the organization has grown in scale and scope and is currently operational in Kitui County covering six sub-counties. KDC supports community projects in the areas of women economic empowerment, orphans and vulnerable children including addressing issues of child labour, agri-business value chains, climate change adaptation and mitigation, among others. The organization is active in key coordination forums working closely with national and county governments, local administrative authorities and other key stakeholders operational in the area.

The program work supported by the organization has been able to reach and support over 100,000 beneficiaries, at least 20,000 directly mainly through service delivery and advocacy work. In this strategy period, KDC plans to upscale the number of beneficiaries, expand thematic and geographical reach and grow its funding base. Besides Kitui, the organization plans to start new projects in neighboring Makueni and Machakos Counties.

The overall goal of the organization is to contribute to sustainable positive changes in the living standards of 200,000 vulnerable communities, 60% females, through implementing programs in food security and agribusiness, child protection, environment and climate change, community health and nutrition, and social capital development by 2020. KDC envisions *determined, prosperous and self-reliant communities in Kenya* with a mission to improve the living standards of vulnerable communities through mobilization of resources, sharing of experiences, developing people's institutions and finding practical and viable solutions. In order to attain this overall goal, vision and mission, the following foundational core values provide the moral and ethical compass while implementing this strategy. KDC has eight core values; Integrity, Transparency and Accountability, Professionalism, Teamwork, Constructive Aggressiveness, Innovation, Community participation and Compassion.

KDC will implement projects in five thematic areas, namely; a) Food Security and Agri-business; b) Child Protection; c) Environmental Conservation and Climate Change; d) Community Health and Nutrition, and, e) Community Social-Capital Development.

The following objectives will be achieved under the respective thematic programs:

1. To improve food security and livelihoods situation of vulnerable communities
2. To increase vulnerable communities incomes from commercialized agricultural and livestock value chains
3. To improve the livelihoods and protection environment of vulnerable children and their families
4. To increase vulnerable communities resilience to negative effects of climate change.
5. To build capacity of communities to conserve and protect the environment.
6. To improve the health and nutrition status of women, children and their families
7. To build vulnerable communities capacity to generate, manage and sustain incomes from alternative livelihood options

KDC while implementing the above thematic objectives has an ambition of growing its funding base to over Kshs.250 million over the five year strategy period. This will be generated from donors, and partly from an institutional surplus-generating plan. The latter implies that KDC will make deliberate efforts to raise its own income streams that will supplement donor funding and deliberately work towards organizational long-term sustainability.

In advancing the aforementioned strategic aims, KDC will continue to build its key institutional capacity particularly in the areas identified during the organizational capacity assessment.

Key among these includes:

- ✓ Strengthening human resource systems, structures and management including staff skills development on technical areas of work
- ✓ Strengthening capacity for fundraising among staff and BOD members
- ✓ Ensuring compliance to more updated organizational policies and procedures
- ✓ Diversifying funding sources including having a self-generated resource base
- ✓ Strengthening and expanding mutually beneficial partnerships and networks

Last but not least, it is worth noting that the BODs and staff of KDC are fully committed to the successful development and execution of this strategy and urges all stakeholders in the Counties and beyond, to support this journey to the final completion.

## 1. Organizational Background

### 1.1 About Kitui Development Centre

Kitui Development Centre (KDC) is a local Non-Governmental Organization registered in Kenya under the NGO Coordination Act of 1990 in 2001 to work in the former Eastern Province. At inception, the organization evolved from a community based organization that supported health interventions under the World Neighbors program. From such humble beginning, and 14 years down the line, the organization has grown in scale and scope and is currently operational in Kitui County covering six sub-counties. KDC supports community projects in the areas of women economic empowerment, orphans and vulnerable children including addressing issues of child labour, agri-business value chains, climate change adaptation and mitigation, among others. The organization is active in key coordination forums working closely with national and county governments, local administrative authorities and other key stakeholders operational in the area.

The organization has a commitment team of Board of Directors (BOD) that is made up of professionals in different specialties that brings value to organizations program work. The organization equally boasts of a committed team of over 20 staff and volunteers working directly with communities. From start, KDC opted for a community based approach to its work. This has entailed a firm focus on social mobilization of communities as a key pillar, approach and core strategy to deliver on its development mandate. This has ensured that the work fronted by the organization is deeply owned by the target communities, in addition to, helping the organization design interventions based on the felt needs and priorities. KDC has established firm and active community level networks and enjoys legitimacy and support to its work across the areas.

Since its inception, the organization has supported over 100,000 people (20,000 being direct beneficiaries) across the target areas of Kitui County.

The following are some of the projects implemented by KDC over the years:

**Table 1: Selected KDC Closed and on-going Projects**

Project name	Project Area	Target beneficiaries
Community Self Development for Sustainable Support and Care of Children, Youth through Peoples Institutions-Promotion of SHGs (2011 – 2015)	Ngiluni, Mbusyani, Kyambiti and Katulani Locations	3,214 women 160 youth 10,200 children (in direct beneficiaries)
SHGs drought mitigation project- Food security (2011-2012)	Kyambiti, Kyangunga, Yakalia, Ngiluni and Mbusyani	Direct - 2,000 households Indirect- 2,648 households
Child focused community development project (2014 – 2015)	Miambani	63 SHGs (1,260 women)
Rescue Centre (2014)	Township and Kyangwithya East Locations	91 children

Strengthening and Empowering Rural Communities for Participatory Climate Change Adaptation (2012 – 2014)	Nguutani and Thitani – Migwani District	440 households
Kithambangii water project - solar water pump (2012 – 2013)	Wikililye Location	2,000 households
Community-based seed systems and bulking in semi-arid regions of Kenya(2012 – 2015)	Katulani, Nzambani and Migwani Districts	375 smallholder farmers 4,000 indirect beneficiaries
Poultry Production and Marketing Project (2013 – 2016)	Nzambani and Katwala Locations	Direct - 1,200 farmers Indirect – 16,200 farmers
Mango Value Chain for farmers in Kitui Central District (2012 – 2015)	Nzambani, Wikililye and Mulango Locations.	Direct – 835 farmers Indirect- 6,299 farmers
Primary School Educational level - Research in Kitui County (2014)	Kitui North – 8 Districts	30 Villages. Estimated beneficiary 9,500
Elimination of worst forms of child labour among older children through skills and vocational training in Kitui County (2014 – 2015)	Kitui County-Urban and Rural	410 children

## 1.2 Institutional Context for the Strategy

The development of this strategic plan was preceded by an Organizational Capacity Assessment (OCA) process that was funded and undertaken by ACT in late 2014 as part of the donor's institutional strengthening mandate through a sub-grant under the Changieni Rasilimali (CRM) program. Act! between September 2014 and March 2015, has supported KDC in scaling up a nature-based mango value chain project, particularly on value addition aiming to improve livelihoods of small scale women farmers and their households. Alongside this, Act has supported the stated OCA process that has culminated in this strategic planning exercise.

This five year strategy will be used for the purposes of, among others;

- a) Embracing a clear line of sight and corporate focus
- b) Catalyzing positive change, a shared vision of the future, and a building block for future interventions and plans.
- c) Serving as a decision making framework and for securing support/approval by staff, BOD, donors, stakeholders and program beneficiaries
- d) Providing a basis for more detailed planning particularly annual operational planning
- e) To aggressively address organizational sustainability from both a donor and own-resource mobilization standpoints.

## **2. Country and County Context**

### **2.1 Kenya Country context**

Kenya is located on the Eastern part of the African Continent. The country shares borders with Tanzania to the South, Uganda to the West, Sudan to North West, Ethiopia to the North and Somalia to the East. The total land area is about 582,650km<sup>2</sup>, of which 80% is classified as arid and semi-arid and is considered unfavorable for rain fed agricultural production.

On the basis of the 2009 population census, the population of Kenya was 41.8 Million with annual growth rate of 2.97 % and life expectancy of 63.3 years in 2013 (KNBS, 2013). The population is largely youthful with age –groups below 14 years and below 25 years constituting 43% and 62% of the total respectively. This provides tremendous opportunities and equal challenges in the country’s development agenda. With unemployment rate of 45%, the proportion of idle youth has been a going concern for stability and one agendas of the national accord following post- election violence of 2008. Engagement of the youth through social capital development has been a hallmark of the national youth service recently, but the penetration has been limited to the institutional holding capacity. With this, various other stakeholders need to supplement government efforts in reaching the vast proportions of youth that cannot be targeted through the limited government institutions.

The country has put various institutional and structural mechanisms to guide structured development efforts. The inauguration of the new Constitution in August 2010 placed Kenya’s new growth trajectory centred on a devolved government system with 47 Counties across the Country. The Constitution of Kenya provides for the transfer of a minimum of 15% of budgetary resources to the 47 Counties. County governments have also taken charge of provision of the most basic services to drive socio-economic development. There is therefore need for development actors including; NGOs and civil society to align and harmonise their interventions in tandem with devolution. Kenya’s vision 2030 is driven by the call to provide universal access to opportunities for all to lead quality life within a clean and secure environment. This primary blue print has been linked to millennium development goals (MDGs) as a deliberate effort to balance economic growth and human development. Despite this, with exception of universal free primary education, Kenya lags behind in achieving the majority MDG targets, although some notable progress has been made in some. The country is looking upon the sustainable development goals to consolidate the gains made in MDGs to usher in new development prospects.

Kenya, being relatively bigger economy in the region drives both domestic and regional growth and development. For the last 5 years, the economy has grown within the range 4.4% -5.7%<sup>1</sup>. However the growth potential has not yet been realized due to a number of challenges. Earnings from tourism have gone down due insecurity and consequent travel advisories, while recurrent droughts associated with climate change have been the major draw backs to the growth of the agricultural sector. A midst these challenges, Kenya is part of the Africa’s policy framework for agricultural transformation, wealth creation, food security & nutrition, economic growth & prosperity under Comprehensive Africa Agriculture Development Programme (CAADP).

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<sup>1</sup> KNBS Facts and Figures 2014



Over the last decade, the country rapid infrastructural development has seen the opening of new areas and markets and improved rural participation in the economy. However, Kenya continues to be threatened by corruption resulting to diversion of funds with potential to transform socio-economic standing.

Recently, the rebasing of the Kenyan economy on the account of increased GDP growth, continued infrastructure development and increased private sector involvement in traditional NGO space has begun to constrict the space for NGOs led intervention. Major donor agencies for instance are opting to fund private sector players and this is largely crowding the donor landscape. A reprieve for local NGOs is that at the same time, funding agencies such as DFID and USAID, directly or indirectly, are channeling a major part of their development funding via local civil society organizations and on targeted programs.

The Kenyan health sector has significantly increased access to key health services which have seen reduction in preventable causes of death. For the last 10 years, there has been significant reduction in child mortality from 115 /1,000 in 2003, to 57 in 2014. At the same time, Kenya's persons living with HIV increased to 1.6 million. Substantial AIDS related deaths have led to increase in number orphans and vulnerable children who look upon poor communities to take care of them. With the national prevalence at 6.1%, the epidemic potential for transmission and mortality in absence of treatment remains a main feature of the Kenya's epidemic. Even with this, cancer is an emerging threat with an estimated 28,000 cases diagnosed annually. Considering the myriad challenges faced by the health system, the burden of cancer will potentially encroach on other gains.

Kenya remains a low-income country with 46% poverty and 30.4% undernourishment. There has been little progress towards equality over the last 30 years. Poverty levels in 1981 were 48%; just 2% higher than reported levels today. Inequality remains high with the top 20% of income earners holding 53.2% of national income, whilst the bottom 20% account for just under 2% of income. Rural and low-income households are significantly disadvantaged. This is reflected in Government of Kenya spending on social protection: whilst GoK expenditure rose from Kshs.33.4 billion in 2005 to KSH 57.1 billion in 2010, 88% of the total social protection budget was spent on civil service pensions, which in themselves constitute a staggering 1% of total GDP expenditure.

## **2.2 County Context**

The decentralization of government is a key tenet of the new Kenya Constitution. With power and resources devolved to the 47 county governments, it is expected that development agenda at county level will be more focused and tangible results it is expected that there will be more accountability over the use of funds, and greater participation by the people in government and policy. It is expected that with more resources reaching the people directly, substantive developmental changes will be recorded. In the Counties that KDC is working and plans to work, the organization will ensure that its voice and programs are felt and that it is able to impact on this county agenda. These counties include Kitui County where the organization has current program presence and in new areas of Machakos and Makueni counties.

The following section summarizes the specific contexts of respective target counties in relation to KDC's selected thematic program areas for the strategy period.

### 2.3.1 Kitui County Profile

Kitui County is one of the counties in the former Eastern province of Kenya. According to the Kitui Integrated Development plan (KIDP), the county is located about 160 Km East of Nairobi and is the sixth largest covering an area of 30,496.4 square Kilometers. The County shares borders with Machakos and Makueni counties to the West, Tana River county to the East and South-East, Taita Taveta County to the South, Embu to the North-West, and Tharaka-Nithi and Meru counties to the North.

The county is divided into nine Agro Ecological Zones which include: semi- arid farming zones, transitional high potential coffee zone, grain zone, and cotton low land zone, steep slopes for forest reserves, livestock millet zone and ranching zone. The county development model has classified the county into six economic zones on the basis coal mining, industrial production, Agriculture development, tourism and infrastructure /financial services potential.

According to the Kenya National Bureau of Statistics (2013)<sup>2</sup> 63.5% of the Kitui County residents live below the poverty line. The national average is 42.4 %. Food security in the county has been wanting, due recurrent cycles of drought and post- harvest losses related to poor post harvesting handling. Efforts have been to improve access to water, but the coverage of irrigation water remains low largely due to limited sources and massive investment required to increase connectivity. Apart from poor access to water, the agricultural sector is largely affected by low uptake of technology among farmers owing low capacity and lack of training opportunities. There is limited value addition of both farm and livestock products to maximize the returns due to lack of credit facilities to initiate value addition enterprises. However, the county has small-scale industries for honey, gypsum and fruit processing which can be used to benchmark and upscale agriculture value addition enterprises.

According to Kenya Demographic and Health survey 2014 (KDHS 2014), infant mortality is 47/1000 compared to national average of 52. The rate of under-five mortality is 57 /1000 compared to 74 nationally. Kitui has low immunization coverage rate with 65.2% of children less than two years of age are fully immunized compared to national average of 71%. Health indicators are largely affected by low accessibility, which necessitates communities to walk or travel over long distances to the nearest health facility. Similarly, low access rates to water and sanitation, predisposes the rural population to waterborne diseases. Kitui has significant fertility with average of 5.3 births per woman. The HIV prevalence of the county is 6.1%, which is higher than the national average that stands at 5.6%.

Like other counties, Kitui harbor a big proportion of youth who are not engaged in any gainful employment. According to KCIDP, youth are faced with drug and substance abuse, limited entrepreneurial skills, limited access to credit and vulnerability to HIV transmission. With substantial HIV prevalence of 6.1%, there are a sizeable proportion of orphans and vulnerable children who require to be taken care. Although youth and prevention interventions are needed, so far there are limited funds to generate any tangible effort. Within the context, some retrogressive cultural practices stand on the way of improved outcomes for youth and children.

Kitui County has reasonable forest and vegetation cover although human activity has continued to threaten it. Some areas are prone to charcoal burning and sand harvesting with detrimental

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<sup>2</sup> “Exploring Kenya’s Inequality- Pulling apart or pooling together” – KNBS and Society for International Development , 2013

consequences on the environment. However, Tsavo East conservancy is within the county and provides useful environment caution to a sizeable proportion of the land mass.

### **2.3.2 Machakos County profile**

Machakos County borders Nairobi and Kiambu counties to the West, Embu to the North, Kitui to the East, Makueni to the South, Kajiado to the South West, and Murang'a and Kirinyaga to the North West. The county has population of 1,098,584 people, and covers an area of 6,208 square kilometres. The population of the county is relatively young with 39% of the total constituting age 0-14 years. The annual growth rate is 1.7% which is slightly lower than the national average. The poverty levels in the County are at 59.6 % against a national average of 45.2%

The levels of unemployment are quite high, considering there is more labour than the market opportunities. According to the Machakos county draft development plan, unemployment has led to escalation of crimes as a result of non-absorption of the active youth population in services of gainful employment. This is largely influenced by the peri-urban settlements within the metropolitan pockets shared in the peri-urban pockets of Nairobi County.

The County agricultural production is dominated by cereals, grain legumes, root crops and several industrial crops like cotton and coffee. Many of the horticultural crops have a dual subsistence as well as cash function. The agricultural potential yield is limited by limiting factors like water, soil nutrients and skilled labour and is reduced by yield-reducing factors such as; pests and diseases alongside post-harvesting wastage. The wastage has also been associated with storage and infrastructural limitations. Since production and marketing of fruits and vegetables are influenced by seasons, with periods of surplus/scarcity, the wastage associated with the loss is the major cause of poverty in households that are dependent on the sector. Utilizing surplus production by transforming these into high value shelf stable products is highly felt need in the communities.

Machakos has reasonably good health indicators with infant and under-five mortality rates of 27 and 38/1000. The coverage of immunization is good with 86.7% of children under-five fully immunized. However the county has poor nutritional indicators with 33.6% of children stunted or too short for their age while 9.8% are underweight too light for their age. The percent of women delivering in a health facility is 62.9% which compares favorably with the national average. The total fertility rate is 4.3 births per woman and compares positively with the rest of the country. Machakos County has HIV prevalence of 5% with an estimated 27,063 adults living with HIV. There are therefore significant orphans and vulnerable children in need of care and support.

Sand harvesting on various beds and quarrying is the major environmental concern in Machakos. The increasing rates of urbanization expanding from Nairobi and rising population has continued to deplete the vegetation cover in quest for building space. The manifestation of climate change through cycles of drought has potentially changed the prospects of rain fed agriculture in the county.

### **2.3.2 Makueni County Profile**

Makueni County is located in the lowlands of South Eastern Kenya. The county borders Machakos to the West, Kitui to the North, Taita Taveta to the East and Kajiado to the South. The county population by 2014 is projected to be 930,060. Currently, the county's population is dominated by young people who need to be supported by those in the workforce. About 70percent of the population is less than 30 years old and 44 percent is under 15 years. The

County Integrated Development plan (CIDP) identifies the young population and high unemployment as threats to development. Makueni County's young age structure points to a future population momentum beyond the current generation (Population Action International 2014).

Makueni County performs poorly on most socio-economic indicators. The county scores a 0.56 on the Human Development Index (HDI)—a composite measure of development that combines indicators of life expectancy, educational attainment and income. Sixty one (61%) of the population of the county lives below the poverty line compared to national average of 45%. Seventy-nine (79) per cent of children aged 12-23 months received full vaccination before reaching the age of 12 months. The Under-five mortality rate is 56 per 1,000 live births and Infant Mortality Rate is 45 per 1,000 live births. This means that 1 in 18 children do not live to see their fifth birthday, while 1 in 22 children do not live to their first birthday. Makueni County faces nutritional challenges with about 20 per cent of children aged 6-59 months moderately underweight. More than one third of children under five in the county are stunted. The proportion of moderately stunted children is high at 34 per cent. The total fertility rate in Makueni for the 3-years is 5.1 children per woman. The county has HIV prevalence of 5.6% with an estimated total of 22,110 people living with HIV

Makueni County is characterized by water scarcity, falling food production, and low resilience to climate change. The combined effects of climate change and rapid population growth are increasing food insecurity, environmental degradation, and poverty levels in the county. Makueni County's Integrated Development Plan (CIDP) identifies demographic processes, environmental degradation, and climate change as key development challenges. These issues along with water scarcity have been identified as key drawbacks for sustainable development in the county. The majority of Makueni County's population depends on wood fuel for cooking. With estimates that 96 percent of households use firewood or charcoal for cooking and heating, population growth and associated increases in demand for farming and residential land will undoubtedly accelerate deforestation and exacerbate the effects of climate change in the county. This and other human activities such as sand harvesting and uncontrolled digging of wells on river beds pose challenges to soil and environmental conservation.

### **3. KDC Strategic Direction**

#### **3.1 Overall Goal, Vision, Mission & Values statements**

##### **a) Overall Goal:**

To contribute to sustainable positive changes in the living standards of 200,000 vulnerable people through implementing programs in food security and agribusiness, child protection, environment and climate change, community health and nutrition, and social capital development by 2020.

##### **b) Vision Statement:**

KDC envisions determined, prosperous and self-reliant communities in Kenya

### **c) Mission statement**

KDC's mission is to improve the living standards of vulnerable communities through mobilization of resources, sharing of experiences, developing people's institutions and finding practical and viable solutions.

### **d) Organizational Values**

The core values of KDC are as follows:

1. Integrity: we uphold and exercise honesty, respect, openness and transparency and accountability in all our undertakings and engagement with our stakeholders
2. Professionalism: we committedly exert our knowledge, skills and expertise, with teamwork, at the highest possible standard for the satisfaction of our valued stakeholders
3. Constructive aggressiveness: we are firm, focused and timely in meeting and exceeding stakeholders expectations and in our fundraising and sustainability efforts
4. Innovation: we are original and creative in our approaches, problem-solving strategies and in seeking practical and sustainable solutions to community challenges
5. Community participation: we pro-actively create opportunities for vigorous and long-term involvement of beneficiaries and stakeholders in our work
6. Compassion: we believe our beneficiaries are our extended family; so we empathize and act with selfless concern, love and care.

## **3.2 Setting Thematic Priorities and Programs**

### **3.2.1 Environmental Scan**

The SWOT and PESTEL analysis have both informed thematic programs prioritization of the organization. The SWOT analysis (table 2) closely mirrors the OCA report undertaken in Sept. 2014 while the PESTEL analysis (Table 1) provides a reality check against the macro-environment in which the organization and other development actors operate in.

#### **a) PESTEL ANALYSIS**

The following table summarizes the PESTEL situation relative to KDC.

**Table 2: PESTEL Analysis:**

<b>CO M PONENT</b>	<b>STATUS &amp; IMPLICATIONS TO THE ORGANIZATION</b>	<b>RECOMMENDATIONS FOR MITIGATION OR HARNESSING</b>
<b>POLITICAL FACTORS</b>	<ul style="list-style-type: none"> <li>- A sense of political stability</li> <li>- New constitution with an enhanced bill of rights</li> <li>- Devolved County system of government – change in governance structures</li> <li>- PBO Act – implications on NGO fundraising if enacted</li> <li>- Risks of donors mass-migration from Kenya – perceived hostile operating space</li> <li>- Bureaucratic red tape</li> </ul>	<ul style="list-style-type: none"> <li>- Need to work with county leadership / play a partner / complementary role</li> <li>- Participate in lobbying activities at County level</li> <li>- Keenly monitor developments of the PBO Act</li> <li>- Diversify funding of organization work</li> </ul>
<b>ECONOMIC FACTORS</b>	<ul style="list-style-type: none"> <li>- Drive towards attainment of Vision 2030 and County-level development plans</li> <li>- High rates of youth unemployment</li> <li>- Children involved in child labour</li> <li>- Increased resources going to counties with Devolved government system</li> <li>- Increased funding for women economic empowerment e.g. table banking, Uwezo, WEF</li> <li>- Windfall resources from mega-government funded projects</li> <li>- Mining activities in the County</li> </ul>	<ul style="list-style-type: none"> <li>- Increased consultation on resource allocation/use</li> <li>- Work closely with County government's as a partner, implementer, advisor</li> <li>- Women economic empowerment and access to devolved funds</li> <li>- Social mobilization for sustainable windfall revenue utilization e.g. displacement compensations,</li> <li>- Labor and job opportunities for women and youths etc</li> <li>- Chances for contribution to County plans e.g. cottage industries</li> </ul>
<b>SOCIAL FACTORS</b>	<ul style="list-style-type: none"> <li>- Impact of HIV/AIDS particularly on orphans and vulnerable children</li> <li>- Increased scourge of drugs and substance abuse</li> <li>- Mega-projects disrupting family units with displacements and attendant windfall cash</li> <li>- Insecurity increasing becoming an issue of anxiety</li> </ul>	<ul style="list-style-type: none"> <li>- Media advocacy</li> <li>- Continue with OVC programs</li> <li>- Capacity building on child protection</li> <li>- KDC can play a role in mitigating social effects on mega-projects e.g. benefit sharing schemes, resettlements and and capacity building</li> <li>- Play a role in Nyumba Kumi initiative</li> </ul>
<b>TECHNOLOGICAL FACTORS</b>	<ul style="list-style-type: none"> <li>- Improving communication and connectivity</li> <li>- Use of mobilize phones/ICT in programs (access to information,</li> </ul>	<ul style="list-style-type: none"> <li>- Utilize ICT in programs (e.g. bulk sms, sharing of reports, data, market information, etc)</li> <li>- Use social media as an</li> </ul>

	<ul style="list-style-type: none"> <li>markets, feedbacks, etc)</li> <li>- Available information, tool kits, manuals in the internet</li> <li>- Use of ICT for fundraising and resource mobilization</li> <li>- Modern farming technologies e.g. irrigation, rainwater harvesting, eco-villages etc</li> </ul>	<ul style="list-style-type: none"> <li>advocacy and communication tool</li> <li>- Develop a website and update regularly</li> <li>- Better utilize ICT to access information, training tool kits and for networking / collaborations</li> <li>- E- fundraising</li> </ul>
<b>ENVIRONMENTAL FACTORS</b>	<ul style="list-style-type: none"> <li>- Effects of climate change being felt with uncertain weather patterns (dry and flood spells)</li> <li>- Requirements for Environmental impact assessments (EIAs)</li> <li>- Reduced forest cover</li> <li>- Opportunities for adoption of renewable energy sources</li> </ul>	<ul style="list-style-type: none"> <li>- Use of renewable energy technologies and options</li> <li>- Afforestation (tree planting)</li> <li>- Landscape approach (integrating tree planting in farming activities)</li> <li>- Links with NEMA</li> <li>- Links to NDMA on drought response and DRR</li> </ul>
<b>LEGAL FACTORS</b>	<ul style="list-style-type: none"> <li>- Compliance to statutory requirements; NHIF, NSSF, PAYE, audits, annual returns, etc</li> <li>- New county-level compliance requirements</li> <li>- Potential legal implications of the PBO Act</li> <li>- New compliance requirements from County governments e.g. licences and branding costs</li> </ul>	<ul style="list-style-type: none"> <li>- Full compliance to legal and statutory requirements</li> <li>- Stay abreast of the PBO Act consultation process and product</li> <li>- Compliance to county government legislations and regulations</li> </ul>

## b) SWOT ANALYSIS

The SWOT position of KDC is as follows:

**Table 3: SWOT Analysis:**

INTERNAL FACTORS		EXTERNAL FACTORS	
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>❖ Committed BOD with varied expertise</li> <li>❖ Organization owned offices and equipment</li> <li>❖ Established relationships with communities and development partners</li> <li>❖ Long presence in</li> </ul>	<ul style="list-style-type: none"> <li>❖ Outdated policy documents e.g. strategic plan and some organization policies and procedures</li> <li>❖ BOD and staff capacity in fundraising weak</li> <li>❖ Inadequate funding for some sectors</li> </ul>	<ul style="list-style-type: none"> <li>❖ Development of business-oriented cottage industries and value chains</li> <li>❖ Access to county government funds e.g. ASDSP</li> <li>❖ Donor funding local CSOs</li> <li>❖ Upscaling and expanding to new</li> </ul>	<ul style="list-style-type: none"> <li>❖ Unfriendly government policy towards NGOs e.g. PBO Act</li> <li>❖ Insecurity</li> <li>❖ Competing NGOs</li> <li>❖ Risk of donor out-migration</li> </ul>

<p>communities (over 14 years)</p> <ul style="list-style-type: none"> <li>❖ Qualified, committed and experienced team of staff</li> <li>❖ Strong financial management systems with annual audits done</li> <li>❖ M&amp;E system in place</li> <li>❖ Institutional ability to support donor-closed projects</li> <li>❖ Donor confidence with repeated donor funding</li> <li>❖ Programming capacity in ASAL areas</li> <li>❖ Longer term donor projects</li> </ul>	<p>e.g. health and HIV/AIDS</p> <ul style="list-style-type: none"> <li>❖ Lack of a resource mobilization unit</li> <li>❖ Lack of a human resource unit</li> <li>❖ Sustainability strategy not clear</li> <li>❖ Lack of income generating projects for the organizations</li> <li>❖ Community dependency syndrome</li> </ul>	<p>areas and sectors</p> <ul style="list-style-type: none"> <li>❖ Supportive environment for women empowerment and funding e.g. devolved funds,</li> <li>❖ Donor confidence</li> <li>❖ Good relations with county governments</li> </ul>	
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### 3.2.2 Thematic Program Description

In the next five year strategy period, KDC will focus on five thematic programs as follows:

- 1) Food Security and Agri-business (FSA)
- 2) Child Protection (CP)
- 3) Environmental Conservation and Climate Change (ECC)
- 4) Community Health and Nutrition (CHN)
- 5) Community Social-Capital Development (CSD)

The following table captures KDC’s thematic focus areas, objectives, and strategies / key approaches / interventions to be pursued over the next five years.



**Table 4: Thematic focus, objectives, and main interventions**

<b>Thematic Areas</b>	<b>Thematic Objective(s):</b>	<b>Main Interventions</b>
Food Security and Agri-business (FSA)	To improve food security and livelihoods situation of vulnerable communities	<ul style="list-style-type: none"> <li>- Community mobilization, training and institution building e.g. CIGs, SHGs, apex organizations, etc</li> <li>- Capacity building on Good Agricultural practices (GAPs)</li> <li>- Adoption of modern farming methods / technologies e.g. greenhouse farming, small-scale irrigation, etc</li> <li>- Promotion of climate-smart agriculture e.g. adoption of DTCs, minimum tillage, integrated farming, etc.</li> <li>- Good animal husbandry techniques and practices</li> <li>- Strengthened agricultural extension services in collaboration with County governments</li> </ul>
	To increase incomes from commercialized agricultural and livestock value chains in communities	<ul style="list-style-type: none"> <li>- Capacity building on farming as a business</li> <li>- Development of nature-based cottage industries</li> <li>- Promote value addition including processing, and packaging of agricultural and livestock products</li> <li>- Expand linkages to profitable and viable markets</li> <li>- Post-harvest handling training and technologies promotion</li> </ul>
Child Protection (CP)	To improve the livelihoods and protection environment of vulnerable children and their families	<ul style="list-style-type: none"> <li>- Community mobilization and awareness raising on issues of child rights and protection</li> <li>- Media-based child rights and needs advocacy</li> <li>- Applying best practices in child protection e.g. withdrawal and life-skills training</li> <li>- Capacity building of caregivers and key stakeholders</li> <li>- Providing alternative livelihoods and skills to <i>working children</i><sup>3</sup> and caregivers</li> <li>- Rehabilitation and re-integration into formal education system</li> <li>- Psychosocial and counselling support to children and their caregivers</li> <li>- Education sponsorship and mentorship to</li> </ul>

<sup>3</sup>Working Children are those children that are engaged in working as a means of livelihood and who cannot be reintegrated back into the education system but require to work to support their siblings, e.g. child headed households, etc

		<p>OVCs and children in adversity</p> <ul style="list-style-type: none"> <li>- Legal support to identification and registration of children</li> <li>- Legal assistance to inheritance and property rights of children</li> </ul>
Environmental Conservation and Climate Change (ECC)	To increase vulnerable communities resilience to negative effects of climate change	<ul style="list-style-type: none"> <li>- Capacity building and community awareness on climate change adaptation and mitigation</li> <li>- Promotion of clean / renewable energy sources e.g. solar, energy saving stoves etc</li> <li>- Supporting conservation of water catchments and rain water harvesting</li> <li>- Media-based climate change awareness and advocacy</li> <li>- Promote adoption of soil and water conservation measures</li> <li>- Community Managed DRR coordination and collaboration</li> <li>- Promotion of integrated farming and landscape approaches</li> <li>- Mainstreaming climate change issues in programs</li> </ul>
	To build capacity of communities to conserve and protect the environment	<ul style="list-style-type: none"> <li>- Ensure communities access to environmental conservation information</li> <li>- Capacity building on environmental conservation and proper utilization of nature-based communal resources</li> <li>- Promote expansion of agro-forestry cover e.g. tree planting</li> <li>- Building natural resource management capacity among staff and beneficiaries</li> <li>- Ensuring environmental impact studies inform interventions and approaches</li> <li>- Mainstreaming environmental conservation issues in programs</li> </ul>
Community Health and Nutrition (CHN)	To improve the health and nutrition status of women, children and their families	<ul style="list-style-type: none"> <li>- Community mobilization, sensitization and training on health and nutritional issues</li> <li>- Break religious and cultural barriers to utilization of services (ANC, EPI and others)</li> <li>- Promotion of skilled delivery for women</li> <li>- Promote exclusive breastfeeding and vitamin A supplementation at community level</li> <li>- Promotion of slow foods and other food hygiene and dietary practices</li> <li>- Promotion of community health extension work services</li> <li>- Adolescent sexual and reproductive health rights, services and facilities e.g. sanitary pads, delayed sexual debut, teenage pregnancy, etc</li> <li>- Promotion of kitchen gardens to diversify food types at household level</li> </ul>

		<ul style="list-style-type: none"> <li>- Advocacy and awareness on issues of drugs and substance abuse among youths</li> <li>- Community health safety nets e.g. health insurance covers (NHIF uptake)</li> <li>- Collaboration with Government health systems i.e. MOH and county health structures</li> <li>- Emergency supplementary feeding programs in drought-hit areas</li> </ul>
Community Social - Capital Development (CSD)	To build vulnerable communities capacity to generate, manage and sustain incomes from alternative livelihood options	<ul style="list-style-type: none"> <li>- Promotion of off-farm enterprises as part of enterprise diversification strategy e.g. carving, basket weaving, small business, etc</li> <li>- Promotion of SHG concept and the savings and loans / table banking approach</li> <li>- Linking beneficiaries to financial institutions for medium-size farming capital e.g. Uwezo, YEDF, WEF, MFI and banking institutions</li> <li>- High value, low cost ventures e.g. dairy goats, tree planting, poultry farming, etc</li> <li>- Apprenticeship programs for working children and youths</li> <li>- Tertiary and vocational skills training</li> <li>- Seed capital grants for enterprise start-ups and capacity building</li> <li>- Community capacity building on windfall income management and related social / family dynamics e.g. mega projects (minerals, jobs, land compensations, etc)</li> <li>- Community mobilization and participation in project exit and sustainability strategies</li> </ul>

### 3.2.3 Cross – Cutting Themes

KDC in implementing this strategy recognizes the intrinsic value of mainstreaming various cross - cutting issues into the thematic programs and projects in order to attain a higher depth of interventions. As such, the following issues will be mainstreamed:

- a) **Gender parity:** KDC will ensure that concerns and issues of women and men are gender-lensd and mainstreamed in all its work in communities. Women will remain at all times, the epicenter of our work, not only in parity but also in active participating in decisions affecting their lives and livelihoods. KDC will ensure that it is community interventions seek to reduce vulnerability of girls to social, economic, cultural and sexual violations. Disaggregation of interventions and results by gender and sex will be done as well.
- b) **Human Rights Approach:** A rights based programming approach will be embraced in all thematic areas. Participation of the vulnerable will be emphasized in key decisions undertaken at community level.

- c) **HIV/AIDS:** KDC will seek every opportunity to ensure that awareness on HIV/AIDS, in terms of prevention, care and support is included in community interventions is conducted. The organization will actively identify and work with agencies implementing such work and will involve them in such events alongside ensuring referrals of HIV infected
- d) **Peace building and conflict management:** KDC recognizes that it does not have programmatic capacity or an immediate intent to focus on peace building and conflict management as part of its program work. As such, the organization, as relevant will integrate such awareness in its other work particularly under social capital development where issues of community benefit sharing models and income windfalls are expected. As necessary, a conflict mapping may be done through specialist organizations.
- e) **Governance:** KDC will proactively seek ways to engage with the County Governments to ensure that beneficiaries are involved and participate in planning and are represented in decisions impact on their livelihoods and well-being. The organization will seek to be involved in County-level policy formulation and implementation. This will also ensure that KDC interests and focus areas remain aligned to the county strategies and plans, particularly the CIDPs.

### 3.2.4 Foundation Approaches and Strategies

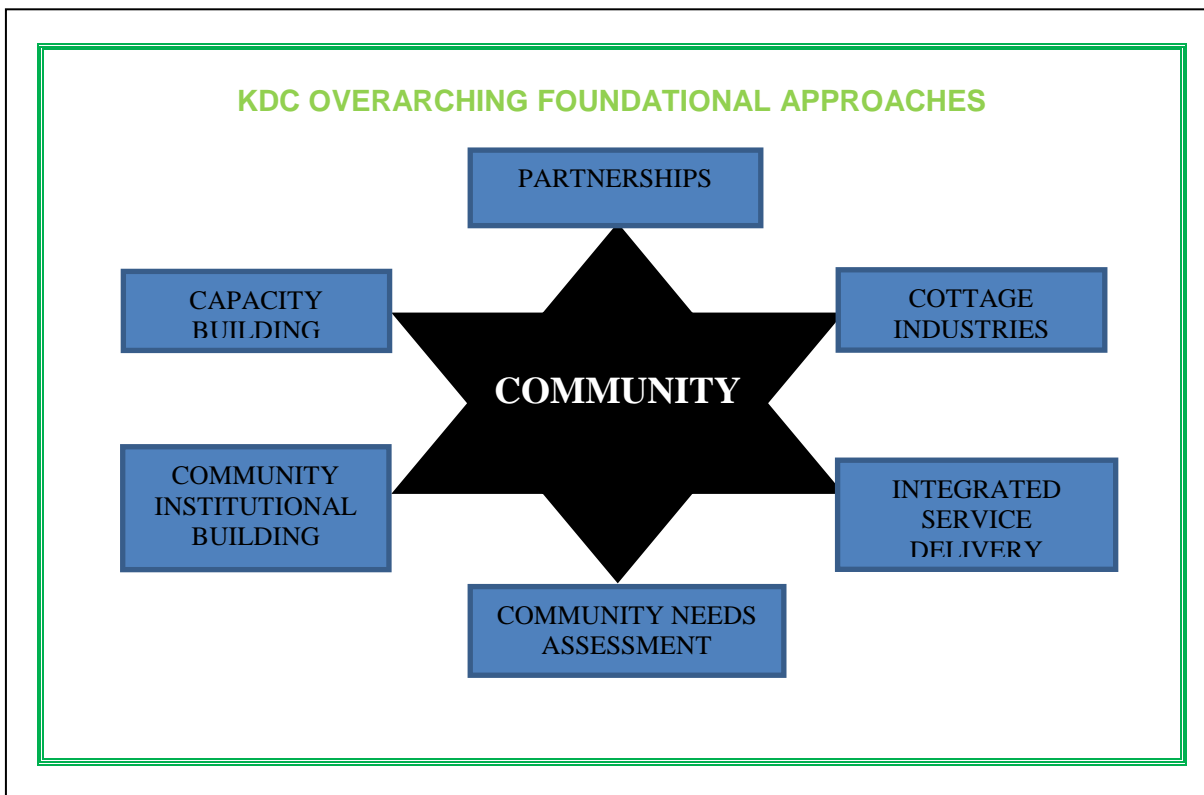
The KDC's overall approach and operational strategy in working with and, in communities is founded around five key pillars.

- a) **Community Needs Assessment as an entry point:** KDC as a matter of principle is first and foremost keen to understand community needs and priorities as part of community entry strategy. The organization staffs interact regularly with communities and are able to gather information on community needs and priorities, and changes thereto, over a period of time. Local knowledge is important in doing this. KDC is however always keen to document such information for purpose of both operational and strategic planning.
- b) **Developing Community Institutions / structures:** The foundation of KDC's work with communities is heavily shaped by the organizations commitment and ability to build local beneficiary institutions through the group-model. Strong local institutions are able to continue with initiatives started with support of KDC long after the projects have closed or after funding lapse. KDC works towards not only establishing CIGs or SHGs but endeavors to develop beneficiary-led / owned apex organizations some of which evolve to private-sector oriented social business enterprise.
- c) **Capacity Building:** a key pillar of KDC's work since inception has been investing heavily in building capacities among communities, beneficiaries and stakeholders. Alongside institutional building, KDC ensures that its staff and beneficiaries acquire technical sector skills required to deliver evidenced results and at scale.
- d) **Promotion of Cottage Industries:** KDC develops its community interventions with the end in mind. In all its nature-based and business development work, the organization seeks to ensure that the interventions lead to development of cottage industries separate from the normal work of the KDC. KDC is keen to ensure that enterprises can stand alone with minimal support from the organization in the medium to long term.

- e) **Integrated Service Delivery:** KDC seeks to ensure that the package of services delivered to its beneficiaries are well combined such that the households are able to develop higher levels of resilience by diversifying interventions options and sources of livelihoods. At the organization level, KDC ensures that service delivery goes hand in hand with policy advocacy and capacity building.
- f) **Building Partnerships:** KDC believes firmly that its success is much dependent, not only on its work, but the involvement of others. As such, the organization is keen to establish and build strong partnerships with various stakeholders and partners. Such relations are built with strategic partners, peer agencies, media, research and academic institutions. These institutions add value to KDCs work in the short, medium to long term.

The following figure illustrates how KDC approach and strategies coalesce around the community development aims.

**Figure 1: KDC foundational approaches and strategies.**



### 3.2.5 Beneficiary and Geographical Targeting

KDC will continue to work with the previously targeted populations in Kitui County but will also bring on board additional beneficiaries from new areas in Makueni and Machakos counties.

## a) Geographical areas

KDC plans to gradually roll out the scaled up and expanded program in the following areas.

**Table 5: Geographical Program areas**

Thematic Program Areas	Geographical areas		
	County	Number of Sub-Counties	Sub Counties
Child protection	Kitui	8	Kitui Central, Kitui West, Kitui East, Kitui South, Kitui Rural, Mwingi North, Mwingi Central and Mwingi West.
	Machakos	2	Mwala&Yatta
	Makueni	1	Mbooni East
Food security and Agri-business	Kitui	8	Ditto (as above)
	Machakos	1	Mwala
	Makueni	1	Mbooni East
Environmental conservation and climate change	Kitui	5	Kitui Central, Kitui East, Kitui South, Kitui Rural, and Mwingi West
Community health and nutrition	Kitui	4	Kitui Central, Kitui East, Kitui South and Mwingi West
Social capital development	Kitui	8	Ditto (as above)
	Machakos	1	Mwala
	Makueni	1	Mbooni East

NB/=: KDC is currently operational in 6 of the 8 sub-counties in Kitui County (Kitui Central, Kitui East, Kitui Rural, Kitui South, Mwingi East and Migwani).

## b) Beneficiary targeting:

KDC will specifically work directly with the following beneficiary groups:

**Table 6: Beneficiaries targeted**

Vulnerable children	Community members	Duty bearers & key stakeholders
<ul style="list-style-type: none"> <li>Children in school</li> <li>Children out of school</li> <li>Child labor / working children</li> <li>Orphans</li> <li>Dis-inherited children</li> <li>Under- 5's</li> <li>Children suffering from malnutrition</li> <li>Youths and teenagers / adolescents</li> </ul>	<ul style="list-style-type: none"> <li>Women of child-bearing age / breastfeeding mothers</li> <li>Small holder farmers and agro-pastoralists</li> <li>Caregivers of orphans</li> <li>Targeted awareness raising audiences</li> <li>Women in SME</li> <li>Community health workers</li> <li>Community agriculture extension workers</li> </ul>	<ul style="list-style-type: none"> <li>Local authorities</li> <li>County Governments</li> <li>Representatives of national government</li> <li><i>Probono</i> legal officers</li> <li>Working children employers</li> <li>Agriculture and livestock value chain actors</li> <li>Peer stakeholders</li> </ul>

## ii) Current and Projected Beneficiaries

The following table summarizes the current and projected beneficiaries numbers that KDC plan to support over the next five years.

**Table 7: Projected Direct and Indirect Beneficiaries:**

County	Current Beneficiaries	New/additional targeted Beneficiaries	Total Direct Beneficiaries (A)	Indirect Beneficiaries (B)	Total Beneficiaries C=(A+B)
Kitui	21,000	8,000	29,000	116,000	145,000
Machakos	0	8,000	8,000	32,000	40,000
Makueni	0	4,000	4,000	16,000	20,000
<b>Total</b>	<b>21,000</b>	<b>20,000</b>	<b>41,000</b>	<b>164,000</b>	<b>205,000</b>

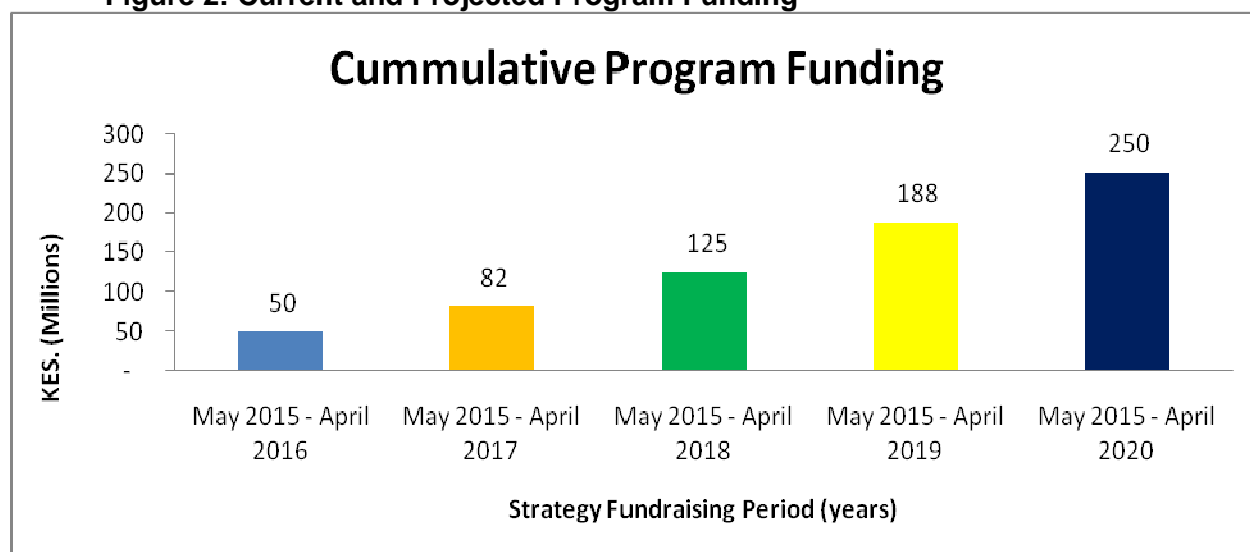
Nb/= the analysis assumes a Household size of 5 people. A gender ratio of 60:40 females to males is applied.

## 4. Financing Plan and Resource Mobilization

### 4.1 Projected funding landscape

KDC annual operating budget is approximately Kshs.38 million per year from a pool of donors covering the current thematic areas of food security, social capital development, orphans and vulnerable children, and, climate change mitigation and adaption. The organization aims to grow this income to kshs.250 million over the strategy period. This will be an average annual budget of Kshs.50 million per annum, representing an increase of 32% in income per year. This will be achieved by applying both a project thematic and geographical expansion and a continued funding diversification.

**Figure 2: Current and Projected Program Funding**



KDC recognizes that the donor landscape in Kenya is changing rapidly in terms of priorities and approaches. Funding that traditional focused on civil society institutions is being channeled to private sector players who are competing for the same resources envelope. As such there is need for KDC to be more aggressive and strategic in its fundraising. KDC will deliberately focus on building stronger networks and partnerships. This will include identifying peers and niche partners that can bring value into a joint fundraising effort. The organization cannot afford to be either reactive or passive, in this endeavor but has to proactively identify potential donors, strategic partners and key stakeholders that can bring resources to organization. While seeking new donors, it is paramount that KDC is able to satisfy the programmatic performance of current and new donors that will come on board.

Some of the potential donor agencies that the organization may approach would include:

- International NGOs funding local CSO work
- Foundations / Trusts e.g. Bill and Melinda Gates Foundation, Ford Foundation, Safaricom Foundation, etc
- UN agencies e.g. UNDP, UNIFEM, UNICEF, UNESCO, etc
- Private sector / Corporate Social Responsibility (CSR) resources e.g.
- Embassies e.g. Canadian, Australian Aid, etc
- Government agencies e.g. Njaa Marufuku fund, YEDF, WEF, Uwezo fund, Net fund, etc
- County Governments' strategic/niche partnerships
- Multilateral agencies e.g. EU, DFID, USAID, etc
- Multilateral donor contractors e.g. Fintrac, Land O' Lakes, etc
- Individual donors e.g. high net worth individuals, church groups, etc
- Friends of KDC in-country and abroad e.g. Virginia friends of KDC, etc
- Community in-kind contributions

The organization will need to develop a fundraising and resource mobilization strategy with a work plan to ensure that set fundraising targets are achieved and monitored on a regular basis.

## **4.2 Alternative Funding for Self Sustainability**

KDC has a reasonably good track record of fundraising since its inception 14 years ago. The organization has managed to build a pool of institutional donors that support its work in four thematic areas. While the organization considers its funders as core to success of its work, it has to start thinking outside-the-box in order to attain a level of institutional self-sustainability that will cushion the organization's work during low funding cycles. KDC BODs have identified the issue of sustainability as highly imperative and has, on several occasions considered the possible options. The organization is currently able to cover about 2.4% of its annual budget from own resources and aims to increase this to at least 5% of the targeted Kshs.250 million strategy resource base. This will ensure that the organization increases its impact in communities by ensuring that resources received from donors are utilized in the core work of the organization while a significant portion of the operational costs are internally covered under the Alternative Funding for Self Sustenance (AFSS) plan, which will be part of fundraising strategy.

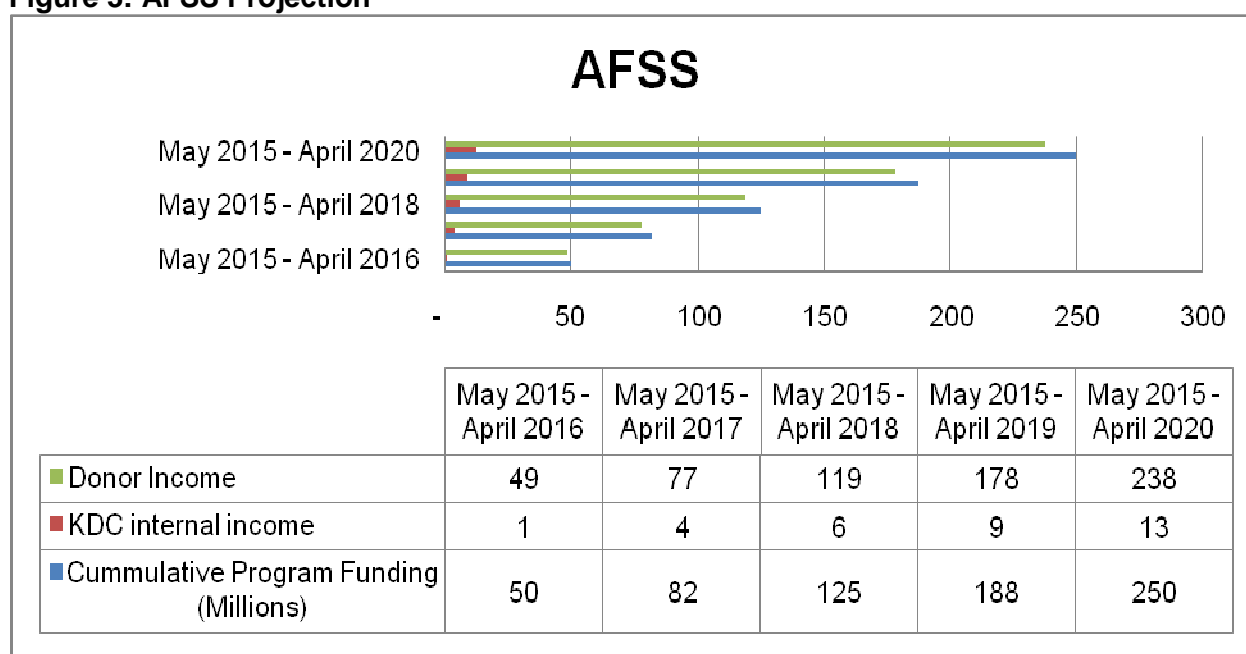
The organization will seek to identify unrestricted donors that could be willing to contribute to this AFSS plan either through grant funding, soft loans or joint ventures. Private individuals willing to invest in a social-enterprise venture will also be approached. KDC is already working



to establish two cottage industries under mango and poultry value chains. The organization will be keen to ensure that these social enterprises contribute to the sustainability of the mother organization while profiting the target beneficiaries. The BOD will guide the senior management in rolling out this AFSS plan to ensure the set targets are progressively achieved.

The following graph illustrates the income that would accrue from a projected donor and self-financing mix.

**Figure 3: AFSS Projection**



## 5. Sustainability

### 5.1 Programme Sustainability

The sustainability of projects and programmes being implemented by KDC is tied to two factors. First, community ownership and participation is critical in ensuring that the interventions are sustained beyond the funded lifecycle. Secondly, as an organization, KDC will continue to aggressively fundraise to ensure that programs are consolidated, scaled up and replicated by the agency and through efforts of others. As noted under section 4.2 above, alternative organizational sustainability mechanism will be sort and these will contribute to sustainability of program work beyond erratic cycles of donor funding as well. The organization will seek to ensure that beneficiaries of our projects and programs have a stake in the work by integrating a cost-share or in-kind contribution element in the interventions. This will create an increased sense of ownership and accountability among the beneficiaries. KDC, as is the practice, will continue to actively involve her beneficiaries in program design, implementation, monitoring and evaluation. This will create a strong sense of ownership and participation; hence result in increased institutional legitimacy, community buy-in, and eventual program sustainability.

## **5.2 Economic Sustainability**

KDC will ensure that all interventions at community level attain economic viability such that beneficiaries reached will begin to understand the need to be self-sustaining and not continue to expect handouts. The organization will demand community contribution from its beneficiaries as a way to cut cost, but also inject a sense of ownership. The organization has already established some cottage industries. A further investment in this will ensure that the enterprises established will result in incomes that bring economic sustainability to the beneficiaries. Projects and enterprises pursued by KDC will be checked for commercial viability and income potential, even as the organization continues to build their institutional capacity and linkages to markets.

The organization will integrate elements of business management so that interventions are viewed more from an income generating perspective. Indicatively, development approach in Kenya, considering the overall rate of economic growth and the rebasing of the country to a middle-income status, has shifted from traditional charity work to commercialization and long term development. KDC has no option but to ensure it is on-board in these new developments.

## **5.3 Environmental Sustainability**

KDC will ensure that all its interventions are environmentally sound and sustainable. The organization will continue to strengthen its ECC thematic program to respond to the changing climate-driven contexts in the ASALs. Key stakeholders and partners with specialized skills and capacities, beyond the reach of the organization, will be brought in board as well. In all cases however, KDC will ensure that its interventions meet required environmental conservation and climate change threshold.

## **5.4 Organizational Sustainability**

Overall organization sustainability is a factor of the interplay of many programmatic, operational and institutional factors. KDC will make efforts to address all strategic and organizational development issues highlighted in the organizational capacity assessment (Sept. 2014). KDC will only be considered to be sustainable if it is able to secure sufficient and diversified funding to operate as a program and not as a project or set of projects that are not firmly interlinked. The organization needs to, as mentioned above, find ways to create avenues for financial sustainability parallel to donor funding to shift the balance, over time, from heavy reliance on external donor funding.

The organization will need to continue investing in a team of core staff who are retained and well remunerated, regardless of donor funding cycles. Meaning there is a need to be more innovative in how this is done to ensure there is no staff attrition which comes with loss of trained and skilled manpower, and, a loss of institutional memory. The organization has so far been able to retain a team of staff but will require complying more with a more comprehensive human resource policy. KDC also needs to invest more in technical / thematic skills among its staff even as it increases the thematic areas of focus and geographical reach. A budget for staff development will be included and justified in all project proposals.

The OCA process also indicated a need to strengthen the BODs role in providing leadership on fundraising, particularly the AFSS component. This is of paramount importance and priority for the organization over the strategy period.

## 6. Strategy Monitoring, Evaluation and Learning

The organization will put in place a mechanism for strategy monitoring, evaluation and learning. This will help to measure and document progress of strategy execution over the planned period. An Annual Operational Plan for the strategy will be developed to guide its structured implementation. The Program Coordinator cum CEO will be overall responsible for operationalizing for strategy through annual plans. She will work with respective staff teams and senior management on a day to day basis aligning the projects to the strategy. After two years a mid-term strategy review encompassing an objective evaluation of the progress will be undertaken by the BOD. The recommendations will be important for the final phase after which a summative evaluation involving key stakeholders will be undertaken. At the end of every year, a review of progress made in the strategy implementation will be conducted as well. Possibly, annual reviews will be integrated in the annual general meetings so as to tie strategy to organizational performance. BOD meetings will retain the strategy as a main agenda.

**Table 8: Strategy Monitoring and Evaluation**

Strategy M&E Activity	What	When	Who
<b>Planning</b>	Develop Annual Operational Plan (AOP)	Within first 3-months of strategy execution	SMT
<b>Monitoring</b>	Quarterly review of AOP	Every 3 months	SMT
<b>Monitoring</b>	Bi-annual review	Every 6 months	SMT & BOD
<b>Evaluation</b>	Mid-Term Evaluation (MTE)	After 2.5 years	External consultant with SMT & BOD
<b>Learning</b>	Stakeholder strategy review workshop	Mid-point	Stakeholders &KDC staff and BOD
<b>Evaluation</b>	End Term Evaluation (ETE)	4 months to lapse of strategy period	External consultant, SMT and BOD
<b>New strategy</b>	Craft a new strategy	2020 and beyond	BOD

## 7. Partnerships & Networks

KDC recognizes that setting up mutually beneficial partnerships and networks is critical to the success of the strategy and overall program interventions. The organization has managed to establish and maintain good partnerships and networks at County level, and among peers. These include; the County Government of Kitui, Sasol Foundation, Caritas, Government line-ministries (MOE, MOALF, MOI, MOH, Children's' department, Gender and Social services, etc), NEMA, WARMA, PELUM, KARLO, ASDSP, and local media outlets among others. The organization has managed to partner with several donors including ACT, KNH, SHA, ILO, INADES Formation – Kenya, CRS, ADB, Farm Africa and Friends of KDC. ACT has specifically supported the development of this strategy. The devolved government system portends a new opportunity for KDC at both strategic levels and in fund raising. The organization will make efforts to ensure it is a choice partner of respective County Governments in the program areas identified in this strategy, while equally working closely with the office of the Presidency (former provincial administrations).

KDC will be more aggressive in developing networks and partnerships that will add value in programming, technical / strategic inputs and fundraising. Such may include actively pursuing and approaching peers, academic institutions, research and international development agencies to submit joint or consortium proposals to donors. The organization will make efforts to lead, host and coordinate collaboration meetings with other agencies, and will participate actively in county coordination forums as well. The organization will also strengthen current partnerships while seeking new ones with organizations in both the public and private sectors. Working with and through partnerships is a core approach of the organization.

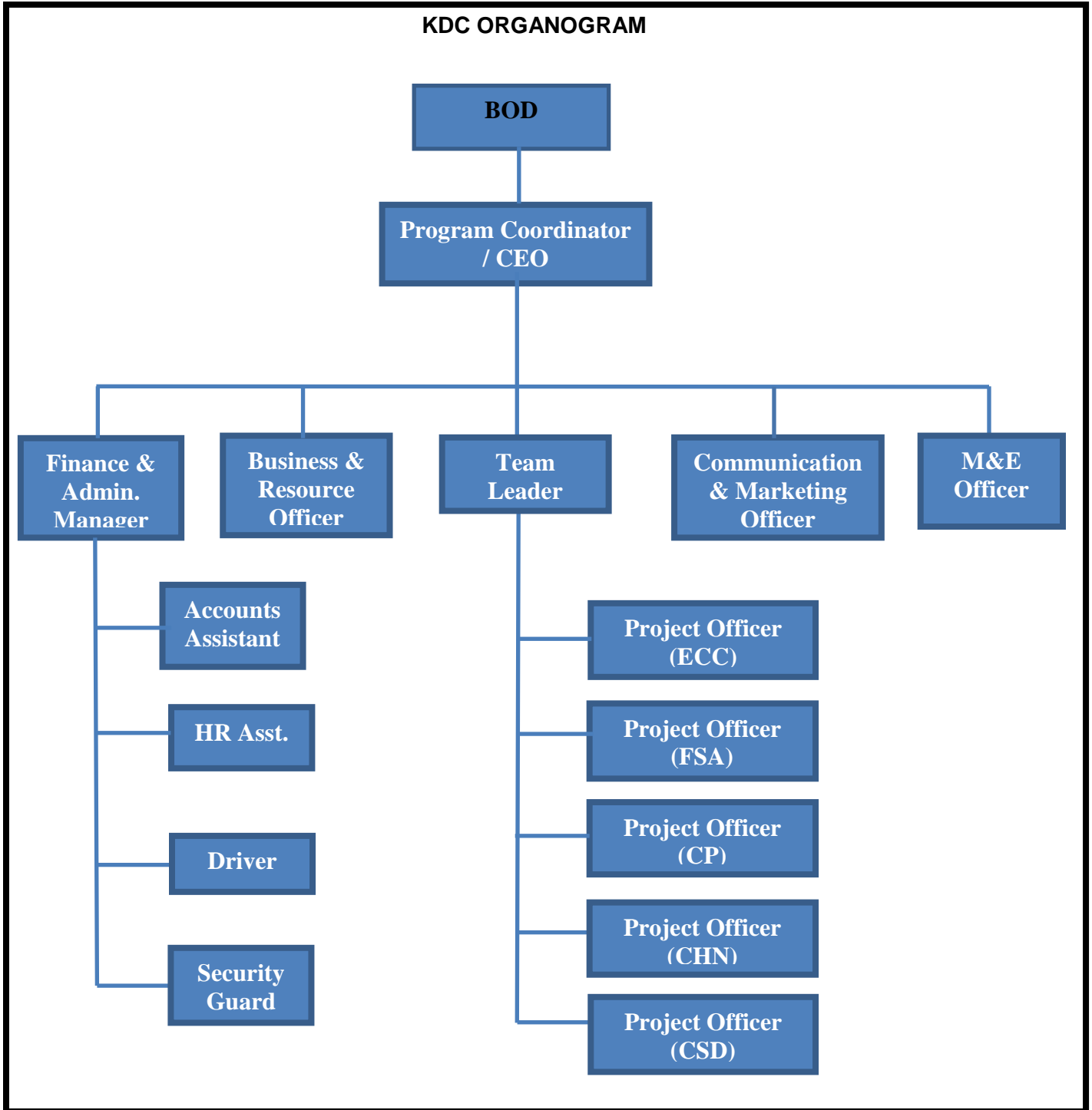
## 8. Risks to Strategy Execution

The organization is well aware that there are risks to the execution of this strategy. Some of the risks are beyond its control and may hinder the success of the Strategic Plan. This may include:

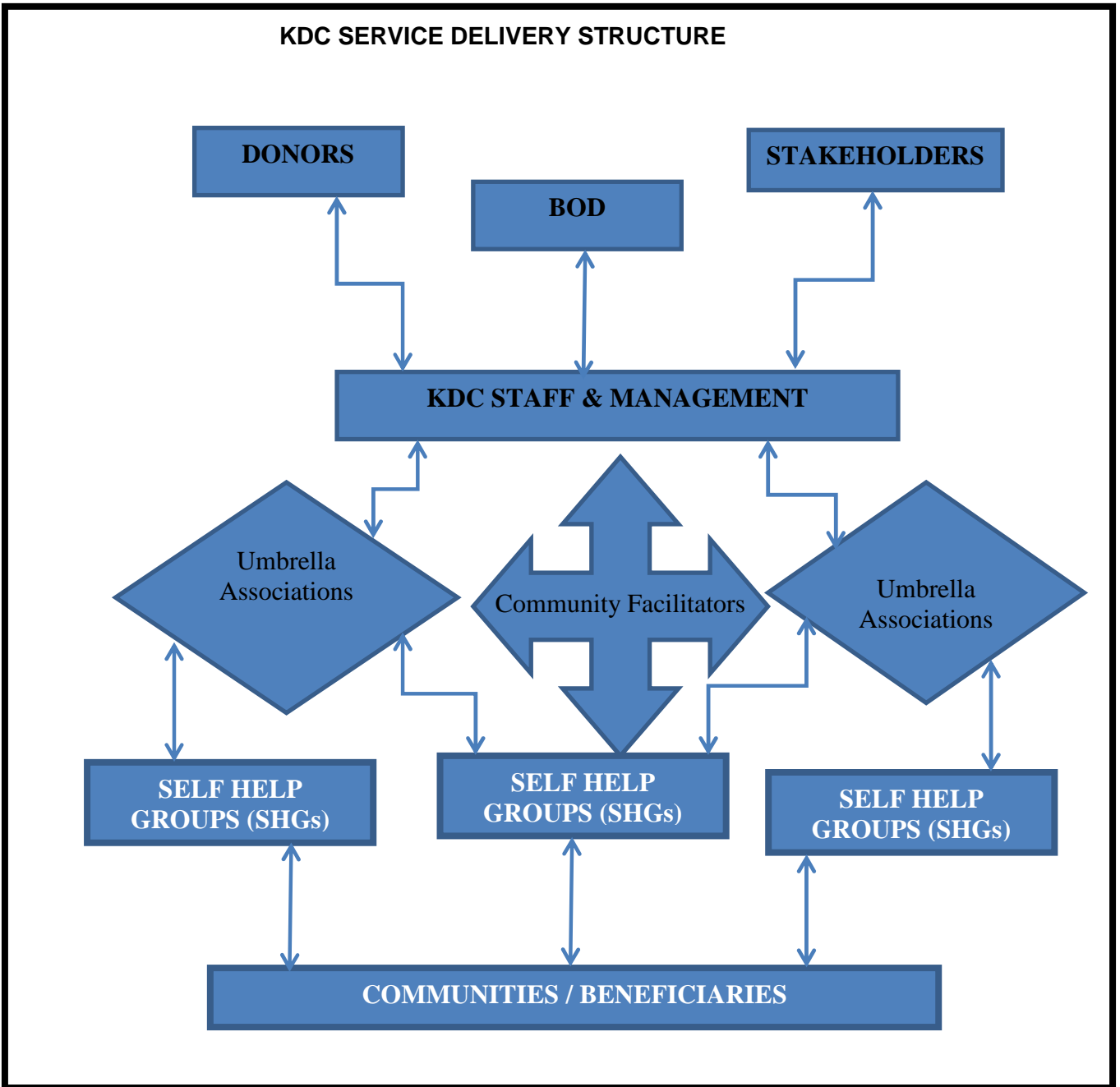
- Cooperation from County Governments: KDC will make every effort to create positive synergies at county level while appreciating the teething challenges that County governments are experiencing. It will be a major risk to the organization if there are problems working with the county governments of the target areas.
- Policy changes from national government: The envisaged changes to the PBO Act may either cripple or strengthen the work of CSOs in Kenya. KDC will follow keenly the political developments on this policy issue and will, alongside peers, make appropriate decisions to mitigate any negative impacts. Controlling NGO access to funding may pose serious risks to program this strategy.
- Donor environment challenges: Donor landscape is changing fast and becoming more competitive with local NGOs, INGOs and private sector competing for the same basket of resources from the same donors. KDC will capitalize on its good reputation and track record to remain competitive and attract resources. The noted interest of major institutional donor agencies such as DFID, USAID, EU to fund local organizations is an opportunity for KDC. The AFSS plan will remain important, and a tool to cushion against changing/dwindling donor funding landscape.

9. List of Annexes:

Annex 1: KDC Organogram



**Annex 2: KDC Service Delivery Structure**





Value addition at the Mango processing factory in Kitui