Kesho Kenya Strategic Plan 2018–2022

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1. Introduction

Kesho’s 2018-2022 Strategic Plan has emerged from a participatory and consultative process that entailed soliciting views and feedback from stakeholders (staff, partners, and beneficiaries). During the development of this Strategic Plan, an organisational Capacity Assessment was conducted to identify strengths and weaknesses of Kesho by reviewing its internal structures and systems critical in supporting day to day operations. In addition, an external scanning assessment was conducted to identify strengths and weaknesses of Kesho by reviewing its internal structures and systems critical in supporting day to day operations. In addition, an external scanning assessment was conducted with the primary purpose of understanding the opportunities and risks/threats that affect the Kesho operating environment. This scanning was conducted by having interview sessions with the various stakeholders complementing Kesho operations such as donors, partners, beneficiaries and regulatory authorities, where possible.

This Strategic Plan takes cognizance of Kesho Kenya’s organisational capacity i.e. strengths and weaknesses. Furthermore, contextual factors that affect Kesho Kenya have been considered in preparing this Strategic Plan. Specifically, strategic directions and objectives have been identified in light of threats and opportunities, presented by political, cultural, technological and economic environment, which Kesho Kenya operates in.

Inspired by Kesho’s principles and values, implementation of this Strategic Plan will be informed and guided by a set of values including: A belief in Education, Putting Children first, Integrity & Transparency, Inclusivity, Relevant and rooted in the community, Strong Governance.

We have defined four strategic development goals, which centre on the Right to Education, the Right to Protection, Youth Development and Governance. We have also defined three strategic organisational goals that we consider essential for delivering on our development goals. These seek to guarantee the adoption of an organisational culture based on child rights; evaluation and continuous learning through knowledge management; networking and alliance building efforts; and the diversification of funds to secure the organisation’s economic sustainability.

A resource mobilisation strategy will be developed to assist Kesho Kenya to deepen the current funding partnerships, diversify its funding base and increase the capacity to mobilize and manage donor funding.

This document sets forth our agenda and commitment for the next 5 years.

“We have established a firm and decisive commitment to the pursuit of young people wellbeing.”
Overview of Kesho Kenya

Kesho was founded in 2004 by a small group of 5 women and 1 man, living in Kilifi who shared concerns over the lack of educational opportunities for children from disadvantaged families. At that time Kesho provided financial support for 3 students who were attending secondary school.

Kesho saw a very real need for educational support: Kilifi County is one of the poorest in Kenya. Ganze Sub - County (where Kesho focuses much of its support) is recognized as the poorest constituency in the country. With competing demands on very limited family resources and high illiteracy rates amongst the adult population many young people in the county were not getting an education.

Whilst primary school in Kenya is ‘free’ families still have to provide uniforms and undertake other costs to ensure their children are in school. Currently all secondary school children have to pay fees, which prohibits thousands of young Kenyans from accessing an education. Kilifi’s literacy levels are amongst the lowest in the country (www.uwezo.com) and classrooms with up to 100 children are not uncommon.

The organisation assists children and young people from the coast of Kenya to acquire an education and access to employment to improve their livelihoods. Since its inception Kesho has helped educate nearly 1178 children and has touched the lives of over 14600 children through its girls education, safeguarding and livelihoods programme.

From 2008, Kesho Kenya expanded its activities and began offering enrichment and training and child protection services to children in Kilifi. Kesho Kenya operates from its main office in Kilifi and through these site office, Kesho has served and continues to serve the most vulnerable young people some who are survivors of gender-based violence.

Currently, Kesho’s activities are structured into six strategic areas namely: Access to education; Enrichment training and give back; Academic and Literacy support; Child Protection and Family support; Advocacy and Partnerships, Institutional Strengthening and sustainability.

Contextual Analysis

An external environmental scanning identifies political, economic, socio-cultural and technological factors that present challenges and opportunities, which have implications for Kesho Kenya programming during the period of this strategic plan. We foresee the following factors as having profound implications for Kesho Kenya work in the next three years.

Figure 1: Summary of environmental factors:

<table>
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<tr>
<th>Political</th>
<th>Economic</th>
<th>Technological</th>
<th>Social Culture</th>
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<tbody>
<tr>
<td>The Government of Kenya (GoK) priorities on funding primary &amp; secondary education</td>
<td>Funding shocks</td>
<td>Information sharing for visibility</td>
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<tr>
<td>Legislative developments in Kenya especially in Curriculum and school engagements by external parties</td>
<td>Inflation and weakening Kenya Shilling</td>
<td>Cloud computing for data storage</td>
<td>Retrogressive cultural practises</td>
</tr>
</tbody>
</table>

Political Environment

Funding of students

In the recent years, the Government of Kenya has increased the capitation grants to schools to support the free primary and secondary education. In the last two consecutive presidential campaigns, there has been a lot of emphasis on the need to provide affordable if not free universal basic education to all children from early years of education through to secondary schooling. The government has made true its pledges and as such, there has been a considerable reduction in the financial requirements amongst school going children and if this drive is sustained and improved over time, our sponsorship portfolio may be rendered redundant over time.

Legislative development

After the adoption of the new constitution, the country continues to draft and adopt new laws that may touch on our operations e.g. the Public Benefit Organisations act etc. The Minister in charge of our sector also has powers to gazette policies that may inherently impact on the implementation of our projects especially in school e.g. policies on teacher training, policies on third party activities in schools, etc.
Economic environment

Funding shocks

The donor community is increasingly becoming fatigued with educational projects especially long term ones. They are likely to focus their energies and resources to stabilize new and emerging issues such as environment and climate change. Economic shocks in the developed countries have contributed to diminishing Development Assistance (DA) to African countries. This is expected to adversely affect funding flows to organisations. Other factors such as implementation of the “free” primary and secondary education are likely to send wrong signals to the donor community, who might respond by cutting back funding of programmes targeting these areas. This means that Kesho may need to expand donor base or diversify to fund activities in the near future.

Inflation & weakening Kenya Shilling

Inflation and the weakening of the Kenya shilling is expected to continue in 2018 and the better part of 2019. With the shrinking donor funding, this is expected to adversely affect our operations.

Socio-cultural environment

Acts of terrorism

Kenya has experienced escalated terror attacks attributed to the deployment of Kenya Defence Forces (KDF) into Somalia. These terror attacks have led to the profiling of the Kenyan coast as a notorious hotbed for terrorists and a prime target for terror related activities.

These actions are likely to have negative effects in attracting funding and human resource personnel from the institutions and individuals perceived to be aligned to the active fight against terrorism.

Retrogressive Cultural practices

There has also been an increase in retrogressive cultural practices particularly the night vigil popularly referred to as “Sinriche” which has led to increased teenage pregnancy and school drop-outs hence the need for more advocacy interventions by Kesho.

Technological environment

Information sharing for visibility

In the spirit of complementarity and collaboration, the Child Protection and Education networks require sharing of approaches, best practices and more importantly, relevant issues affecting communities. Kesho should seize the available communication resources to scan relevant issues affecting Education (especially on niche areas) and establish itself as a trusted and credible information source.

This will enhance its programming as well as visibility that may increase funding and partnerships. The social media platform offers opportunities for networking among partners as well as an avenue for raising issues and disseminating information in real time for timely interventions. A popular networking platform today is Whatsapp which allows for group interactions online at real time.

In addition, use of crisis mapping tools and online early warning databases may provide timely intervention and prevent duplication of work by service providers.

Cloud computing for data storage

With the introduction of fibre optic and Wi-Fi in the coast, there has been major improvement in the internet bandwidth, speed and internet reliability (down time) in Nairobi. The providers have also increased with connectivity around the city being improved. Kesho could benefit from embracing technological use in networked data entry, data storage and access using cloud computing.
2. Vision, Mission, & Our Principles

Kesho Kenya works with different categories of vulnerable young people, who face a myriad of challenges. The Vision and Mission of Kesho Kenya was developed with the aim of addressing challenges faced by its primary stakeholders, the vulnerable young people.

Vision
Kesho Kenya works to create a Coast of Kenya where all the young people are educated and employed. Kesho values listening and responding, offering a holistic service to open up children’s worlds, enrich their lives, and encourage them to make their own choices and, in so doing, become independent young adults, prepared for meaningful employment.

Mission
To advance access to education and employment for vulnerable young people living in the coast of Kenya, through a long-term holistic integrated approach.

“Our work is built upon the belief that all young people should have the opportunity to fulfil their rights.”

Our Principles

A belief in education
A child’s journey with Kesho starts with the opportunity to go to school, but that’s not where it ends. Kesho values listening and responding, offering a holistic service to open up children’s worlds, enrich their lives, and encourage them to make their own choices and, in so doing, become independent young adults, prepared for meaningful employment.

Putting children first
Children are at the centre of everything Kesho does. We provide a child-friendly environment at Kesho and strive to ensure that at home and at school, children are safe, happy, healthy, with time to study, time to play and time to grow and move, one step at a time, towards their dreams.

Participation
All of our actions guarantee and promote the right to participation of young people and those who support them, in pursuit of their full potential. We also foster a participatory culture within our organisation.

Non-discrimination/Inclusivity
Our work is built upon the belief that all young people should have the opportunity to fulfil their rights, irrespective of their families’ ethnic or social origin, language, religion, political opinion, economic position, differences in ability or any other status.

Relevant & rooted in the community
To remain relevant, we know that we need to be out there, in the field, operating at the grass roots level, listening, understanding and responding to the needs of the children and their families.

Transparency
We base our work on honesty, responsibility and maximum access to information regarding the management of resources and the impact of our actions, in pursuit of the highest level of social and economic accountability.

Strong Governance
We believe in the importance of having a strong board with diverse skills and a governance structure that ensures we deliver a sustainable and high quality service. Our board members are committed to service and giving back to the community.

Dynamic spirit
We have the capacity to adapt and be creative in our response, seeking innovation and quality in our action.
3. The World in which We Live

The concept of economic growth as progress has devastating effects on the over two billion people who are excluded from this economic model and whose main concern is daily survival. Among the most excluded, young people are particularly vulnerable. The death of 6.6 million of the world’s under-five population in 2012, in large part due to preventable causes such as malnutrition, is both an affront to human rights and characteristic of the modern world. For the same reason, many young people find themselves forced to earn a livelihood. Fifteen percent of the world’s young people engage in work that is exploitative and violates their right to protection and development.

This all goes hand in hand with high instances of violence against and abuse of young people, and another factor which young people are particularly vulnerable to; the increase in the frequency and intensity of adverse climatic phenomena.

The right to education is similarly affected. As numerous studies on development demonstrate, education is a key factor in reversing the intergenerational poverty cycle. Universal access to equitable, quality education is a catalyst for powerful actions for change towards the construction of more just societies; and this is closely related with young people’s rights being upheld and well-being improved, both now and in the future. The direct correlation between an increase in years of a mother’s education and a decrease in under-five mortality is clear evidence of this, as is the relationship between the educational system’s retention capacity and teen pregnancy rates or age of marriage. Eleven percent of girls are married before turning fifteen. These are only some examples of the importance of the right to education, which some 60 million girls and boys globally are still unable to enjoy today. And even those who do manage to enjoy this right are not ensured a quality education that will enable them to acquire the desired knowledge.

Education is also imperative when it comes to knowing and demanding the upholding of child rights. Modern societies are increasingly dissatisfied with the lack of opportunities to express their opinions and participate in those decisions that affect them. This shows the importance of promoting protective, non-discriminatory and participatory spaces that foster the active citizenship and good local and global governance that today’s societies demand. These demands are more pertinent to young people than ever before. As subjects of the law, young people should be protagonists.

This outlook requires a starting point and a direction. The starting point is humanity’s reconciliation with its own irrevocable diversity. The direction is marked by one certainty; that we all wish to live a life of dignity and free from fear in which we can all engage in the pursuit of happiness. It is with these convictions, we should build relationships of solidarity that will allow us to move towards more just and equitable societies that guarantee young people’s rights and well-being.
4. Kesho’s Theory of Change & Our Added Value

Our efforts seek to ensure the effective fulfilment of child rights within the framework of the international convention that regulates them (the Convention on the Rights of the Child, 1989, hereafter CRC), and the utmost wellbeing of all young people.

Child wellbeing

In our understanding of child wellbeing, all girls and boys have the opportunity to be and do what they choose by exercising and fulfilling their rights. Child wellbeing is therefore an ideal framework for evaluating our progress towards more just communities.

Child Rights Based Approach

We adopt a Child Rights-Based Approach as the framework that intrinsically links child wellbeing with the enjoyment of their rights. We call on those national structures whose responsibility it is to uphold those rights to support our development activities, and we particularly underline the need to strengthen the counties’ capacities to fulfil their commitments to child rights and to be held to account for their actions in the counties we work in accordance with their evolving capacities.

The approach implies the application of the four basic principles of the CRC in all of our actions. These principles are:

1. Non-discrimination
2. The best interests of the child
3. The right to survival and development and
4. The right of young people to freely express their views in all matters that affect them and have their views taken into account. This approach also incorporates the concept of equity, which means giving priority to those groups that find themselves in situations of vulnerability and/or discrimination.

Agents of change

We consider that social actors can be classified into three categories: rights holders (young people and adolescents), secondary duty-bearers (families, communities, civil society, the private sector, etc.) and primary duty-bearers (states and international bodies).

Each and every one of these actors should become an agent of the desired change by taking direct action to address rights violations and gaps, reinforce institutional mechanisms and build the capacities of communities and civil society in their respective spheres. The role that young people and adolescents play in this process, that is, their degree of involvement and responsibility, varies in accordance with their age.

The value of education for Kesho

More than just a right in and of itself, we regard education as a necessary means for fulfilling all other rights and freedoms. For this reason, we believe that education should unquestionably be:

- Available, accessible, acceptable and adaptable.
- Only in this way will education be able to transform our beneficiaries’ lives while preparing them to transform their local contexts, thus enabling them to contribute to building more just and equitable societies.

The government makes education a priority and uses the resources it has to do what it is supposed to do.

The economy in Kenya will provide opportunities for young people.

The value of education for Kesho

If more children access school and complete their highest possible educational level, have been exposed to enriching experiences, training and academic support and encouragement, are supported by their families, have time to play and learn in a safe environment, and the government plays its role in providing quality education then they will become well educated independent young people with knowledge, skills and attitudes that are relevant for the Kenyan economy. Ultimately we shall have communities and, by extension, a country that is socio-economically sustainable and we will have broken the cycle of poverty.

Table 1

<table>
<thead>
<tr>
<th>Assumptions in our Theory of Change</th>
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<tr>
<td>- Kesho will have greater impact when it works in partnership with others</td>
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<td>- The information Kesho gives to the parents will be interpreted in a way that is beneficial to the welfare of their children.</td>
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<tr>
<td>- Quality education and a variety of experience leads to communities that are socio-economically sustainable with good leaders, prosperity and development.</td>
</tr>
<tr>
<td>- The government makes education a priority and uses the resources it has to do what it is supposed to do.</td>
</tr>
<tr>
<td>- The economy in Kenya will provide opportunities for young people.</td>
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5. Our Approach

All our activity is based on an approach that clearly states our way of working, how we understand and address the existing reality, who we work with and where.

How we work

Proximity:
We prioritize local efforts in close collaboration with the communities, other organisations and public institutions that are in direct contact with young people and adolescents.

Sustainability:
We support young people and their communities; however, under no circumstances do we substitute or play the role of the family or State. All of our programs and projects are, from the onset, aimed at addressing the structural causes of vulnerability and exclusion so that their positive impact will last long into the future.

How we work with

Young people:
Young people are our priority, particularly those from the most vulnerable and excluded groups, and paying special attention to girls.

Local communities:
Our priority commitment to young people should be grounded in collaborative efforts with local communities to support and guide them along the road to transformative and sustainable local development.

Local, national and international civil society organisations:
We prioritize alliances and joint efforts with civil society organisations based on collaboration and mutual support.

Local and national governments and public institutions:
Our actions are framed by the principles that guide national development initiatives in accordance with the Paris Declaration on Aid Effectiveness (ownership, alignment, harmonization, results and mutual accountability) and are consistent with the development strategies and public policies of the different government departments’ thematic areas that are congruent with our work. We seek alliances with public institutions that contribute to achieving our objectives within a framework of promoting human rights and service delivery to the children and youth we work with.

Support base:
As an organisation driven by concepts such as social justice and solidarity, Kesho relies on the support of its collaborators. In order to strengthen this relationship, we work to establish closer ties and communication with our supporters, seeking to increase their commitment to solidarity, as well as their active participation in our organisation’s work.

We regard sponsorship as a tool for linking people committed to solidarity with young people in vulnerable situations, which make it an effective means for raising awareness in pursuit of a more just world. This relationship is bidirectional and based on mutual respect. As such, sponsorship is fully integrated in our programs and projects, taking on a community approach and working with young people and their families from an early age.

Where we work

For the period covered by this Plan, Kesho has established a geographic framework for action that is based on vulnerability criteria, the Human Development Index and the principle of maximizing the impact of our work.

We are currently active in Kilifi, a county in the Kenyan Coast and are strategically positioning ourselves to venture into Kwale County within the next year.
6. Strategic Development Goals

In pursuit of our institutional mission, we will strive to deliver on the following goals.

Goal 1: Education

Young people exercise and enjoy their right to an equitable, transformative and quality education throughout their lives.

We understand the Right to Education as consisting of three dimensions: the right to education, rights in education and rights through education.

We believe in education that seeks the full development of young people personality, talent, capacity and sense of dignity. As such, we promote inclusive education that overcomes all forms of discrimination and allows girls and boys to equitably achieve basic education. This education is child-centred and based on young people's experiences, motivations, characteristics, realities and dreams, so that learning becomes an integral part of enjoying life.

We are proponents of transformative education that helps people develop so that they can contribute to building better and just societies.

Objective 1.1: Right to education:

Establishment of the necessary conditions for ensuring basic education for all young people, without any kind of distinction, with the aim of learning to know, learning to do, learning to live together, and learning to be.

Our progress towards achieving this objective will be measured by the following indicator:

- Increase in the number of young people who enrol in school and complete a suitable education cycle (preschool, primary school, secondary school and non-formal programs) supported through Kesho.

The following courses of action contribute to reaching this objective:

- Providing school going children with access to suitable basic education processes that will allow them to achieve learning benchmarks through merit-based sponsorship.
- Identifying the main causes for young people not benefitting from educational opportunities (problems of family and community poverty, etc.) and promoting mechanisms for overcoming these.
- Supporting education from its earliest stages up to the final stages of secondary education in its different forms: general, vocational, etc.
- Promoting safe, healthy, protective and stimulating educational environments that are inclusive and adapt to the local context.
- Facilitating the availability of quality resources, equipment and educational materials that are accessible to all.
- Promoting literacy and numeracy support to children with learning difficulties thus accelerating their ability to be at par with their peers.
Objective 1.2: Rights in Education:

Implementation of relevant, creative and inclusive teaching-learning processes that are student centred and aimed at helping young people to fully develop their personality, talents and capacities.

Our progress towards achieving this objective will be measured by the following indicators:

Increase in the percentage of young people who show greater levels of satisfaction with the educational process.

Increase in the number of young people who have reached learning benchmarks in basic skill sets, as established by the national standards.

The following courses of action contribute to reaching this objective:

- Supporting better training and conditions for teachers in their continuous professional development, thus enhancing their motivation and capacities.
- Supporting the development of curriculums and pertinent, inclusive, contextualized and participatory pedagogical materials that favour collaborative and comprehensive learning processes.
- Promoting active pedagogy that is centred on young people and adolescents and their full development, and that responds to the diversity of needs and capacities and favours the equitable achievement of learning goals.
- Working to incorporate a gender approach in school culture that is effective in deconstructing stereotypes and transforming gender patterns.
- Strengthening teaching-learning processes based on local language and culture, thus fostering an appreciation for diversity.

Objective 1.3: Rights through education:

Promotion of inclusive, critical and participatory education that fully respects human rights and continuously engages its community.

Our progress towards achieving this objective will be measured by the following indicator:

Increase in community participation in the design, development and evaluation of schools’ education projects.

The following courses of action contribute to reaching this objective:

- Strengthening human rights-based education and school culture that fosters respect for human rights and liberties at the local level.
- Encouraging autonomous school management that favours the participation of students, the family and the educational community at large.
- Encouraging community participation in the development of educational content and school culture.
- Supporting schools’ commitment to promoting sustainable livelihoods, respect for the environment and more just relationships in the local communities.
- Enhancing the capacities of the administrative and political structures responsible for education at the county level to ensure that these fulfil their duty of guaranteeing the right to a quality education.
- Reinforcing the capacities of civil society organisations in the education sector through the development of networks for educational action and exchange.
Goal 2: Protection

Young people enjoy their right to live in safe and protective environments.

As an organisation that works with young people, we have the responsibility to protect them from any rights violation. We understand the right to protection, in its broadest and most comprehensive sense, as the right to a healthy environment that is free of any kind of violence, abuse, exploitation, negligence, discrimination and/or degrading punishment.

Objective 2.1: Fostering of family and community environments for young people that are free of violence, mistreatment, negligence and abuse.

Our progress towards achieving this objective will be measured by the following indicators:

- Increase and improvement in the implementation of protection standards and plans.
- Fighting against abandonment and negligence (which constitutes a form of violence against young people) especially regarding young people in our programme.
- Promoting a culture of good treatment and positive discipline in families, schools and communities.
- Supporting initiatives against harmful traditional practices.
- Encouraging actions against child marriage with the involvement of community leaders and government institutions.
- Following up on reported abuse and its subsequent handling for Kesho children.
- Supporting the development and implementation of safeguarding plans in schools and communities.

Objective 2.2: Reduction of/or eradication of all forms of child exploitation

Our progress towards achieving this objective will be measured by the following indicators:

- Increase in the number of children in labour and children under sexual exploitation who join the education system.
- Improvement in the mechanisms for coordinating the fight against exploitation and the worst forms of child labour.

The following courses of action contribute to reaching this objective:

- Fighting against all forms of child exploitation.
- Striving to improve the conditions and the health and safety of young people.
- Collaborating with the government agencies, private sector and civil society to ensure compliance with ethical standards regarding child exploitation.
- Developing programs to integrate exploited young people within the formal education system.
- Fighting against child trafficking.
Goal 3: Institutional Strengthening

The Organisational Capacity Assessment (OCA) conducted before the preparation of this strategic plan, identified several capacity gaps in internal systems of Kesho Kenya. It is therefore, imperative for Kesho Kenya to address these gaps with the aim of building a vibrant organisation that has systems and structures to deliver on its Vision and Mission.

The institutional principles form the basis for our organisational culture and policies, as well as the organisation’s structure. We will strive for an organisation that is built by and for the people who comprise it, that trusts in their capacity to deliver on the established goals and that ensures that child rights are respected and promoted in all of its processes and systems.

**Objective 3.1: To strengthen Kesho Kenya institutional systems and structures**

Our progress towards achieving this objective will be measured by the following indicators:

- Annual institutional audits conducted.
- Reviewed procurement guidelines.
- Security and safety management system developed and implemented.
- 2 project evaluations conducted.
- Marketing and communication strategy developed and implemented.
- Human resources management and developed policies reviewed and implemented.
- Annual joint board and staff meetings held.

The following courses of action contribute to reaching this objective:

- Promoting individual and collective learning in pursuit of better results.
- Encouraging the entire team’s commitment to and participation in achieving the organisation’s goals, with appreciation for team members’ contributions to improving the organisation.
- Implementing mechanisms to enhance teamwork and network efforts.
- Promoting a positive culture that encourages creativity.
- Promoting diversity as a core value of the team.
- Undertaking the necessary actions for upholding equality within the team.
- Reinforcing volunteering as an intrinsic part of the organisation and implementing a volunteer policy.
- Integrating a Child Rights-Based Approach in our sponsorship model, in coherence with our programs and projects.
- Designing work policies and procedures that respect and promote child rights and adapting existing policies and procedures accordingly.
- Strengthening mechanisms for monitoring and evaluating the implementation of policies and procedures.

“**We will strive for an organisation that is built by and for the people who comprise it.”**
Goal 4: Funding

Kesho achieves economic sustainability in support of its mission.

We are committed to implementing innovative strategies for growing and diversifying our funding. Between 78 and 85% of the budget will be allocated to achieving the “Four” Strategic Development Goals. Of this, approximately 45 to 50% will be dedicated to:

- Goal 1: Education.
- Goal 2: Protection.
- Goal 3: Institutional Strengthening
- Goal 4: Funding
- Goal 5: Visibility and Networking

Objective 4.1 Consolidation of private resources

Our progress towards achieving this objective will be measured by the following indicator:

- Increase in private income from individuals.

The following courses of action contribute to reaching this objective:

- Establishing closer ties with our collaborators in order to re-inforce their loyalty, implication and support.
- Implementing fundraising strategies for corporates.
- Innovating products and communication channels that enable us to reach new market sectors.
- Promoting geographic diversification in the search for individual collaborators.

“We are committed to implementing innovative strategies for growing and diversifying our funding.”

Objective 4.2 Establishment of alliances and collaborations with private companies and foundations whose work is coherent with our organisational philosophy.

Our progress towards achieving this objective will be measured by the following indicator:

- Increase in private income from individuals.

The following courses of action contribute to reaching this objective:

- Developing specific materials for raising funds and building loyalty among private companies and foundations.
- Supporting private companies’ corporate social responsibility policies.
- Participating in calls for funding proposals issued by private companies.
- Implementing specific strategies for fundraising and handling large-scale contributions.
- Promoting geographic diversification in the search for funding from private companies and foundations.

Objective 4.3 Securing of public funding grants.

Our progress towards achieving this objective will be measured by the following indicator:

- Increase in public funding grants received.

The following courses of action contribute to reaching this objective:

- Designing and implementing a specific strategy for accessing public funding grants.
- Participating in calls for public funding grants (at county and national levels).
Goal 5: Visibility & Networking

Kesho is recognized as a leader in Education and the child rights sector, locally and nationally

If we are to improve the quality and scope of our impact, both in terms of our field programs and projects and our social awareness and development education initiatives, it is essential to form alliances with other actors. Only in this way can we contribute to building a culture that promotes, protects and implements children rights.

Objective 5.1: Enhanced visibility and credibility of our organisation

Our progress towards achieving this objective will be measured by the following indicator:
- Increase in aided (spontaneous) and unaided (prompted) awareness index.

The following courses of action contribute to reaching this objective:
- Constructing a narrative that is coherent with the institutional philosophy.
- Promoting research and studies that support and enhance the coherence of our message and actions.
- Strengthening our media presence with a message that is coherent with the institutional philosophy, recognizable and positively received.

Objective 5.2: Joint efforts and exchange of knowledge and experience with other organisations to improve impact and learning.

Our progress towards achieving this objective will be measured by the following indicator:
- Increase in our active presence and contributions in networks, alliances and campaigns that are linked with our mission and strategy.
- Increase in the publication of studies, evaluations and opinion articles in the media and specialized forums and platforms.

The following courses of action contribute to reaching this objective:
- Actively participating in relevant alliances and networks.
- Participating in designing, modifying and improving public child rights policies.
- Strengthening the partnership with strategic child rights partners.
- Strengthening institutional relationships and understanding with public administration institutions.
- Creating and distributing reports and studies on good practices and lessons learned based on evidence.
- Organizing and/or co-organizing forums, conferences and seminars.

“Participating in relevant alliances & networks and strengthening partnerships.”
Kesho Kenya is aware that in pursuit of its Vision and Mission, it would be faced by the numerous internal and external barriers. Some of these barriers include: unfavourable legislative and policy environment; gaps in internal systems; resource constraints; inadequate protection of vulnerable children; lack of sustainable sources of livelihoods for families and inadequate access to psychosocial services at Kesho.

Kesho Kenya has judiciously developed strategic directions to address obstacles that stand in the way of achieving its Vision and Mission.

Table 1: Summary of Strategic directions to address barriers to Kesho’s Vision & Mission

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<th>Strategic direction</th>
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<td>Unfavourable legislative and policy environment</td>
<td>● Develop strategic partnership with partners and government agencies.</td>
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<tr>
<td>Resource constraints (funds and human resources)</td>
<td>● Scale up fundraising efforts.</td>
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<td></td>
<td>● Develop a fundraising strategy.</td>
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<td></td>
<td>● Implement cost reduction measures.</td>
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<td></td>
<td>● Increase staffing levels.</td>
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<td></td>
<td>● Improve staff welfare.</td>
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<td></td>
<td>● Staff capacity building.</td>
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<td></td>
<td>● Operational efficiency</td>
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<td>● Asset management guidelines</td>
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<td></td>
<td>● Equipped and spacious resource centres and office premises.</td>
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<tr>
<td>Inadequate protection of vulnerable young people and persons with special needs</td>
<td>● Advocate for and safeguard the rights of needy young people and persons with special needs.</td>
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<td></td>
<td>● Engage/participate/involve the community in beneficiary protection.</td>
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<td></td>
<td>● Work with the local authorities to enhance beneficiary protection.</td>
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<td></td>
<td>● Promote and support community-initiated projects that benefit both the needy young people and persons with special needs</td>
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<td></td>
<td>● Capacity building for Kesho staff, partner staff and other stakeholders on Child protection.</td>
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<td></td>
<td>● Strictly implement the Kesho Child Protection Policy</td>
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<td>● Produce and disseminate relevant materials or beneficiary rights and protection.</td>
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<tr>
<td>Lack of sustainable sources of livelihoods for families</td>
<td>● Employability Skills training and enhancement for the Alumni.</td>
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<td></td>
<td>● Promote enterprise development among the young people.</td>
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<td></td>
<td>● Provide a safety net for vulnerable needy young people and persons with special needs if funds allow</td>
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<td></td>
<td>● Refer families to organisations and agencies that may offer entrepreneurial support.</td>
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<tr>
<td>Inadequate access to psychosocial services by Beneficiaries including Persons with Special Needs</td>
<td>● Capacity building for staff.</td>
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<td></td>
<td>● Improve standards in psychosocial care, case management and data management.</td>
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<td></td>
<td>● Targeted assistance to persons of concern to Kesho.</td>
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<tr>
<td>Gaps in internal systems</td>
<td>● Improve financial management system.</td>
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<td></td>
<td>● Improve procurement planning and management.</td>
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<td></td>
<td>● Develop a risk management system.</td>
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<td></td>
<td>● Introduce asset disposal management.</td>
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<td></td>
<td>● Improve data management system.</td>
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</tbody>
</table>
Achievement of aspirations of Kesho Kenya as espoused in the Vision, Mission and Objectives will be hinged on the dedication of the leadership and management, and support from staff and partners. To deliver this Strategic Plan, Kesho Kenya will strive for an enabling organisational culture, availability of resource requirements, a progressive organisational structure and a robust monitoring and evaluation system.

**Organisational Culture**

Kesho Kenya will leverage its core values to deliver on our Vision, Mission and Objectives. The new Kesho Kenya organogram will go a long way in ensuring clarity in roles and responsibilities of implementing organisation financial, human resources, and programmatic. Deliberate efforts will be made to periodically train staff on Kesho organisational culture premised on its values and principles.

**Resource Envelope**

Kesho Kenya takes cognizance of financial resource requirement to implement priorities defined in this strategic plan. Mechanisms will be put to ensure effectiveness and efficiency in resource mobilisation, utilisation and accountability. Figure 9 provides budget estimates for Kesho’s priority programmes for the period 2018-2022.

A total of 310 million Kenyan shillings will be required to implement Kesho Kenya priority programmes. This translates to 44 million, 57 million, 64 million, 70 million and 75 million Kenyan shillings in 2018, 2019, 2020, 2021 and 2022, respectively.

A resource mobilisation strategy will be developed and will be implemented to broaden the funding base of Kesho Kenya. Key resource mobilisation strategies include deepening relationships with the current donors, diversifying the donor base, and develop the capacity to mobilize and manage donor funding.
9. Main Goals in the Big Picture

1. Offices in Ganzie and Kwale.
4. Buy the land that the organisation intends to build on.
5. Establish a library for the organisation.

This Strategic Plan will be accompanied by a Monitoring and Evaluation Plan (MEP), which will provide a clearly defined framework of assessing performance of Kesho towards achievement of set objectives and targets. The MEP will define key performance indicators, annual indicator targets, data collection methods, reporting requirements and obligations.

Implementation of Kesho Kenya MEP will be vested on a key staff that will ensure a robust M&E system is put in place to facilitate data collection, data analysis and reporting. In this regard, all Kesho Kenya staff will be retooled on M&E guidelines to ensure that M&E is a collective responsibility.

In line with best practice of Continuous Learning Approach (CLA), Kesho Kenya will conduct performance reviews on quarterly basis to take stock of achievements, acknowledge lessons learned and challenges, and take corrective measures.

In order to implement the framework of action proposed by this Plan, the first step is to establish the pertinent baselines. The information derived from these will provide the basis for the Action Plans developed by the organisation’s different Programs. Through these Action Plans we will establish proposed lines of work and, consequently, analyse the associated indicators to ensure their proper monitoring.

To this end we will form a Strategic Plan Review Committee, consisting of members from each department; we will also include several child representatives in this process.

This committee will monitor the progress made towards the established goals and objectives every six months, basing their review on the analysis of the corresponding indicators. The results of the review will be consolidated in the form of a report that includes recommendations for the following period.

In January 2019, after the first year of the Plan’s implementation, we will undertake an initial evaluation to identify any elements that would enable us to refine and/or redirect the Plan as needed.