

# STRATEGIC PLAN 2023–2028

---



# CONTENT PAGE



# Content Page



Foreword	1
Acknowledgement	2
Executive Summary	3
Organization Background	4
Our Strategic Direction	7
Implementation Matrix	22
Our Organization Structure	34



## Foreword



### **A MESSAGE FROM THE PATRON AND FOUNDER**

Hon. Elijah Memusi Kanchory

In 2009 when we came up with the concept of working with women and youth in Kajiado County, it was just a simple dream. The following years showed how such an idea could be a powerful reality that would positively transform human life. The Memusi Hope Foundation began making ground connections with local groups in Kajiado. These initial projects and interventions have now informed the direction that Memusi Hope Foundation is going to take for the next five years. We take pride in our accomplishments in Kajiado County in empowering both the Women and youth. We also share a belief that we have even greater potential to realize and expand to the nearing counties such as Narok and Samburu.

In thinking forward, our core challenge is to maintain continuity while simultaneously achieving transformation. This document precisely sets out how we plan to do this. The plan outlines our main aims over the next five years as we seek to build on our organisational development, increase awareness on issues faced by Women and Youth in Kajiado, specifically in issues faced by women and youth such as unemployment, drought etc and, finally, promote community development through partnership. We fully expect that in following this plan, by 2028 we will have furthered our objective of making a real difference in Women and Youths lives. As we move ahead with the implementation of this Strategic Plan, we invite likeminded individuals and organizations to partner with us in our service to the communities that we work with.



## Acknowledgement



### **A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER**

**Dr Rahab Lanoi**

We are pleased to share our strategic plan 2023–2028, which seeks to steer Memusi Hope Foundation and its stakeholders towards the empowerment of pastoral communities in Kajiado, Narok and Samburu Counties for the next five years and beyond. We are grateful to all our partners and persons of goodwill who supported our agenda. The feedback from communities, members of key and affected populations development partners, government agencies at the national and county level has been immensely useful.

This strategic plan takes into account the needs of the people we seek to serve and partner with. Feedback, from the Memusi Hope Foundation board members and staff at various stages of the development of this strategic framework, has been exceptionally useful to ensure we develop a document that rallies behind a shared understanding of our ultimate vision as a foundation.

## Acknowledgement



### A MESSAGE FROM THE CHAIRPERSON, ADVISORY BOARD

Ms. Lillian Koech

We are pleased to share our strategic plan 2023–2028, which seeks to steer Memusi Hope Foundation and its stakeholders towards the empowerment of pastoral communities in Kajiado, Narok and Samburu Counties for the next five years and beyond. We are grateful to all our partners and persons of goodwill who supported our agenda. The feedback from communities, members of key and affected populations development partners, government agencies at the national and county level has been immensely useful.

This strategic plan takes into account the needs of the people we seek to serve and partner with. Feedback, from the Memusi Hope Foundation board members and staff at various stages of the development of this strategic framework, has been exceptionally useful to ensure we develop a document that rallies behind a shared understanding of our ultimate vision as a foundation.



## Executive Summary



The Memusi Hope Foundation was established in 2009. The organization delivers high quality programs and services in Women and Youth empowerment health, governance, environment, livelihoods, education and in order to bring positive change to the society at large. The foundation continues to serve many young people and Women with a dedicated team of vibrant and passionate staff at the headquarters in Kajiado town, Osiligi Farm with a Liason Office in Nairobi (Kenya House Complex Koinange Street, 5th Floor Suite K22).

The organization endeavors to deepen the sense of patriotism and partnerships among stakeholders and the community. The Memusi Hope Foundation's strategic plan provides the road map for her work in the next five years (2023 to 2028). The strategic goals/focus for Foundation in the next five years include:

- i. Human resource development and support
- ii. Resource mobilization
- iii. Improving effectiveness and quality of services provided, and
- iv. Improvement in external communication improvement.

The foundation's operational plan for the next five years, aims at achieving improved individual health and equitable services (including education) through strategic partnerships and sustainable programs. To realize this goal, key intermediate results have been identified and strategies outlined, which include:

- i. Increased literacy levels among pastoral communities
- ii. Build resilience among pastoral communities to adapt to climate change
- iii. Increased financial literacy and skills among youth and women
- iv. Development of interpersonal and leadership among youth using sports, arts and music
- v. Create awareness on environmental conservation among pastoral communities
- vi. Increase access to clean water, sanitation and hygiene for women and children
- vii. Advocacy on family planning.

This strategic plan was guided by a robust analysis of both the internal and external environments using SWOT and PEST analysis



## 1.1 Organisation Background

### 1.1.1 Name

The name 'Memusi' has its origin from the Maasai community which means 'to be pleasantly surprised' or 'stroke of unexpected luck'. This monumental attachment to the name gives hope and inspires life among the pastoral communities.

### 1.1.2 Establishment of The Foundation

The Memusi Hope Foundation (MHF) is a non-profit organization registered under the Trustee Act, Cap 167 of the laws of Kenya. It was founded in 2009 by the Honourable Memusi Kanchory. Hailing from Kajiado where his community had been consistently marginalized, the Founder saw a need to come up with various interventions to address the needs of the poor and vulnerable groups. This includes educating the needy children through high school to university, empowering women, nurturing talent among the youth, and environmental conservation through planting of trees.

In 2021, the Foundation saw the need to expand its scope to various other areas that affect the Pastoral communities around Kajiado, Narok and Samburu counties owing to the success and trust that the community has on the foundation. The MHF collaborates with forward-thinking groups through strategic leadership in various fields tied to its programs to sustainably empower pastoral communities by ensuring that their rights and voices are respected, and they are economically empowered.

### 1.1.3 Legal Framework

This section entails the legal framework governing MHF.

1. The Constitution of Kenya 2010.
2. The Non-Governmental Organization Coordination Act, Act No. 19 of 1990
3. The Trustees (Perpetual Succession) Act Chapter 164 of the Laws of Kenya
4. The Trustees Act Chapter 167 of the Laws of Kenya
5. The Public Benefit Organization Act, Act No. 18 of 2013
6. The Basic Education Act, Act No. 14 of 2013
7. The Income Tax Act Chapter 470 of the Laws of Kenya
8. The Health Act, No 21 of 2017
9. The Climate Change Act, Act No. 11 of 2016
10. Children's Act, Act No 29 of 2022
11. TVET Act, Act No. 29 of 2013
12. EMCA, Act No 8 of 1999 The Convention on the Rights of the Child, 1989
13. The Paris Agreement, 2015
14. The International Covenant on Economic, Social and Cultural Rights, 1966
15. The International Covenant on Civil and Political Rights, 1966
16. The Universal Declaration on Human Rights, 1948



## 1.1 Organisation Background



### 1.1.4 Internal Policies

The MHF is also guided by the following internal policies:

1. The Human Resources Policy
2. The Finance Policy
3. The Sexual Harassment Policy
4. The Public Participation Policy
5. Audit Policy
6. Environmental Health and Safety Policy

The strategic plan will be anchored on the following pillars:

1. Livelihoods
2. Women and Youth Empowerment
3. Health, Water and Sanitation and Hygiene
4. Education and Capacity building
5. Governance and Advocacy
6. Climate Action

## 1.2 Identity and Core Values



### OUR VISION

An enlightened, enabled and productive pastoral community.



### OUR MISSION

To sustainably empower in pastoral communities by ensuring their rights and voices are respected and they are economically empowered.



### CORE VALUES



**Empowerment:** The MHF believes in facilitating and enabling pastoral communities in achieving their socio-economic and political growth.

**Commitment :** The MHF's commitment to transforming lives.

**Trust:** The MHF strives to build respect, trust, openness, and collaboration among stakeholders.

**Inclusivity:** The MHF work towards zero discrimination on any ground including gender, age, and religion.

**Integrity:** The MHF prides itself in accountability and transparency in all its engagements.

## 1.3 Purpose of Strategic Plan

The development of this plan was participatory. We did both as SWOT and PESTEL analysis that enabled us to come up with the plan for the next five years. The general objective of the Strategic Plan is to empower, to transform to impact, the pastoral communities.

# 3.0 OUR STRATEGIC DIRECTION



## 2.1 Needs And Priorities Analysis Of Target Groups



Strategic Objective	Characteristics of the target group		Priorities of the target group (their needs)
<p><b>1. Livelihood</b></p> <p>1.1 Building pastoralism resilience</p> <p>1.2 Financial Literacy</p> <p>1.3 Entrepreneurship</p> <p>1.4 Vocational training</p>	<p>Men/ Women/ Youth</p>	<p><b>What is unique about this group</b></p> <p>They are largely pastoralists and adversely affected by climate change.</p> <p>They are unemployed/ financially dependent</p> <hr/> <p><b>Social Characteristics</b></p> <p>The youth are largely out of school and prone to social vices</p> <p>They have no means of income</p> <hr/> <p><b>Economic Situation</b></p> <p>Low socioeconomic status</p>	<p>Need to feed households and livestock</p> <p>Need for financial independence</p> <p>Vocational skills acquisition</p> <p>Need to establish career pathways</p> <p>Need for business development skills</p> <p>Provision of start-up grants</p> <p>Need to inculcate a saving culture</p>
<p><b>2. Women and Youth Empowerment</b></p> <p>2.1. Train on value addition and diversity</p> <p>2.2 Talent development in areas such as sports, art and Music</p>	<p>Women/ Youth</p>	<p><b>What is unique</b></p> <p>Marginalization</p> <p>Women are mostly breadwinners</p> <p>The youth are the largest population demographic</p> <hr/> <p><b>Economic Situation</b></p> <p>Low socioeconomic status</p>	<p>To empower them socio - economically and politically.</p> <p>To reinforce life skills and embrace economic diversification</p> <p>To organize women and youth into Sacco's or groups</p> <p>To keep women and youth them positively engaged</p>



## 2.1 Needs And Priorities Analysis Of Target Groups

Strategic Objective	Characteristics of the target group		Priorities of the target group (their needs)
			<p>To align Women and Youth with government and doner funds e.g Hustler fund, KYEOP and WEF</p> <p>To come up with Tree nurseries</p>
<p><b>3. Health, Clean Water Sanitation and Hygiene</b></p> <p>3.1 Sexual and Reproductive Health (SRH) for Adolescents and Young People</p> <p>3.2 Life skills</p> <p>3.3 Nutrition</p> <p>3.4 Gender-Based Violence (GBV)</p> <p>3.5 Mental Health</p> <p>3.6 Access to clean water</p>	<p>Women/ Youth</p>	<p><b>What is unique about this group?</b></p> <p>Vulnerability.</p> <p>Poor access to reproductive health information and services.</p> <p>Early and enforced child marriages</p> <p>Inadequate information on nutrition and benefits</p> <p>Adolescents have the highest energy and protein requirements compared to any age group.</p> <p><b>Social Characteristics</b></p> <p>Unequal gender powers</p> <p>Poor feeding habits</p> <p><b>Economic Situation</b></p> <p>Low socio-economic status</p>	<p>Need Information on SRH and access to services.</p> <p>Need to be empowered to make informed decisions.</p> <p>Need to be protected against all forms of GBV</p> <p>Need to help in provision and distribution of sanitary pads</p> <p>Need to cultivate good feeding practices for better nutritional status</p> <p>Counselling and Mentoring</p> <p>Need to enhance access to clean water</p>

## 2.1 Needs And Priorities Analysis Of Target Groups



Strategic Objective	Characteristics of the target group		Priorities of the target group (their needs)
<p><b>4. Education and Capacity Building</b></p> <p>4.1 Numeracy and Literacy levels</p> <p>4.2 Scholarships</p> <p>4.3 Libraries and classrooms</p> <p>4.5 ICT and Technology</p> <p><b>Organization and institution development.</b></p>	Women/ Youth	<p><b>What is unique about this group</b></p> <p>Increased drop out from learning institutions</p> <p>High illiteracy level</p> <p>Limited access to digital technology</p> <p><b>Social Characteristics</b></p> <p>Lack of personal development</p> <p>Low self esteem</p> <p><b>Economic Situation</b></p> <p>Inadequate classrooms and libraries to impart knowledge</p> <p>Low entrepreneurial /innovation skills</p>	<p>Need to expand intellectual capacity</p> <p>To develop more libraries and classrooms</p> <p>Need to help in achievement of self-realization</p> <p>To cultivate social, moral, and spiritual values of individuals</p> <p>Need to promote entrepreneurship</p> <p>Need to sponsor the needy students</p> <p>Need for training on ICT</p>
<p><b>5. Governance</b></p> <p>5.1 Advocacy skills</p> <p>5.2 Public Participation</p> <p>5.3 Engaging communities on socio-economic, political and environmental issues</p>	Women/ Youth	<p><b>What is unique</b></p> <p>Lack of awareness Ignorance</p> <p>Gender and age discrimination</p> <p><b>Social Characteristics</b></p> <p>Lack of representation</p> <p>Lack of participation in governance issues</p> <p><b>Economic Situation</b></p> <p>Lack of diversity</p>	<p>Need to embrace diversity</p> <p>Need to sensitize on the importance of public participation on development agenda</p> <p>Need to raise awareness on gender equality and equity.</p> <p>Need to sharpen the advocacy and communication skills among the women and youth</p>

## 2.1 Needs And Priorities Analysis Of Target Groups



Strategic Objective	Characteristics of the target group		Priorities of the target group (their needs)
<b>7. Climate Change</b> 6.1 Mitigation 6.2 Adaptation 6.3 Climate justice 6.4 Clean energy 6.5 Clean cooking technologies 6.5 Environmental conservation	Women/ Youth	<b>What is unique about this group?</b>  They mostly use biomass  They are adversely affected by climate change	Need to build climate change resilience  Need to enhance access to clean cooking technologies  Need to champion community advocacy on climate change  Need to plant more trees  Need to build sand dams in seasonal rivers

## 2.2 Environmental Assessment-SWOT Analysis

### 2.2.1 Internal Environment Analysis (Strengths And Weaknesses) -who We Are?

Strengths	Strategic Implications
Community and stakeholder goodwill	The foundation can leverage on the community confidence and goodwill to influence key policy initiatives and explain its mandate
Experience and expertise.	Expertise and experience in the MHF will enhance competency of the organization to develop and execute projects successfully.
Teamwork	The MHF can effectively execute its undertakings to realize its goals.
Credibility.	The MHF can build partnerships with various actors.
Professionalism	This ensures successful partnerships and d a lasting reputation of the MHF.

## 2.2 Environmental Assessment-SWOT Analysis



Strengths	Strategic Implications
Community ownership.	This promotes co-operation, coordination and collaboration with pastoralist communities.
Strong brand.	The foundation can leverage on the community confidence and goodwill to influence key policy initiatives and explain its mandate
Diversity	This will build an inclusive environment.
Structures and policies.	This will enhance better decision-making and provide consistency in the MHF
Gender balance	This will ensure equal representation of women in the MHF.
Financial propriety	This lays the right pathway to achieve business goals and objectives.
Accountability and transparency.	This brings efficiency in the MHF's work.
Integrity	This fosters a positive workplace culture.
The Communication function in MHF has been growing in tandem with demands for greater transparency, as in other equally related organisations thus enhancing the visibility on the organisation role.	Communications Policy and frameworks need to respond to provide adequate guidance for enhancing the Communications function within the foundation.
Good leadership and rapport within the department	It can be harnessed to ensure team members meet the function's goals and supports the Bank's overall mandate.



## 2.2 Environmental Assessment-SWOT Analysis

<b>Weaknesses</b>	<b>Strategic Implications</b>
Inadequate resources.	
The Foundation is not well known within its scope of work (the entire of Maa community)	It will be hard to understand the needs of the community if we are not conversant with the community in its entirety hence will not deliver accurately on the needs.
The organisation is associated with Hon. Memusi.	This means his enemies could be the enemies of the organisation or his political party may be associated with the organisation
The Image of the organisation has not been consistent.	An inconsistent structure will lead to waste of resources and not focusing on any mandate.

### 2.2.1 Internal Environment Analysis (Strengths And Weaknesses) –who We Are?

A strategic scanning at the macro and micro level has been conducted to identify and analyse the foundation threats and opportunities.

<b>Opportunities</b>	<b>Strategic Implications</b>
Availability of land.	This is an opportunity to the pastoralist population to plant more trees to sequester carbon.
Ability to reach a wider population	This provides an opportunity to influence and impact more lives positively.
Harnessing of digital technologies	This will be leverages to enable the creation of new business models and transforming
Government led initiatives on youth and women empowerment	The organization can leverage government initiatives to empower the youth and women to access these initiatives.

## 2.2 Environmental Assessment-SWOT Analysis



Opportunities	Strategic Implications
Donor goodwill	This a key input in influencing far-reaching strategic implications of the MHF's key pillars.
Availability of funding opportunities to alleviate poverty, marginalization, and climate change impacts.	MHF can leverage on availability of funds from international and national institutions that are giving funds.
Sports Youth.	Ability to leverage sports as an economic activity to enhance social cohesion and community awareness.
Training and capacity building	Exceptional Training and improving capacities of staff geared towards increasing the organization's fundraising ability, as well as competition capabilities.
Increased community involvement	Builds ownership for projects and increases pool of volunteers.

Threats	Strategic Implications
Reduced opportunities for funding	This could hinder possibilities o reach a wider target the foundation is looking to reach.
High rate of unemployment	There are more people to be reached since most households lack a source of income hence may depend on handouts
Severe and unpredictable climatic conditions	The community is dependent on rainfall for their economic activity is pastoralism.
Global pandemics: COVID -19, economic depression, drought, Ebola etc.	Global pandemics have a way of returning the community backwards, a lot of activities will be shoved aside for the sake of the pandemics.
Competing social needs	There are several needs within a family that compete with each other, a single household could have the need for food, health and school fees at the same time.
Politics	The political environment changes from time to time and as it is, communities can be alienated from their political alienation.

## 3.0 Our Strategic Direction

### 3.1.1 Key pillars of our strategic plan for the next 5 years

MHF has largely enjoyed political goodwill due to the political standing of its Founder and Patron. This has enabled the foundation form more strategic networks with stakeholders. To promote the realization of its objectives, the MHF will work within the prevailing political environment to empower, transform and impact the pastoralist communities.

#### 1. Livelihoods

This pillar enables people to guarantee their access to basic essentials like food, water, shelter, and clothing. Taking part in livelihood activities entails obtaining the information, skills, social network, raw materials, and other resources needed to satisfy individual or group requirements over the long term.

Pastoralist communities rely mostly on livestock keeping. In this case, they are encouraged by MHF to diversify their economic activity beyond pastoralism. Although pervasive illiteracy is a problem, MHF looks for innovative ways to increase financial literacy and the pastoralist communities' ability to manage successful businesses, particularly among women and young people. Diversifying livelihoods is a resilience strategy in and of itself because it provides people with a backup revenue stream in the event of a large shock (such as a drought, following livestock loss, etc.). The foundation targets 10,000 households in Kajiado county, 5000 households in Narok County and 3000 households in Samburu Count.

Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Building pastoralism resilience</li> <li>• Enhancing financial Literacy</li> <li>• Promoting entrepreneurship among youth and women</li> <li>• Vocational training of youth to equip them with technical skills</li> </ul>	<ul style="list-style-type: none"> <li>• Livestock of pastoral communities will be less susceptible to adverse weather patterns</li> <li>• Increased access to financial services.</li> <li>• Increased employment rates of women and the youth.</li> </ul>

## 3.0 Our Strategic Direction

### 2. Women Empowerment



***“There is no tool for development more effective than the empowerment of women.”***  
**Kofi Annan**

The Foundation recognizes a strong bond and vibrant engagement between young people and women who are spearheading large-scale social movements for their own emancipation. To enable women and young people to lead the community in bringing about the necessary change, the MHF works to eradicate the general marginalization of pastoralist communities. As a result, this will encourage gender parity in all initiatives and have a robust workforce so as to boost economic activities within the community and encourage diversification. The foundation targets 5000 households in Kajiado County, 3000 in Narok County and 2000 in Samburu County.

Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Sourcing markets for women wares</li> <li>• Training women and youth groups on entrepreneurial skills</li> <li>• Empowering youth initiatives</li> <li>• Encouraging sportsmanship</li> <li>• Advocating for equality and equity</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation of community-based activities by women and youth</li> <li>• Participation of more youth and women in leadership roles</li> <li>• Positive social change through advocacy and peak body interaction.</li> </ul>

### 3. Health, water, sanitation, and hygiene



This is a pillar that focuses on the general wellbeing of the pastoralist communities especially the Women and youth. It seeks to promote health, sanitation, hygiene and access to clean drinking water to the pastoralist communities. The MHF aims to conduct medical camps annually.

The MHF shall also provide free sanitary pads for young women and adolescents targeting a total 90 primary schools and secondary schools.



### 3.0 Our Strategic Direction



The MHF shall also build wash points in schools and market centres in Kajiado, Narok and Samburu Counties.

The MHF also seeks to enhance access to clean drinking water to pastoralist communities.

Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Champion for maternal health</li> <li>• Provision of reusable sanitary pads for the girl child</li> <li>• Sensitize the community against Gender based violence</li> <li>• Educate the community of the effects of FGM</li> <li>• Increase access to clean drinking water</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in GBV cases</li> <li>• Reduction in FGM practices</li> </ul>

#### 4. Education and Capacity Building

This pillar focuses on sponsoring needy students through school or connecting them to sponsorship opportunities. The foundation also aims to not only provide school equipment such as access to computers to the youth but also enhance education for uneducated elderly people by facilitating basic literacy and numeracy classes.

Additionally, the foundation seeks to progressively provide the youth with technical and soft skills through short programs as well as connect them to employment opportunities.

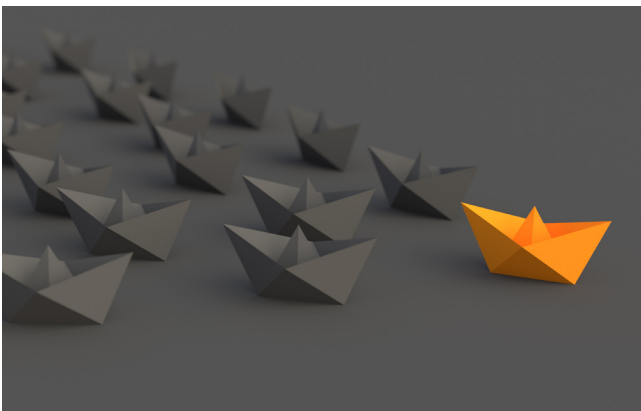
The expected impact from this pillar is to advocate for zero illiteracy levels in Pastoral communities and consequently enhance an informed and well-equipped community.

### 3.0 Our Strategic Direction



Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Develop libraries and classrooms</li> <li>• Build literacy and numeracy levels</li> <li>• Promote scholarships</li> <li>• Promote ICT in schools and tertiary centres</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in literacy level among the Women and the Youth</li> <li>• Strengthened confidence, skills and knowledge in identifying and solving problems</li> <li>• Decrease in school dropout rate in the county</li> <li>• Increase innovation capabilities in the county</li> </ul>

### 5. Governance



This is a pillar that underpins the institutions and procedures put in place to guarantee stability, equity and inclusion, accountability, transparency, responsiveness, rule of law, empowerment, and widespread involvement.

This pillar also stands for the standards, principles, and guidelines that guide the management of public affairs in a transparent, participatory, all-inclusive, and responsive manner.

This pillar will afford the people of the Maa community, as stakeholders in the society, the opportunity to influence decisions that affect their lives. The pillar will enable the community to have access to information for making informed decisions. Additionally, inclusiveness, capacity to engage and transparency will also be incorporated.

Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Promote advocacy skills</li> <li>• Encourage public participation in youth and women</li> <li>• Encourage communities to participate in socio-economic, political and environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• Positive stakeholder interaction</li> <li>• Effective oversight of the company's financial activities, controls and reporting and risk management activities.</li> <li>• Maintain funding &amp; ensure measured growth.</li> </ul>

### 3.0 Our Strategic Direction

Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Ensure long term sustainability and financial security.</li> <li>• Maximize and safeguard the resources of Pathfinders.</li> <li>• Provide effective, efficient, and ethical decision making.</li> <li>• Provide transparent and accountable decision making.</li> <li>• Provide dynamic, well-informed, and responsible leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with regulatory and legislative regimes, funding agreement obligations and accreditation requirements.</li> <li>• Decision making processes are clearly documented, approved, and communicated.</li> <li>• Board has an appropriate skills balance, diverse membership, and a strategic focus.</li> </ul>



#### 6. Climate Action

The MHF shall place focus on climate action. This is because pastoralist communities are adversely impacted by climate change. Climate change negatively affects the livelihoods, health, and welfare of pastoralist communities.

The key components of this pillar are to promote climate mitigation, climate adaptation and climate justice in pastoralist communities.

In climate mitigation, the MHF seeks to plant more trees in ASAL so as to reclaim destroyed water towers and to sequester more carbon. In climate adaptation, the MHF seeks to build climate resilient pastoralist communities and to diversify their livelihoods.

The commitment to a low carbon future is anchored on climate justice. Three key strategies will be utilized to promote climate justice. One, the MHF will shape climate narratives at local, national, and international levels from the perspectives of pastoralist communities. Secondly, the MHF seeks to promote a fair distribution of resources and develop and strengthen local solutions by fostering equitable access to climate finance, clean technologies, and markets. Third, the MHF will leverage political power and influence to build movements, advocacy and enhancing access to justice to those disproportionately affected by climate change.

### 3.0 Our Strategic Direction



Strategic objective	Success indicator
<ul style="list-style-type: none"> <li>• Building sand dams in seasonal rivers.</li> <li>• Planting more trees</li> <li>• Encouraging public participation in projects and activities that adversely affect the environment</li> <li>• Enhancing community climate change advocacy</li> <li>• Provide pathways for pastoralist communities adversely impacted by climate change to access justice.</li> <li>• Building resilient livelihoods</li> <li>• Organizing conferences and meetings to address environmental issues</li> <li>• Champion for smart agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Increased forest coverage</li> <li>• Adoption of water harvesting and conservation strategies.</li> <li>• Increase in food sustainability activities</li> <li>• Reduced human wildlife conflicts</li> </ul>

# 4.0 IMPLEMENTATION MATRIX



## 4.1 Logical Framework Of The Strategic Plan

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	MEASUREMENT TOOLS	KEY EXPECTATIONS
HUMAN RESOURCE DEVELOPMENT AND SUPPORT	Adopting a plan to build staff capacity to enhance their work output	Personnel performance level Capacity building sessions	Performance evaluation and staff engagement assessment	<ul style="list-style-type: none"> <li>• Swift personnel response and commitment</li> <li>• Organization's stability and resilience.</li> <li>• Organization's recognition and awareness of personnel development</li> <li>• Organization's commitment to implementation of policies</li> </ul>
	Defining and sharing organizational policies with staff Training of staff on organizational policies and culture fit	Staff Handbook, Code of Conduct and SOPs Job description	Staff Appraisal	
	Sustaining incentives, benefits and compensations for staff and volunteers	Staff and Volunteers satisfaction Employee recognition	Employee satisfaction survey Staff award	
	Defining roles, responsibilities and delegation of authority	Organizational structure, hierarchy and job description	Progress monitoring and engagement survey Periodic monthly progress report	



## 4.1 Logical Framework Of The Strategic Plan

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	MEASUREMENT TOOLS	KEY EXPECTATIONS
INCREASING FUNDING FOR THE ORGANIZATION	Increasing networking with partner organizations	Number of CSO platforms /network affiliations. No. of partnership/ agreement signed annually	Number of strategic meetings attended	<ul style="list-style-type: none"> <li>• Organization creates dynamism and effectiveness</li> <li>• Economic environment remains supportive</li> </ul>
	Joint proposal submission with other partners	Number of joint awards/grants received	Annual funds received	
	Increase relationship with corporate organizations	Number of corporate organizations funding the organization	Annual funds received	
	Explore other fund-raising sources e.g.philanthropies, individuals, fund raising events, investment.	Number of donors Number of fundraising activities organized. Number of funding organizations engaged Returns on investments	Annual funds received	

## 4.1 Logical Framework Of The Strategic Plan

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	MEASUREMENT TOOLS	KEY EXPECTATIONS
IMPROVING EFFECTIVENESS AND QUALITY OF SERVICE PROVIDED	Delivering quality services in a beneficiary-centered approach using moderate resources	<ul style="list-style-type: none"> <li>• Quality of service</li> <li>• Size of service</li> <li>• Beneficiaries interest level</li> <li>• Participation level</li> <li>• Beneficiaries' improvement</li> <li>• Judicious resources used</li> </ul>	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Survey and feedbacks</li> <li>• Plans and documents</li> <li>• Reports and data</li> <li>• FGD</li> <li>• Field visits</li> <li>• Peer review</li> <li>• In-depth interview</li> <li>• Case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Target group responsiveness</li> <li>• External environment stability</li> <li>• Community cooperation</li> <li>• High efficiency and productivity</li> <li>• Process efficiency and strategic lessons from benchmarking partners.</li> </ul>
	Definition of Standard Operating Procedures	Quality Assurance of processes	Plans, documents and survey	
IMPROVING EXTERNAL COMMUNICATION	Stimulate partnership and increase networking	<ul style="list-style-type: none"> <li>• Organization's image and reputation</li> <li>• Level of organization's participation in different events</li> </ul>	Reviews about the organization	<ul style="list-style-type: none"> <li>• Increased efficacy</li> <li>• Create dynamism and effectiveness</li> </ul>

## 4.1 Logical Framework Of The Strategic Plan

STRATEGIC OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS	MEASUREMENT TOOLS	KEY EXPECTATIONS
	Leverage social media to improve information dissemination and boost organization's image	<ul style="list-style-type: none"> <li>• Number of social media platforms in use to disseminate information</li> <li>• Frequency of use</li> <li>• Number of users accessing the organization's social media platforms</li> <li>• Number of feedbacks on social media handles</li> <li>• Extent of information shared to third parties</li> <li>• Funding capacity</li> <li>• Negotiation skills</li> </ul>	Platforms engaged for information dissemination	<ul style="list-style-type: none"> <li>• Create active social media engagement</li> <li>• Improved skills and knowledge of IT skills</li> </ul>

## 4.2 Annual Operation Plan

Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
<b>1. LIVELIHOODS</b>	To enhance the employability and economic status of Adolescents and Young People	Resource mobilization	Mapping out possible donors	Number of funding proposals	Number of donors willing to support	Both Qualitative and Quantitative	Weekly/ Annually	Management Committee
		Baseline survey	Validate and disseminate information Gathered	Increase awareness among project group members		Surveys with quantitative (Three measurements, baseline) mid/term and 6 months before the end of evaluation • County development report	once	Programmes manager
		To train the Landowners (Large, medium and small) on fodder farming, harvesting storage & commercialization	Number of households trained on farm diversification activities	Increase in fodder supply and farming activities	5000 households trained	Attendance register, Program Reports	Weekly	MANAGEMENT
		Facilitate training sessions for Women & Youth on business development	Number of Women & youths trained on business dvt	Increase business development skills of youths	5000 youths with improved business dvt skills	Attendance register, Program Reports	Weekly/ Annually	MANAGEMENT
		Facilitate Financial Literacy sessions for women and Youth in the communities	Number of youths trained on financial literacy	Increase no. of Women & Youths with income generation skills	5000 youths with improved financial literacy skills	Attendance register, Program Reports	Weekly/ Annually	MANAGEMENT MANAGEMENT
		Facilitate employability training sessions for Women and Youth and place them for internship	Number of youth with employability skills	Increase the employability skills of Women and Youth	5000 youths with employability skills	Attendance register, Program Reports	Weekly/ Annually	

## 4.2 Annual Operation Plan



Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
<b>2. HEALTH, CLEAN WATER SANITATION AND HYGIENE</b>	To reduce the risky behaviors among adolescents and young people	Knowledge Attitude and Practice Survey/ KAP survey	Validate and disseminate information Gathered	Increase awareness among project group members		Surveys with quantitative (Three measurements, baseline) mid/term and 6 months before the end of evaluation County development report	Once	Consultant/ Program Manager
		Construction of wash points, water supply, sanitary materials provision	Number of children accessing WASH	Increase access to portable water, sanitation and hygiene for schools and Households	5000 in Kajiado 3000 in Narok 2000 in Samburu Households accessing WASH	Distribution Lists, Program Reports		Project Officer
		Drilling of boreholes	Number of households to easily access to water points	Increase and constant supply of freshwater to the community	10 Boreholes per year (i.e 5 in Kajiado, 3 in Narok and 2 in Samburu)	Activity report		Project Officer
		Provision of water tanks to schools and households	Number of schools and households reached	Promote flexibility and easier access to clean water and storage	10,000 children accessing WASH	Distribution Lists, Program Reports		Project Officer

## 4.2 Annual Operation Plan

Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
		Carry out nutrition education at the facility level	Women reached during nutrition education intervention.	Promote nutrition knowledge and practices	5000 women and young mothers reached.	Attendance report		Consultant/ Program Manager
		Support community health extension personnel on to train on nutrition education	Extension personnel supported	Promote nutrition education at the facility	Extension personnel reached	Attendance report		Project Officer
		Facilitate multi sectoral meeting to engage on health issues and support the county government on required policy development	Policy development supported	Influencing health policies	Number of health sector stakeholders reached	Minutes and attendance list		Project Officer
		Conducting free medical camps	Women and youth reached with free medical camp	Promote community health campaigns to raise awareness on matters health and hygiene	5000 Women and Youth reached 1 medical camp per year (2 in Kajiado, 1 Narok and Samburu)	Attendance report		Project Officer



## 4.2 Annual Operation Plan



Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
		Provision of sanitary pads among the adolescents and education on the importance of Family Planning among the community members	Number of Women and adolescents reached with sanitary pads intervention	Improved health benefits and confidence among the young women and youth	90 primary schools and secondary schools reached (Eldamat 10, Dallas 20, Purko 10, Mat North 20, Mart South 20)	Activity report		Project Officer
		Conducting GBV (Gender Based Violence) sessions awareness in the community	Number of women, youth and men reached with GBV intervention	Promote actions that address GBV gaps and risks faced by Women/Men in the community	5000 in Kajiado 3000 in Narok 2000 in Samburu Households	Attendance reports		Project Officer
<b>3.WOMEN AND YOUTH EMPOWERMENT</b>		Diversification of economic power through value addition in milk by-products such as Yogurt processing, Cheese production, Milk packaging and storage etc	Number of women, and Youths reached on diversification	Promote diversification among the youth and women in the community	5000 Women and Youth reached	Attendance reports		Project Officer
<b>3.WOMEN AND YOUTH EMPOWERMENT</b>		Growth of Talent and innovation skills in areas such as sports, art, music.	Number of women and youth reached to tap & grow their talents	To keep the Women and youth positively engaged & grow their talents	5000 Women and Youth reached	Activity report		Project Officer

## 4.2 Annual Operation Plan

Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
<b>4. EDUCATION &amp; CAPACITY BUILDING</b>	Improve education, literacy levels and capacity among the Women and Youth	Knowledge Attitude and Practice Survey/ KAP survey	Validate and disseminate information Gathered	Increase awareness among project group members		Surveys with quantitative mid/term & 6 months before end of evaluation County development report	Once	Consultant/ Program Manager
		"Adopt and mentor a child" programme	Sourcing of mentors	Number of mentees mentored	Number of mentees per sub county			Project Officer
		Source for scholarship funds for students in school	Number of students awarded scholarship	Percentage increase in the number of students on scholarship	5 students under scholarship	Activity report, pictures, feedbacks from beneficiaries		Project Officer
		source for funds for Library/ classroom renovation, and/or provision of equipment	Number of schools with established/	Increase literacy skills	2 Schools	Activity report, feedbacks from schools and pictures		Project Officer
<b>5. GOVERNANCE AND ADVOCACY</b>	Afford the community, as stakeholders in the society, the opportunity to influence decisions that affect their lives.	Knowledge Attitude and Practice Survey/ KAP survey	Validate and disseminate information Gathered	Increase awareness among project group members		Surveys with quantitative mid/term & 6 months before end of evaluation County development report	Once	Consultant/ Program Manager

## 4.2 Annual Operation Plan



Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
		Create awareness to the community to enable them have access to information in order to make informed decisions.	Number of women and youth with equipped with knowledge, skills and information	Increase in access to information and participation on community programs that touch on their lives.	5000 Women and Youth reached	Attendance report		Project Officer
		Train the community on voter registration, Lobbying and advocacy	Number of women and youths reached to know their rights and support a cause of action or ideas	Emergence of new set of vocal leaders. Increase in participation on both community and national exercises	5000 Women and Youths reached	Attendance reports		Project Officer
<b>6.CLIMATE ACTION</b>	To mitigate climate change and to help pastoralist communities to adapt to the impacts of climate change	Knowledge Attitude and Practice Survey/ KAP survey	Validate and disseminate information Gathered	Increase awareness among project group members		Surveys with quantitative (Three measurements, baseline) mid/term and 6 months before the end of evaluation County dvt report	Once	Consultant/ Program Manager
		Climate-adaptive investments in forest and rangeland rehabilitation	Number of Women and youths reached to come up with tree nurseries	Promote forest coverage in the region, tree nurseries	Growing 20, 000 trees annually	Distribution Lists		Project Officer

## 4.2 Annual Operation Plan

Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
		Climate change community engagements on climate change impacts	Number of youth and women educated on climate change issues	Educate pastoralist communities on climate change	5000 women and youth reached	Attendance report		Project Officer
		Build climate resilient pastoralist communities through Climate-Smart Pastoral Innovations	Number of pastoralist households reached	Climate resilient pastoralist communities	2000 households reached per county	Program report		Project Officer
		Enhancing access to climate finance for adaptation programs	Number of women and youth accessing climate finance	Promote capacity building to enable women and youth to access climate finance	5000 households reached	Program report		Project Officer
		Natural resource conflict prevention	Number of pastoralist communities reached	To resolve natural resource conflicts between pastoralist communities	Peaceful co-existence among pastoral communities	Program report		Project Officer
		To increase the adaptive capacity of pastoralist communities	Number of households reached to adapt their livelihoods	Promote adaptation of livelihoods to climate change	5000 households in pastoralist communities reached	Program report		Project Officer

## 4.2 Annual Operation Plan



Strategic Objective	Objectives/ Priority setting	PROGRAMMES/ PROJECT ACTIVITIES	OUTPUT	OUTCOME	KPI	Data collection method	TIMELINE	RESPON SIBILITY
		Human-Wildlife conflict awareness training	Number of households reached	Promote co-existence between the	5000 Households trained	Attendance report		Project Officer
		Water resource management and record keeping	Number of households reached	Promote proper water management policies and records	5000 in Kajiado 3000 in Narok 2000 in Samburu Households trained	Attendance reports		Project Officer
		Creation of sand dams and water harvesting (water pans)	Number of households reached	Promote sustainable food growing methods Promote rain water harvesting methods among the communities for reservation and consumption	5000 households trained	Attendance reports		Project Officer
		Use of green innovation centers	Number of youth and women reached	Promote smart climate action	200 women and youth groups reached	Program report		Project Officer

# 5. ORGANISATION STRUCTURE





## 5.1 Organisation Structure



### 5.1.1 Current Structure

The current structure of the Memusi Hope Foundation comprises: the board of directors, an advisory group, management committee, executive secretary, volunteers, interns, and supporters. It has various partner organisation in Kenya. The partners have their own organisational structures and monitoring system.

The Foundation has three directors with official roles, i.e. Chairperson, Treasurer and Secretary. The role of these directors is to ensure that the Foundation meets its legal duties and obligations. Partner organisations are involved in the planning, implementation, and evaluation of projects in their respective sub-counties. Additionally, the Memusi Hope Foundation has been able to work with several volunteers who are actively involved in its programs and who support its objectives.

### 5.1.2 Future Plan

The Foundation plans to establish the following structure for its operation: a board of trustees, advisory board, management committee and the staff.

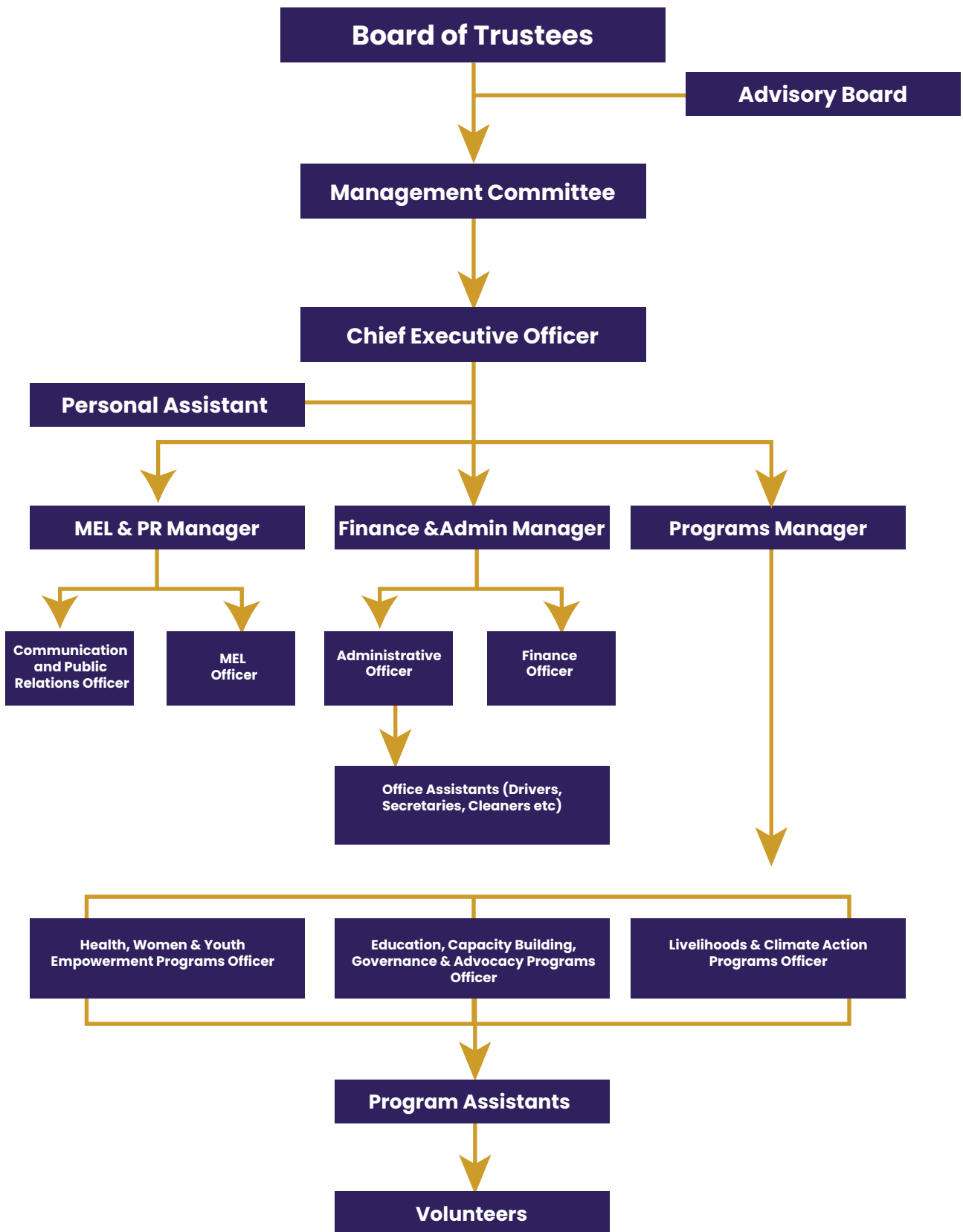
**The Board of Trustees** will oversee the running and strategic direction of the organization, provide managerial oversight, and monitor the implementation of the strategic plan.

**The Advisory Board**, composed of experts in different domains, will support the Board of Trustees and the Management Committee with strategic planning, policy development and fundraising.

**The Management Committee**, composed of the Chief Executive Officer, the MEL and PR Manager, the Programs Manager and the Finance and Administration Manager, is responsible for implementing this strategic plan.

**The Staff:** To meet the goals proposed in this strategic plan, the Memusi Hope Foundation plans to increase its staff members to include: the programs officers, the program assistants, the finance officer, the administration officer, the communications and public relations officer, and the MEL officer. The role of the staff includes to: provide input to long range goals, prepare performance reports on achievement of goals and objectives, assess stakeholder (customers, community) needs, maintain program records; and prepare program reports.

# 5.1 Organisation Structure



Strategic Plan 2023-2028

