



Merti Integrated Development Programme (MIDP)

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STRATEGIC PLAN 2014 -2018

ACKNOWLEDGEMENT

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Cordaid representative Zeituna Roba actively participated in all the sessions during the strategic planning workshop and ensured conducive environment was created for the consultant and planning team. She was a constant source of inspiration and motivation for the planning team and we are very grateful for her support.

Last but not least I would like to express my special thanks to Hassan Hulufu for steering the process of developing this strategic plan skillfully. His technical expertise and understanding of the context was superb.

Abdullahi Shandey

Board secretary and CEO

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EXECUTIVE SUMMARY

Merti Integrated Development programme (**MIDP**) was formed when Action Aid Kenya (AAK) phased out its Merti development area programme in the year 2000. Its mandate was to coordinate self improvement actions by various community based groups in Merti initially supported by AAK. As part of its growth plan MIDP was registered as a national NGO in 2003 with NGO coordination bureau. From 2005 it attracted funding from other donors notably international institute of rural reconstruction (IIRR) and Cordaid. The process of developing this strategic plan begun with; review of government policy documents and MIDP policy documents and a 3 day strategic planning workshop which brought together internal and external stakeholders. The planning team reviewed old strategic plan, scanned external and internal environment and identified strategic issues and suggested programmes for the next five years.

MIDP developed its first strategic plan in 2008 covering the period 2008-2012 and it implemented programmes in the following sectors; Water and sanitation, livelihood support and diversification, lobby and advocacy and institutional strengthening. Gender, HIV and AIDS, environment and conflict management were identified as cross cutting themes in all programmes. Major achievements during the period are construction of an office and store for rangeland users association, launching of Iresaboru water projects and opening of merti maarifa centre, registration of three mobile schools with ministry of education and expansion of MoV girls' sponsorships to cover university and tertiary education. In the same period MIDP received funding from UNOCHA for 2011 drought emergency and early recovery in 2013, DRR and resilience funding from Cordaid under partners for resilience (PfR) and linked community groups in Sericho and Merti to climate change funding through Resource advocacy programme (RAP). MIDP also invested in developing capacity of local CBO leaders on lobby and advocacy leading to demonstration against highway banditry in 2011/12, protection of Chari rangeland and the climate change camel caravan of 2013.

MIDP has encountered the following key challenges ; high demand for services from target communities, vastness of the operation areas and poor transport and communication network, limited technical capacity of board members which affects fundraising and oversight roles and political interference.

Key lessons MIDP has learnt in the process of implementing development programmes over the last decade are;

- That politics and clanism (negative or positive) is a reality that can't be ignored as it has potential to make or break the organization.
- In order to ensure positive progress, there is need to ensure consultation, inclusion and participation of all key stakeholders and community members in all phases of the project.

- The capacity of the organization should be strengthened in a holistic manner to facilitate and effectively manage growth.
- Sustainable community development in an area as prone to disasters as where MID-P works requires adoption of an approach that integrates emergency interventions (relief) with structural development.
- That MID-P must collaborate with and link with other development actors especially government department to create programme synergy and mutual learning

The following strategic issues which will inform MIDP programme focus are identified after analysis of MIDP operating context;

- Fluid political environment at local, national and global levels which will affect funding and smooth operation of civil society organizations.
- Limited experience of new county structures in development planning and local legislation which may delay realization of benefits of devolution by vulnerable groups.
- Inability of youth and women in northern Kenya to take advantage of the economic opportunities like government tenders, devolved funds like Uwezo and Youth fund to generate wealth and self employment.
- Limited involvement of county governments and communities in national flagship projects affecting future land use patterns, bio diversity, social cohesion and cultural heritage.
- Harmful cultural practices which impede effective participation of girls in Education and drug abuse which undermines self reliance among youth.
- Degradation of natural resources due to climate change and resource based conflict.
- Abundant and largely unexploited natural resource potential in northern Kenya.

Based on its strengths and weaknesses and comparative programming advantage, MIDP will implement programme under the following four thematic areas;

- Education focusing on capacity building of school management committees, girl child sponsorship, advocacy on special education and fight against drug abuse
- Local governance focusing on civic education, advocacy on county legislation, budget tracking and social audit, peace building and social cohesion

- Sustainable natural resource management focusing on ecosystem restoration, capacity building of community natural resource management, research, documentation and advocacy
- Sustainable livelihood focusing on youth and women enterprise promotion, climate smart agriculture and value chain promotion

BACKGROUND

Merti Integrated Development programme (**MIDP**) was formed when Action Aid Kenya (AAK) the only active NGO in Merti phased out in the year 2000. It got registered as an umbrella CBO with ministry of culture and social services. Its mandate was to coordinate self improvement actions by various community based groups in Merti initially supported by AAK. It inherited assets of AAK Merti Development area including land, buildings and office equipments and two years funding for skeleton staff and office operation. As part of its growth plan MIDP was registered as a national NGO in 2003 with NGO coordination bureau with mandate to operate in Merti and Garbatulla districts.

Transformation from a CBO to a local NGO enabled MIDP to earn more recognition, expand its scope geographically and programmatically and opportunity to attract funding from diverse donors. As part of growth related challenges MIDP experienced its first major threat when some of its board members and staff supported by political leaders attempted to close it down in 2004. Its independence and potential to raise development funds for poverty reduction was seen as a threat by political leaders. It survived the early scare due to a favorable court ruling and has since maintained its independence and impartiality and entered into partnership with various funding agencies. The international Institute of rural reconstruction (IIRR) was the first international NGO to enter into partnership with MIDP in 2005 to implement pastoralist education programme using mobile school model. Cordaid came on board to support drought emergency interventions the same year. The Cordaid partnership has since grown into long term multi-year funding with institutional strengthening components.

With support from Cordaid, MIDP undertook organizational self assessment and used the outcome to guide its growth as a development and humanitarian agency. It developed its first strategic plan in 2008 covering the period 2008-2012. Under its first strategic plan MIDP implemented programmes in the following sectors; Water and sanitation, livelihood support and diversification, lobby and advocacy and institutional strengthening. Gender, HIV and AIDS, environment and conflict management were identified as cross cutting themes in all programmes.

The organization registered tremendous achievements during the 2008-2012 period. On institutional development front it was able to attract and retain competent local professionals to run its programmes, purchased a 4WD land cruiser, several motor cycles, recruited community based facilitators, revised its constitution and developed operational manuals and policies in human resource, financial management and girl child policies. It was able to implement projects under water and sanitation, livelihood support and diversification, lobby and advocacy and education. Major achievements during the period are construction of an office and store for rangeland users association, launching of Iresaboru water projects and opening of Merti Maarifa centre, registration of three mobile schools with ministry of education and expansion of MoV girls' sponsorships to cover university and tertiary education. In the same period MIDP received funding from UNOCHA for 2011 drought emergency and early recovery in 2013, DRR and resilience funding from Cordaid under partners for resilience (PfR) and linked community

groups in Sericho and Merti to climate change funding through Resource advocacy programme (RAP).

During 2008-2013 periods, which coincided with constitutional and electoral boundaries review processes MIDP mobilized the communities to present their views to various commissions. It also invested in developing capacity of local CBO leaders on lobby and advocacy and this translated into various community led campaigns key among which are demonstration against highway banditry in 2011/12, protection of chari rangeland and the climate change camel caravan of 2013. The recent award of uraia funding to MIDP is clear indicator of its track record in advocacy work in Isiolo County.

Since formation MIDP has encountered the following key challenges ; high demand for services from target communities, vastness of the operation areas and poor transport and communication network, limited technical capacity of board members which affects fundraising and oversight roles and political interference. The same challenges are anticipated in the coming years and hence need to use past lessons to deal with them.

Key lessons MIDP has learnt in the process of implementing development programmes over the last decade are;

- That politics and clanism (negative or positive) is a reality that can't be ignored as it has potential to make or break the organization. MID-P will pay keen attention to both issues at the organizational, local, regional and the national levels.
- In order to ensure positive progress, there is need to ensure consultation, inclusion and participation of all key stakeholders and community members in all phases of the project. This will promote ownership and sustainability of development initiatives.
- The capacity of the organization should be strengthened in a holistic manner to facilitate and effectively manage growth. It should invest in staff development, appropriate equipments, technology and fundraising and financial management
- Sustainable community development in an area as prone to disasters as where MID-P works, requires adoption of an approach that integrates emergency interventions (relief) with structural development.
- That MID-P must collaborate with and link with other development actors especially government department to create programme synergy and mutual learning

Vision

MID-P envisions an empowered, just, equitable and resilient society in northern Kenyan

Mission

- MIDP exists to facilitate and coordinate development initiatives through policy influencing and resource mobilization that promote good governance.

Core values

- Impartiality
- Integrity and professionalism
- Accountability and transparency

Situation analysis

The review of MIDP history and progress it has made during the last planning period generated useful lessons that the organization will apply in the coming years. However to ensure the programmes for the coming period responds to needs of target communities and are aligned with comparative programming advantage of MIDP, it is prudent to analyze both internal and external working context of the organization. The analysis was done at two levels; the consultant conducted thorough review of legal regimes regulating development in counties and national (V2030) and county integrated development plans before the workshop. During the three days strategic planning workshop participants were divided into groups to conduct analysis of MIDP external environment using PESTEL¹ tool. Through use of this tool the main opportunities and threat under each of the five areas of analysis were identified at three levels global, national and local/county.

Summary of analysis of MIDP external environment

Arena	Opportunities	Threats
Global	<ul style="list-style-type: none">• Global funding mechanisms for climate change adaptation• Global DRR framework and MDGs and post 2015 development agenda• UN protocol on indigenous peoples rights	<ul style="list-style-type: none">• Right wing government in donor nations affect funding for CSOs• Humanitarian crisis triggered by political conflicts and natural disasters affect funding for development• Global war on terror and travel advisories affects income from tourism.

¹ Political, Economic, Socio-cultural, Technological, Ecological and Legal conditions

	<ul style="list-style-type: none"> • AU pastoral policy 	<ul style="list-style-type: none"> • Economic recess/ declining economic growth affecting western government and individual philanthropy
National	<ul style="list-style-type: none"> • Constitution with progressive bill of rights(social, culture, economic and environmental rights) • ASAL policy provide framework for economic investment • Youth and women friendly government procurement policies • Funds for youth and women(YEDF, WEDF, Uwezo) 	<ul style="list-style-type: none"> • Negative ethnicity affecting social cohesion • Proposed amendments to PBO bill • National foreign policy; pro-east tendencies affecting relationship with donor nations in the west • Climate change and degradation of natural resources • V2030 development projects with potential to cause displacement /conflict
County	<ul style="list-style-type: none"> • Devolved political power and decision making closer to communities • Devolved funds for development • County assemblies legislate on local issues • County structures upto ward level for development coordination 	<ul style="list-style-type: none"> • Negative ethnicity and clanism affect unity and cohesion in target communities • Risk of political hostility towards CSOs with governance programmes • Climate change and resource based conflict • Drug abuse and unemployment among youth • Harmful cultural practices hampering girl child education

Analysis of MIDP strengths and weakness

The analysis of external environment revealed opportunities which MIDP could harness as well as threat which it should neutralize through its programme for the 2014-2018 planning period. To be able to achieve this MIDP needs to build on its internal strengths and address its weaknesses. The strengths and weaknesses of MIDP are summarized in the table below;

Strengths	Weaknesses
<ul style="list-style-type: none"> • Legally registered and in good books with NGO coordination board • own well equipped offices located strategically • Have assets(land, vehicle, motor cycles) • Qualified, experienced , committed local staff • Established accountability systems(HR & finance manuals for internal controls) • Good image among stakeholders including government agencies • Credibility and legitimacy based on good track record on programme implementation • Good understanding of people, culture and development issues • Learning and reflective organizational culture 	<ul style="list-style-type: none"> • Laxity in enforcement of existing policies • Limited technical capacity among board members(fundraising, oversight) • Poor working environment/staff benefits • Reliance of external funding

Strategic issues

The following strategic issues which will inform MIDP programme focus are identified

- Fluid political environment at local, national and global levels which will affect funding and smooth operation of civil society organizations. MIDP is required continuously monitor political environment and adjust to emerging challenges and needs.
- Limited experience of new county structures in development planning and local legislation which may delay realization of benefits of devolution by vulnerable groups. MIDP should work with county government and enable it benefit from its development experiences
- Inability of youth and women in northern Kenya to take advantage of the economic opportunities like government tenders, devolved funds like Uwezo and Youth fund to

generate wealth and self employment. MIDP should work with youth and women groups in its operation to equip them with information and skills to benefit from government funding programmes

- Limited involvement of county governments and communities in national flagship projects earmarked for ASAL areas (e.g. Resort city, mega dam, LAPPSET) affecting future land use patterns, bio diversity, social cohesion and cultural heritage. MIDP will conduct research on impact of these projects on its target group or disseminate findings of research done by other to support community driven advocacy
- Harmful cultural practices which impede effective participation of girls in Education and drug abuse which undermines self reliance among youth. MIDP should work with government, religious and traditional leaders to eradicate the harmful practices
- Degradation of natural resources due to climate change and resource based conflict. MIDP should work with government and traditional authorities to promote sustainable nature resource use and inter community protocol to share resources and resolve conflicts
- Abundant and largely unexploited natural resource potential in northern Kenya. MIDP should partner with government, research institutions and private sectors to promote sustainable exploitation of natural products by community groups as livelihood diversification measure

The above strategic issues require attention of all development agencies as they impede attainment of sustainable development in northern Kenya where MIDP operates. MIDP development programmes for the coming 5 years will therefore take note of these issues so as to identify and implement interventions that will address them as highlighted in the next section.

Programmes

In pursuit of its vision and mission, MIDP will partner with its funding partners, the county governments in northern Kenya and non state actors to implement the following programmes in the coming five years (2014-2018)

Education

Goal: Promote access to quality inclusive education by all children

- Basic education (primary school governance; Capacity building of School management Committee, Parents Teachers Associations)

- Special education(mapping of children with special needs, sensitization of parents, lobby for special unit in local school, setting up of special school in each sub county, expansion of existing special schools)
- Girl child education(sponsorship programme)
- Campaign against drug abuse and harmful cultural practices

Sustainable natural resource management

Goal: promote sustainable management of natural resources through community institutions

- Capacity building of NRM institutions on development and sustainable management of key natural resources e.g. grazing land, water sources etc
- Ecosystem restoration and management (mapping of critical resources and threats to biodiversity, support community based conservation measures)
- NRM research, documentation and advocacy(desktop and field based research on NRM practices, identification of unsustainable NRM uses, impact of mega development projects on NRM and recommendations to community institutions and county authorities)

Local governance

Goal: Promote good governance at local level through improved civic awareness among target groups

- Civic education; social, economic , cultural and environmental rights, inclusive development
- Policy lobbying and advocacy to proactively influence County policy formulation process
- Budget tracking targeting all devolved funds
- Peace building and social cohesion(cultural exchanges, sports, walk for common course,)

Sustainable livelihood

Goal: Improve income for vulnerable households through livelihood diversification and pro-poor value chain promotion

- Youth and women enterprise promotion (skills development , access to financial services and market)

- Climate smart agriculture
- Value chain promotion to enable producers earn more income (livestock and livestock products & non livestock dry lands products)

Institutional strengthening

Goal: enhance capacity of MIDP to be a leading development agency in northern counties

To be able to implement the programmes in the four thematic areas, MIDP will seek support of its funding partners to invest in the following institutional development activities

- Reconstitution of boards to reflect disciplinary, gender and regional balance
- Formulate staff development policy(promote continuous learning, work related short courses, tailored made trainings)
- Open liaison office in Isiolo town
- Build capacity of secretariat in programme development, fundraising, research, documentation, networking, lobbying and advocacy
- Re-branding through change of name to reflect current and future geographical scope of operation

Cross cutting themes

The following will be integrated in all programmes as cross cutting themes

- HIV and AIDS
- Gender
- Disaster risk reduction, ecosystem management & restoration and climate change adaptation

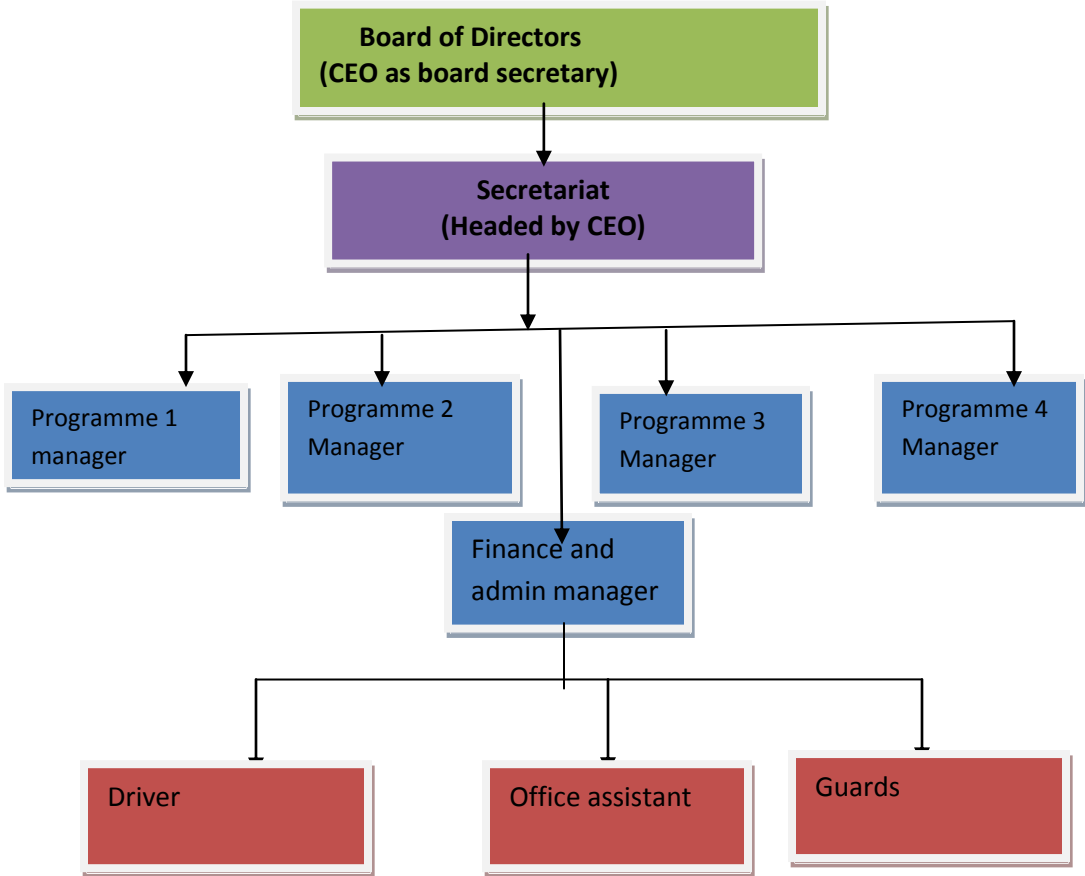
Programme implementation strategies

MIDP is aware of its limitation as non state actor and hence while the needs of communities in its operation areas are enormous, most of the problems require policy solutions by government at both county and national levels. So it will adopt right based approach to development where its small projects will address basic needs to improve living conditions of its target groups but at the same time empower them with skills and knowledge to demand for services from their government.

In programme development MIDP will adopt and promote philosophy of community managed/driven development where communities through their institutions play central role in identifying needs/risk, designing interventions, implementing, monitor and learn from them.

Nurture culture of partnership with county government and other non state actors to enhance programme synergy and sustainability.

ORGANOGRAM



IMPLEMENTATION OF THE STRATEGIC PLAN

Programme	Milestones	Time frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
Institutional strengthening						
Reconstitution of the board	New board in place	√				
Training of new board on NGO management and fundraising	Board members contribute to fundraising	√	√			
Revision of organizational policies	revised/new policies staff development policy	√	√			
Fundraising for new programmes	Funding secured for programmes		√	√	√	√
Capacity building of staff	types of training given		√	√	√	√
Support professional development existing staff	number of staff supported to take professional courses		√	√	√	√
opening of liaison office in Isiolo	operational liaison office		√	√	√	√
1.Education						
Support to primary schools	No. of SMCs trained	√	√	√	√	√
Girl child scholarship	Number of girls sponsored	√	√	√	√	
Special education promotion	Children with special need accessing education	√	√	√	√	√
Campaign against drug abuse and harmful cultural practices	Reduction in drug abuse among youth		√	√	√	√
2.Sustainable NRM						
capacity building of NRM institutions at local level	community NRM institutions recognized by county govt		√	√	√	√
Support ecosystem restoration and management	Number community institutions involved in ecosystem restoration/management	√	√	√	√	√
Research, documentation and advocacy	number of NRM/ environmental campaign launched supported	√	√	√	√	√

Programme	Milestones	Time frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
3. Local Governance						
Civic education	Enhanced level of awareness on civic rights	√	√	√	√	√
Lobby and advocacy	Number of county legislations influenced	√	√	√	√	√
Budget tracking and social audit	Number of community agitations on inequity in budget allocation	√	√	√	√	√
Peace building and social cohesion	Number of inter community peace events supported	√	√	√	√	√
4. Sustainable livelihood						
Youth and women support	Women and youth groups accessing government funds and tenders		√	√	√	√
Climate smart agriculture	Number of community based initiatives on climate smart agriculture		√	√	√	√
Value chain promotion	Increased income from livestock and livestock based products and other natural products		√	√	√	√

Estimated cost of implementing the strategic plan

Programme	Estimate cost in KES	Remarks
Institutional strengthening		
Reconstitution of the board	50,000	cost of travel for recruiters
Training of new board on NGO management and fundraising	500,000	cost of trainers and upkeep for board members
Revision of organizational policies	1,000,000	cost of consultants, publication
Fundraising for new programmes	3,000,000	development of marketing and publicity materials and travels related to fundraising @ 500,000 per year
Support professional development existing staff	2,500,000	500,000 for staff development per year for 5 years
opening of liaison office in Isiolo	3,000,000	cost of office operation for 60 months @ 50,000/month
Head office operations	3,000,000	utilities, maintenance, communication, stationery@50,000 per month x 60 months
vehicle purchase and maintenance	15,000,000	purchase of 1 new landcruizer 4WD@8m, operations for new and old vehicles @ 50,000 per vehicle for 5 years
Personnel cost(emoluments)	45,000,000	60 months salaries and other benefits for CEO, 4 programme managers, finance and admin manager and support staff
Total for institutional development and operations	73,50,000	
Education		
Support to primary schools	8,750,000	SMC capacity building 1,000,000 per year, 5 cluster activities per year @150,000
Girl child scholarship	50,000,000	200 girls @ 50,000 per year for 5 years
Special education promotion	13,600,000	4 mapping/baseline@500,000, 4 parents/stakeholders sensitization w/shop@300,000, support 4 lobby

		events@100,000 and infrastructure support@ 2m per year
Campaign against drug abuse and harmful cultural practices	7,500,000	5 campaigns per year @300,000 x 5 years
Education cost for 5 years	79,850,000	

Programme	Estimate cost in KES	Remarks
2.Sustainable NRM		
capacity building of NRM institutions at local level	5,000,000	2 capacity building activities for community/county level per year @500,000 for 5 years
Support ecosystem restoration and management	30,000,000	2 restoration actions per year @ 3,000,000 for five years
Research, documentation and advocacy	7,500,000	1 research per year and dissemination of finds and advocacy@1.5m x 5 years
Total for sustainable livelihood	42,500,000	
3. Local Governance		
Civic education	10,000,000	4 trainings@500,000 x 5 years
Lobby and advocacy	7,500,000	technical support for county legislation and campaigns 1.5m per year
Budget tracking and social audit	7,500,000	5 events @300,000 x 5 years
Peace building and social cohesion	5,000,000	2 inter community events/dialogue per year@ 500,000
total cost for local governance	30,000,000	
4. Sustainable livelihood		
Youth and women support	15,000,000	support 3 groups per year on technical training , product development and marketing access @ 1,000,000
Climate smart agriculture	10,000,000	support climate smart agriculture on pilot basis in one community per year @ 2,000,000
Value chain promotion	30,000,000	support for value chain development for 2 products per year @3,000,000
Total for sustainable livelihood	55,000,000	
Total estimate cost of implementing the strategic plan	200,900,000 KES	