



MERTI INTEGRATED DEVELOPMENT PROGRAMME

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STRATEGIC PLAN 2020 – 2024

Acknowledgement



Merti Integrated Development Programme (MID-P) Strategic Plan 2020-2024 has been conceived to embrace the organization's vision and mission statements and its mandate in the quest to achieve its strategic goals. A lot of efforts in terms of consultations, interviews, discussions, and meetings have gone into coming up with the plan.

The strategic plan borrows much from the immediate and earlier strategic plans (2008 – 2012 and 2014 – 2018), that saw MID-P achieve tremendous milestones. A major milestone was an increase in the area of program coverage and projects funded. The new plan will look at the lessons and impact with the hope to improve on the weaknesses from the previous period. Of great importance is the fact that the new plan has a social enterprise dimension that will enable the MID-P to achieve sustainability. In addition to this, MID-P hopes to continue spearheading partnerships and collaboration with other civil societies in the county through the established Isiolo County Civil Society's Organization Network (ICCN), which is currently being chaired and hosted by MID-P. We also hope to capitalise on the county government's ability to establish county systems, laws, regulations and policies to drive the development agenda to the vulnerable communities. Further, we shall continue using the rights-based approach through capacity development, advocacy and community driven interventions, for a peaceful, safe and dignified society.

I would like to thank MID-P board of directors and all staff, who have worked tirelessly as a team during the strategic plan development. The entire team made a lot of sacrifices, through meetings, workshops and guiding the strategic planning consultants. The contribution of MID-P board of members, their wisdom, and visionary support was of great significance in the contextualization of the plan. To all our clients, partners and stakeholders who were interviewed by the consultants; we do appreciate and say that your honest feedback assisted a lot in the development of the strategic plan. I would also like to acknowledge our main donor of many years - Cordaid for supporting the programs and previous SP which formed the foundation of this SP. We are grateful to Sign of Hope and IIED for financial support in the development of this strategic plan. Thanks to Eng. Quintine Ochola, the lead consultant for facilitating all the strategy discussions and preparing the strategic plan document.

Abdullahi J. Shandey

*Board of Directors Secretary and Executive Director
Merti Integrated Development Programme*

Forward



Kindly allow me, on behalf of the Board of Directors, Management and Staff of MID-P, to commit this strategic plan 2020-2024 to you. With it, we pledge our commitment to beneficiaries, communities and partners to aspire to reduce extreme poverty and improve communities' resilience to effects of climate change and empower the masses through leadership and governance programmes.

As a growing organization, MID-P has learnt many lessons and overcome its share of challenges. Today, more than 18 years after its formation, the task of perfecting our response to the ever growing needs and competing demands among our beneficiaries' and partners, has helped us to stay focused to our vision. We move forward because of our collective strength and will. The positive attitude demonstrated by our staff, the Board and stakeholders reaffirmed the unwavering spirit that triumphs over all challenges.

We also take opportunity to acknowledge the contribution of our stakeholders with whom conversations clarified our thoughts during the planning and consolidation of this strategy. We also recognize that the national and county governments through the various line ministries, departments and agencies for creating the necessary enabling environment for participation to empower the Isiolo community.

Over the next few years, you will see a distinct change in the way that MID-P will be governed and managed. The changes shall deepen our accountability to our donors, civil society's institutions partners, the public and the communities we work with in Kenya as well as strengthen our structure of facilitation.

The realization of what is outlined in this strategy will propel the organization to a higher role in its quest and resolve to improve lives and empower individuals. This requires us to be humble – to listen to and provide space for silent majority – women, youth, aged, Person with Disabilities and children in Isiolo county to take a bold step towards realising an empowered community.

We all therefore, need to embrace this strategic plan in earnest and implement it effectively to ensure optimal sustainable livelihood, local governance, sustainable natural resource management, youth empowerment and strengthen our institution.

Mr. Galgalo S. Matoye

Chairperson, Board of Directors

Merti Integrated Development Programme

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Abbreviations and Acronyms

AAK	Action Aid Kenya
ASAL	Arid and Semi-Arid Lands
AU	Africa Union
CIDP	County Integrated Development Plan
EAC	East Africa Community
HR	Human Resources
ICCN	Isiolo County Civil Society's Organization Network
ICT	Information Communication Technology
IIED	International Institute for Environment and Development
IIRR	International Institute of Rural Reconstruction
LAPSSET	Lamu Port and Lamu Southern Sudan
MEAL	Monitoring, Evaluation, Accountability and Learning
M&E	Monitoring and Evaluation
MID-P	Merti Integrated Development Programme
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
NRM	Natural Resource Management
PESTLE	Political, Economic, Technological, Legal and Environmental
PPP	Private-Public Partnership
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
YEDF	Youth Enterprise Development Fund
WEDF	Women Enterprise Development Fund

Executive Summary

Merti Integrated Development programme (MID-P) 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 MID-P 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.

Since its establishment, MID-P has developed a strong and robust regional outlook built over the last 18 years on a foundation of trust and community-driven development approaches. MID-P works through strategic and carefully selected partnerships throughout the Isiolo County. Further, MID-P works closely with the County government and various National government departments and agencies.

MID-P strongly believes in the ability of communities to identify and prioritise their needs, and with a little external support, pursue their own home-grown solutions to these needs. In order the move forward, MID-P has reflected on the previous two strategic plans (2008-2012 and 2014-2018), where areas of strength and weaknesses were identified.

Developing this strategic plan begun with the review of policy documents (national and county governments) and MID-P policy documents, which culminated into a 2-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.

Vision

“An empowered, equitable and resilient society in Northern Kenya.”

Mission

MID-P exists to facilitate and co-ordinate sustainable community development initiatives and promote good governance.

Core Values

MID-P believes in respect for human rights for all, and their ability to determine and drive their own sustainable development agenda.

- **Integrity:** We conduct our operations in a transparent, honest and accountable manner
- **Team work:** We are dedicated to team work, collaboration and networking in achieving desired results
- **Equity and respect for Diversity:** We treat all people with dignity, respect and fairness;
- **Building Relationships:** We strive to connect with our partners, collaborators and communities to drive success.
- **Innovation:** We are committed to support innovation, develop products and services and promote them for the benefit of the vulnerable in the society especially youth, women and persons with disabilities.

- **Professionalism:** We embody professionalism in how we implement internal processes; interact with our stakeholders and beneficiaries by upholding the highest standards in the world.

Purpose

MID-P's strategic niche is premised on promoting a model that enhances growth and sustainability of communities through their strong engagement in owning and driving their development efforts, capacity development, community participation and local resource mobilization. Through these efforts, MID-P purpose to: -

- Build strong and resilient community groups able to adopt and cope with various shocks and drive their own sustainable development agenda.
- Influence and foster favourable laws, regulations and policies that create an enabling environment for organized giving and social justice.
- Position as a centre of excellence that nurtures and promotes knowledge management and adoption of sound development policies and practices.
- Strengthen and enhance MID-P's sustainability.

Strategic Programme Issues

The following are the strategic issues which will inform MID-P programme focus

- Abundant and largely unexploited natural resource potential in northern Kenya. MID-P should partner with government, research institutions and private sectors to promote sustainable exploitation of natural products by community groups as livelihood diversification measure.
- Degradation of natural resources due to climate change and resource-based conflict. MID-P should work with government and traditional authorities to promote sustainable natural resource use and inter community protocol to share resources and resolve conflicts.
- 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. MID-P will conduct research on impact of these projects on its target groups or disseminate findings of research done by others to support community driven advocacy
- Inability of youths and women in northern Kenya to take advantage of the economic opportunities like government tenders, LAPSET Projects, devolved funds like Uwezo and Youth fund to generate wealth and self-employment. MID-P should work with youth and women groups in its operation to equip them with information and skills to benefit from government funding programmes
- Harmful cultural practices which impede effective participation of girls and boys in Education and drug abuse which undermines self-reliance among youths. MID-P should work with government, religious and traditional leaders to eradicate the harmful practices.
- The need for MID-P to exist as a stable organization able to generate its own funds and finance activities with little external support, and meet the growing demand within and outside Isiolo county.

The above strategic issues require attention of all development agencies as they impede attainment of sustainable development in northern Kenya where MID-P operates. MID-P 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.

Programme Focus

In pursuit of its vision and mission, MID-P will partner with its funding partners, the county governments in northern Kenya and non-state actors to implement the following programmes priority area in the coming five years (2020-2024)

Priority Area 1: Sustainable Natural Resource Management

Goal: To reduce poverty through sustainable management of natural resources by community institutions.

- Capacity building of NRM institutions on development and sustainable management of key natural resources through development of Natural Resource Master Plan.
- Ecosystem restoration and management through mapping of critical resources and threats to biodiversity and support community-based conservation measures.
- Capacity building of community groups to promote sustainable community based natural resources conservation and management through customary institutions.
- Promote inter-county level and inter-agency collaboration in management of cross-border natural resources and ecosystems.
- Advocate for the enactment of relevant legislations (policies, laws, regulations) including the Rangeland Management Bill, Disaster Risk Management Bill, Sand Harvesting, Water Use, Solid Waste Management etc
- Promote public participation in Government programmes and projects, the mega-project including LAPSET, Land Value Index Act, Community Land Registration Process, Peace Building and Alternative Dispute Resolutions Mechanism.

Priority Area 2: Sustainable Livelihoods

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

- Promote participation of pastoralist in meat and milk value chain promotion and marketing, livestock disease control and partnership development with county government.
- Promote adoption of climate smart agriculture, agro-ecology integration for the agro-pastoralists.
- Youth and women enterprise promotion (skills development, access to financial services and market)

Priority Area 3: Youth Education and Empowerment

Goal: Promote access to quality inclusive education and skills training by all youths

- Basic education management (primary school governance; Capacity building of School Board of Managements, Parents Association)
- 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)
- Girls and boy's education through promotion of enrolment, retention, transition and completion of primary and secondary education by supporting school feeding and education bursaries
- Campaign against drug abuse and harmful cultural practices
- Promotion of youth enrolment for skills training and development to technical and vocational training institutions and technical training institutes.
- Promote the new education system- Competence Based Curriculum

Priority Area 4: 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
- Public Expenditure Management cycle and advocacy- Budget tracking targeting all devolved funds
- Peace building and social cohesion (cultural exchanges, sports, walk for common course,)

Priority Area 5: Institutional Strengthening

Goal: To enhance programme continuity and organizational sustainability

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

- Board elections and capacity enhancement for fund raising, networking and collaboration and provision of policy direction.
- Staff capacity development to sharpen skills through staff capacity assessment, staff training and retreat, review of all policy documents and staff performance appraisals
- Strengthen Monitoring, Evaluation, Accountability and Learning (MEAL) in order to measure performance and impact as well as disseminate project results and enhance accountability, improve visibility and efficiency and effectiveness in service delivery.

- Social entrepreneurship to secure own generated and solicited income for sustainability through joint and individual proposal writing, event organizing, seeking donations, training and consultancy and technological innovations.
- Increased visibility of the organization by development of a marketing and communication strategy, organize events and celebrations and facilitate media features

Cross cutting themes

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

- Gender
- Disability
- Environment and climate change.
- HIV and AIDS

Programme Implementation Approach

MID-P is aware of its limitation as non-state actor and 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. Therefore, MID-P will adopt right based approach to development where projects will address basic needs to improve living conditions and resilience of its target groups but at the same time empower them with skills and knowledge to demand for services from their government.

1.0 Background

“People in any organization are always attached to the obsolete - the things that should have worked but did not, the things that once were productive and no longer are.” — Peter Drucker

1.1 Who we are

Merti Integrated Development programme (**MID-P**) 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 MID-P 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.

Since its establishment, MID-P has developed a strong and robust regional outlook built over the last 18 years on a foundation of trust and community-driven development approaches. MID-P works through strategic and carefully selected partnerships throughout the Isiolo County. Further, MID-P works closely with the County government and various National government departments and agencies.

MID-P strongly believes in the ability of communities to identify and prioritise their needs, and with a little external support, pursue their own home-grown solutions to these needs.

MID-P believes that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda, work with governments and other actors to access basic rights and services, as well as harnessing and growing their own resources. MID-P therefore invests in enhancing organized community-led initiatives to create a firm basis for sustainable development and social justice.

Developing this strategic plan begun with the review of policy documents (national and county governments) and MID-P policy documents, which culminated into a 2-days 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.

1.1.1 Overview of MID-P Programs (2014 to 2018)

MID-P developed its first strategic plan in 2008 covering the period 2008-2012. This first SP saw MID-P implement 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 included construction of an office

and store for Rangeland Users Association, launching of Iresaboru water projects and opening of Merti Marifa Centre, registration of three mobile schools with Ministry of Education and expansion of MOV girls' sponsorships to cover university and tertiary education.

The second strategic plan was developed for the period 2014 to 2018 targeting the following sectors: education, sustainable natural resources management, local governance, sustainable livelihood and institutional strengthening. During this period, with a new Board was elected and took office. MID-P grew in leaps and bound, being able to reach far wider areas that initially envisaged, attached more partners and donors. Internally, the organization also grew in-terms of staff and interns. Further, the organization managed to open up an office in Isiolo town, which later let to further partnerships and collaborations.

1.1.2 Key Programme Areas of Focus

During the previous strategic plan 2014 -2018, the following were the key areas of focus for MID-P

- a) Education: The goal was to promote access to quality inclusive education by all children.
- b) Sustainable natural resource management: The goal was to promote sustainable management of natural resources through community institutions.
- c) Local governance: the goal was to promote good governance at local level through improved civic awareness among target groups.
- d) Sustainable livelihood: the goal was to improve income for vulnerable households through livelihood diversification and pro-poor value chain promotion.
- e) Institutional strengthening: the goal was to enhance capacity of MID-P to be a leading development agency in northern counties.

1.1.3 Findings from the Strategic Plan 2014-2018

A review of the MID-P was conducted with the aim of identifying the areas of weaknesses and strength in order to inform the development of a new strategic plan.

The following are the observations

Strength

- 1. Use of clear strategic approaches to SP implementation – right based approach, community driven and building of sustainable partnerships.
- 2. Participatory approach given to SP development

Weaknesses

- 1. Failing to periodically alter or change the plan to adopt to the changes in the business environment. The SP required at minimum a mid-term review to inform programming and ensure that the set plans were still valid under the operating environment.
- 2. The SP 2014-2018 did not assign responsibilities to the tasks given and hence there was no one person to be accountable for the results.

3. There was a 2-year gap between the SP of 2008-2012, 2014-2018 and 2020-2024. This leaves the organization hanging without direction in-between the end of an old SP and new SP.
4. Some of the milestones/result areas/indicators were generic and did not give specific direction e.g. capacity building, staff training, etc
5. Deficiencies in vision and mission statements to encompass expanding mandate.
6. Lack of annual technical and financial reporting to the board to inform on progress. The 1st annual report combining all projects was done for the year 2018.
7. Inadequate of Monitoring, Evaluation and Learning Framework (mid-term or end term) to inform the extent to which objectives were met or not and to inform future programming. (Projects implemented were evaluated at the end and some also had baseline)
8. Failure to identify strategic donors in the SP
9. There was no statement on mainstreaming of cross cutting issues
10. No strategic assumptions were included.
11. There was no analysis of the key stakeholders and their roll in MID-P works and operations

1.2. Major Accomplishments during the Previous Strategic Plan

In the course of implementing the second strategic plan from 2014 to 2018 through commitment of the Board and Staff, the following were the major achievements during this period

- a) Conducted a peaceful election of the new board and conducting training for them
- b) Establishment of a new office in Isiolo
- c) Appointed as the Chair of the Isiolo County Civil Society's Organization Network
- d) Continuously working closely with the county and National government
- e) Establishment of new donors and able to continue with some of the previous donors
- f) Expansion of activities beyond just Merti sub-county and including the entire county and to an extent some parts of the neighbouring counties.

1.3 Major Challenges during the Previous Strategic Plan

Despite the major achievement above, MID-P faced some of the major strategic and operational challenges which we hope will be addressed during the next Strategic Plan period (2020-2024)

- a) Dependence on donor funding to finance organizational activities.
- b) Effects of climate changes bringing about drought, flooding and resources conflict
- c) Political interference
- d) Cultural practices by the communities we work with that increases their vulnerability to poverty
- e) Changes in the county government set up and structures

2.0 Methodology

2.1 Strategic Planning Process

Strategic planning is a process that seeks to establish priorities on what will be achieved in the near future, forces making of choices or what will be or not be done, pulls the entire organization together and provides a broad outline on where resources will be allocated. The principle behind strategic planning is that “*failing to plan is planning to fail*”. Strategic planning helps improve performance, counters excessive inward and short-term thinking, solves major issues at macro level and communicates to everyone what is most important. This principle has been adopted in developing the MID-P Strategic Plan. This Strategic Plan clearly defines organizational objectives, scans the internal and external environments, and assesses both the external and internal situation to formulate strategy, evaluate progress and adjust as necessary to stay on track.

During the process which was entirely participatory, it was fundamental for MID-P to ask; where we are now (Assessment); where do we need to be (Gap/ Future End State); how do we close the gap (Strategic Plan); and how do we monitor our progress (Monitoring and Evaluation Framework). These questions had been asked and some answered during the stakeholder workshop, meetings and forums, whose learning and findings form an integral part of the plan.



The plan addresses critical performance issues (Strategic Areas), creates the right balance between what MID-P is capable of doing verses what MID-P would like to do and, covers a sufficient time period to close the performance gap. The plan is packaged as visionary as to convey the necessary/ possible future state, flexible as to allow and accommodate change and will guide decision making at lower levels - operational, tactical and individual.

All strategic options are practical, innovative and take full account of the complexities of the current thinking in the operating environment. A pre-requisite to this planning was strong

organizational commitment at the Board, management and other levels. The strategic plan is highly supported and owned by the Board of Directors.

Steps Short Process Definitions and Explanations

Phase	Activities Description
Vision, Mission, Core Values and Objectives	The mission and vision statements describe the MID-P vision, including the unchanging values and the purposes of organization and forward-looking visionary goals that guide the pursuit of future opportunities. Guided by this mission, the management of MID-P and key stakeholders defined measurable strategic objectives.
Environmental Scanning	The stakeholders in the planning sessions conducted the internal analysis of MID-P through SWOT, task environment and external macro-environment through PESTLE analysis.
Strategy Formulation	Given the information from the environmental scan, the stakeholders in the planning sessions matched organizational strengths to opportunities while addressing weaknesses to the external threats. The idea here was to determine strategic competitive advantage.
Strategy Implementation	The selected strategy will be implemented by means of programs, budgets and procedures that the stakeholders in the planning sessions developed. Implementation will involve organization of resources and motivation of staff and associates to achieve objectives. The strategy should be communicated widely to all important stakeholders and partners
Strategy Formulation	The implementation of the strategy will be monitored and adjustments made as needed. Steps to evaluation and control will include: <ul style="list-style-type: none"> a) Definition of parameters to be measured b) Definition of target values for those parameters c) Performance of measurements d) Comparison of measured results to pre-defined standard and making necessary changes

2.2 Contextual Analysis

As part of the MID-P strategic planning process, an analysis of the current internal and external situation was conducted amongst board, staff and key stakeholders including county government and other civil society organizations. For the internal analysis, this process helped to identify the strengths, which should be maximised and learnt from, the weakness to be strengthened, the opportunities to be seized and the threats to be mitigated. A total of 7 board members, 9 staff, and 9 stakeholders and partners participated in a two day workshop in which these issues were explored. The output of these exercises has been summarised in the table below, and has been considered in the development of this strategic plan.

2.2.1 External Environment Analysis

The summary of analysis of MID-P external environment

Arena	Opportunities	Threats
Global	<ul style="list-style-type: none"> • Political stability • Global partnerships (PRF) • Existence of global climate fund • Unifying global goals (SDGs, Africa Agenda 2063). • Advancement in technology • Existence of global standards e.g. SPHERE 	<ul style="list-style-type: none"> • Changes in global policies – political realignments • Increasing donor apathy • Changes in donor trends • Climate change
National	<ul style="list-style-type: none"> • Government funding • Partnerships with ministries and government agencies • Regional treaties (AU and EAC) • Political stability within EAC • Existing policing and legal framework • Youth and women friendly government procurement policies • Funds for youth and women (YEDF, WEDF, Uwezo) • V2030 development projects with potential to cause displacement/ conflict and the 3rd Medium Term 	<ul style="list-style-type: none"> • Uncertainties in the Changes of the constitution • Changes in the national economic status – Kenya moving to a middle-income country • Corruption • Changes in political leadership • Climate change • V2030 development projects with potential to cause displacement/ conflict and The 3rd Medium Term
County	<ul style="list-style-type: none"> • Collaborations and partnership with local organizations • Empowered local groups • Political good will • Existing Isiolo county development framework (CIDP) • Community/public participation • Devolved funds • An emerging Isiolo county Civil Society Organizations network • County Assembly to legislate on local issues • County structures to ward level for development coordination • Land tenure systems 	<ul style="list-style-type: none"> • Political interference and realignments at local levels • Resources based conflicts at the communities • Drug abuse and unemployment among youth. • Harmful cultural practices hampering girl child education. • Effects of climate change • Mega development projects (LAPSSET) • Insecurity • Imaginary land boundaries • Competition from other civil society organizations doing similar work.

2.2.2 Internal Environment Analysis

Strengths	Weakness
<ul style="list-style-type: none"> • Geographical coverage – understand the local context, connection with Ewaso Ngiro river basin, LAPSSET project, pastoral life, climate change issues • Legal status – statutory compliance • Relevant policies – HR, Finance and Procurement, Constitution, Internship and Volunteers, Fraud and Corruption 	<ul style="list-style-type: none"> • Gaps in policies (gender, resource mobilization policy, ICT, • Not meeting deadlines (design projects) • Little use of media (social marketing) • Resource mobilization strategy /Ad hoc resource mobilization • Irregular board meetings • Visibility /Rebranding to take care of

<ul style="list-style-type: none"> • Asset base – vehicles, office furniture and fittings, motor cycles, land, office block • Operational offices • Diverse and highly educated, skilled and competent staff • Governance structure/ Coordination • Diverse projects and communities • Resource mobilization capacity • Networking/Collaboration • Credibility – there is great first impression/popular in the community and reputation • Knowledge management 	<ul style="list-style-type: none"> • diversity. • Donor dependency • No M&E framework • Ability to better manage and utilize data
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2.2.3 Stakeholders Analysis

Stakeholder	Stakeholder Expectation	Response to Stakeholder Expectations	How MID-P will involve the stakeholder
Donors	<ul style="list-style-type: none"> • Accountability • Successful project management & Admin • M&E • Timely reporting 	<ul style="list-style-type: none"> • Setting up a competent project team • Comply with reporting agreements 	<ul style="list-style-type: none"> • Direct and indirect communication • Frequent meetings • Joint celebrations of successes
Employees	<ul style="list-style-type: none"> • Competitive remuneration • Staff capacity development • Motivation 	<ul style="list-style-type: none"> • Benchmark with similar organizations • Set up staff training plans 	<ul style="list-style-type: none"> • Regular meetings • Timely feedback • Improved staff welfare • Annual Performance appraisal
Beneficiaries	<ul style="list-style-type: none"> • Capacity development • Protection • Social support 	<ul style="list-style-type: none"> • Program benefit felt by the beneficiaries through improved living standards 	<ul style="list-style-type: none"> • Participation on project design, implementation, monitoring and evaluation • Development of Exit strategy
Peer Organizations	<ul style="list-style-type: none"> • Collaboration and networking • Transparency and accountability 	<ul style="list-style-type: none"> • Information sharing • Timely reporting • Consultation 	<ul style="list-style-type: none"> • Joint meetings and events • Joint projects • Joint resource mobilization initiatives
Government	<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Partnerships 	<ul style="list-style-type: none"> • Obtain licenses • Seek permission from relevant government authorities • Tax returns • MoU/Framework of Cooperation 	<ul style="list-style-type: none"> • Communication • Invite government officers to workshops • Provide services • Cost sharing ventures • Public Private Partnership (PPP)
Board	<ul style="list-style-type: none"> • Achieve Organizational goals • Adherence to policies 	<ul style="list-style-type: none"> • Timely reports • Consultation in decision making 	<ul style="list-style-type: none"> • Reports/feedback • Meetings • Workshops

	<ul style="list-style-type: none"> • Reporting • Efficiency and effectiveness 	<ul style="list-style-type: none"> • Drawing up periodic plans & execution of organizational policies • Project implementation 	<ul style="list-style-type: none"> • Communication • Joint events
Suppliers/Service Providers	<ul style="list-style-type: none"> • Prompt payment • Adherence to contractual term 	<ul style="list-style-type: none"> • Payment for work done according to contract 	<ul style="list-style-type: none"> • Information sharing • Procurement • Partnerships

3.0 Strategic Plan

3.1 Vision Statement

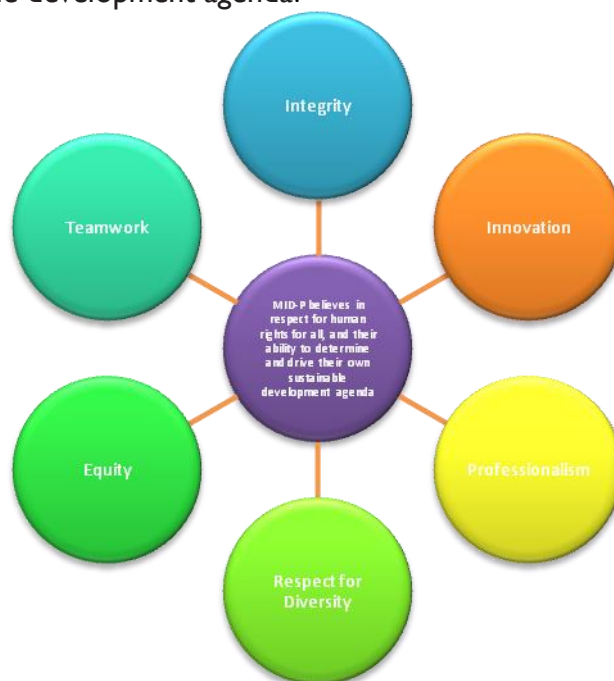
“An empowered, equitable and resilient society in Northern Kenya.”

3.2 Mission Statement

MID-P exists to facilitate and co-ordinate sustainable community development initiatives and promote good governance.

3.3 Core Values

MID-P believes in respect for human rights for all, and their ability to determine and drive their own sustainable development agenda.



- **Integrity:** We conduct our operations in a transparent, honest and accountable manner
- **Team work:** We are dedicated to team work, collaboration and networking in achieving desired results.
- **Equity and respect for Diversity:** We treat all people with dignity, respect and fairness;
- **Building Relationships:** We strive to connect with our partners, collaborators and communities to drive success.
- **Innovation:** We are committed to support development of appropriate technologies, products and services, and promote them for the benefit of the vulnerable in society especially among youth, women and other vulnerable groups.
- **Professionalism:** We embody professionalism in how we implement internal processes; interact with our stakeholders and beneficiaries by upholding the highest standards in the world.

3.4 MID-P Purpose

MID-P's strategic niche is premised on promoting a model that enhances growth and sustainability of communities through their strong engagement in owning and driving their development efforts, capacity development, community participation and local resource mobilization. Through these efforts, MID-P purpose to:-

- Build strong and credible community groups for sustainable development of communities.
- Influence and foster favourable laws, regulations and policies that creates an enabling environment for organized giving and social justice.
- Position as a centre of excellence that nurtures/promotes knowledge management and adoption of sound development policies and practices.
- Strengthen and enhance MID-P's sustainability.

3.5 Target Stakeholders

MID-P generally works with all stakeholders with interest in promoting community development, poverty reduction and improving community resilience to life threatening shocks. Specifically, the beneficiaries include children, youth, women, men and persons with disabilities. Other stakeholders include the national and county governments through various departments and agencies and civil society organizations working within Isiolo county.

3.5 Geographical Area of Operation

The primary target area of MID-P operations in the next five years would be entire Isiolo County.

3.6 Strategic Programme Issues

The following are the strategic issues which will inform MID-P programme focus

- Abundant and largely unexploited natural resource potential in northern Kenya. MID-P should partner with government, research institutions and private sectors to promote sustainable exploitation of natural products by community groups as livelihood diversification measure.
- Degradation of natural resources due to climate change and resource-based conflict. MID-P should work with government and traditional authorities to promote sustainable natural resource use and inter community protocol to share resources and resolve conflicts.
- 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. MID-P will conduct research on impact of these projects on its target groups or disseminate findings of research done by others to support community driven advocacy

- Inability of youths and women in northern Kenya to take advantage of the economic opportunities like government tenders, LAPSET Projects, devolved funds like Uwezo and Youth fund to generate wealth and self-employment. MID-P should work with youth and women groups in its operation to equip them with information and skills to benefit from government funding programmes
- Harmful cultural practices which impede effective participation of girls and boys in Education and drug abuse which undermines self reliance among youths. MID-P should work with government, religious and traditional leaders to eradicate the harmful practices.
- The need for MID-P to exist as a stable organization able to generate its own funds and finance activities with little external support, to meet the growing demand within and outside Isiolo county.

The above strategic issues require attention of all development agencies as they impede attainment of sustainable development in northern Kenya where MID-P operates. MID-P 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.



3.7 International and National Development Agenda

MID-P in the development of this strategic plan, will always strive to align its strategic development plans to those of international, regional, national and county development agenda. The Constitution of Kenya 2010 provided a new framework for governance of the

country and defined roles and responsibilities of the government as well as the obligations of the citizens. In development of this strategic plan, MID-P take cognisance of the milestones brought by the new constitution as well as other global and regional development frameworks. To this end, MID-P through this strategic plan, refocus its agenda to be in line with global, national and county needs.

a) Sustainable Development Goals

Adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our natural resources.

b) Africa Agenda 2063

As an affirmation of their commitment to support Africa's new path for attaining inclusive and sustainable economic growth and development African heads of state and government signed the 50th Anniversary Solemn Declaration during the Golden Jubilee celebrations of the formation of the OAU/AU in May 2013. The declaration marked the re-dedication of Africa towards the attainment of the Pan African Vision of ***An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena*** and Agenda 2063 is the concrete manifestation of how the continent intends to achieve this vision within a 50 year period from 2013 to 2063.

c) Vision 2030

Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create “a globally competitive and prosperous country with a high quality of life by 2030”. It aims to transform Kenya into “a newly-industrialising, middle income country providing a high quality of life to all its citizens in a clean and secure environment”.

d) Isiolo County CIDP 2018 to 2022

The second Isiolo County Integrated Development Plan (CIDP) represents a comprehensive effort by the County Government of Isiolo to drive its economic growth and development. This second generation CIDP adopts a sectoral planning approach to facilitate allocation of resources to related activities in order to accelerate the desired growth by linking specific sectoral programmes/projects to outcomes. These priorities have been aligned to well-defined programmes, corresponding outcomes and targets for the planning period.

3.8 Theory of Change

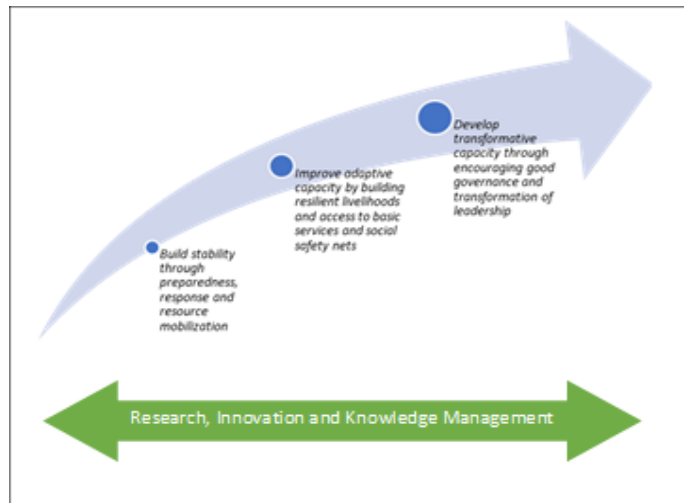
MID-P envisions a society where communities and institutions are able to anticipate, adapt and respond to shocks and stresses, take charge of own development ensuring rights, dignity and inclusion. Reaching this goal will require four major outcomes with relevant outputs and activities.

MID-P believes that systemic and enduring change is possible when communities are able to initiate and drive their own development agenda, work with governments and other actors to access basic rights and services as well as harness and grow their own resources. MID-P therefore invests in enhancing organized community-led initiatives to create a firm basis for sustainable development and social justice. This premise drives MID-Ps theory of change.

MID-P recognizes that vulnerability among communities affects the process of human development. Recurring natural hazards are empirically traced with incidents that include death, asset loss, food and water insecurity, lack of access to health services, disruption in access to market services and above all disrupted livelihoods.

This strategic plan will enable MID-P to focus more on developing solutions for the vulnerable and excluded groups – with a hope of giving them the choice of growth for a better tomorrow. The SP is not limited to just first line of defence; rather it promotes and envisions the continual growth for the target beneficiaries. Therefore, the in our theory of change, MID-P strategic plan emphasizes on three major areas that will require action: -

1. Building stability through preparedness, response and resource mobilization.
2. Improve adaptive strengths by building resilient livelihood and access to basic services along with social safety nets.
3. Develop transformative capacity through encouraging good governance and transformational of leadership.



Build stability through preparedness, response and resource mobilization

Many initiatives have already been implemented at community level such resilient WASH, value chain development, resilience programme, resilience building in food security and urban resilience programme. While these activities work towards building stability of a community, more concerns are raised to address issues that occur from climate vulnerabilities. Keeping higher impact and scale in mind, MID-P therefore needs to aid its programmes with following areas of support for greater sustainability.

- Advocacy with state actors to embed state services into the system when scale is a crucial
- Influence state agencies for developing public services
- Institutionalization of courses with GOB departments, private service sector actors with advanced

Improve adaptive strengths by building resilient livelihood and access to basic services along with social safety nets

More emphasis needs to be on developing adaptive capacity for communities to grow and improve their strengths. This will be achieved through

- Develop resilient livelihood for offering alternative income opportunities to vulnerable groups. Initiatives that can accelerate alternative on- farm and off farm livelihood options need to be introduced.
- Improve the efficiency of value chain actors (private) such as - storage facility (rural), building construction (urban) etc that can support services to the primary beneficiaries.
- Collaborate in (re)designing government operated social safety net programmes (formal safety nets) operated by government, with particular emphasis on women and children
- Assist community-based organizations for developing small savings or capital with the help of transparent and accountable financial intermediaries.

Develop transformative capacity through encouraging good governance and transformation of leadership.

It is important to acknowledge that due to power structures and practices of the society- often the vulnerable women, older people, people with disability and children do not have access to entitlements and public services as equally as other citizens. Therefore, voicing out their needs and wants require efficient self-organization by such excluded groups. In order to build transformative capacity of communities the following areas have been prioritized

- Develop multiple advocacy channels for community members for collective negotiation at local and national level.
- Create access to county and national government authorities and media for dialogues and services for the vulnerable.
- Aid in technical support to county government (evidence-based research, capacity building etc).

- Promote public participation in Government programmes and projects, the mega-project including LAPSSET, Land Value Index Act, Community Land Registration Process, Peace Building and Alternative Dispute Resolutions Mechanism.

Priority Area 2: Sustainable Livelihoods

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

- Promote participation of pastoralist in meat and milk value chain promotion and marketing, livestock disease control and partnership development with county government.
- Promote adoption of climate smart agriculture, agro-ecology integration for the agro-pastoralists.
- Youth and women enterprise promotion (skills development, access to financial services and market)

Priority Area 3: Youth Education and Empowerment

Goal: *Promote access to quality inclusive education and skills training by all youths*

- Basic education management (primary school governance; Capacity building of School Board of Managements, Parents Association)
- 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)
- Girls and boy's education through promotion of enrolment, retention, transition and completion of primary and secondary education by supporting school feeding and education bursaries
- Campaign against drug abuse and harmful cultural practices
- Promotion of youth enrolment for skills training and development to technical and vocational training institutions and technical training institutes, including linkages for industrial attachment and internship with government and private sector institutions.
- Supporting youths and women access government tenders through county, national and government agencies.
- Promote the new education system- Competence Based Curriculum.

Priority Area 4: 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 and implementation process
- Public Expenditure Management cycle and advocacy - Budget tracking targeting all devolved funds
- Peace building and social cohesion (cultural exchanges, sports, walk for common course)

Priority Area 5: Institutional Strengthening

Goal: To enhance program continuity and organizational sustainability

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

- Board elections and capacity enhancement for fund raising, networking and collaboration and provision of policy direction.
- Staff capacity development to sharpen skills through staff capacity assessment, staff training and retreat, review of all policy documents and staff performance appraisals
- Monitoring, Evaluation, Accountability and Learning (MEAL) in order to measure performance and impact as well as disseminate project results and enhance accountability, improve visibility and efficiency and effectiveness in service delivery.
- Social entrepreneurship to secure own generated and solicited income for sustainability through joint and individual proposal writing, event organizing, seeking donations, training and consultancy and technological innovations.
- Increased visibility of the organization by development of a marketing and communication strategy, organize events and celebrations and facilitate media features
- Improve the resilience of the organisation through protection of assets, data backups

3.10 Cross cutting themes

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

- **Gender**
In Gender mainstreaming, MID-P will ensure that policy-making and legislative work is of higher quality and has a greater relevance for society, because it makes policies

respond more effectively to the needs of all citizens – women and men, girls and boys

- **Disability**

In Disability mainstreaming, MID-P will endeavour to promote the full inclusion and active participation of persons with disabilities in the society in all its undertakings.

- **Environment and climate change.**

While promoting poverty reduction activities, MID-P would strive to ensure using natural resources sustainably, adapting to climate change, focusing on poverty reduction and equity, especially for marginalized groups such as women and indigenous peoples and working towards inclusive green growth

- **HIV and AIDS**

HIV/AIDS mainstreaming means that MID-P will should address the root causes of HIV infection and the effects of HIV and AIDS in areas that fall into its competence and mandate. MID-P will assess areas of focus for comparative advantages to: adapt its core activities to changing needs; avoid unintended negative side-effects, improve the performance of its core activities, adapt its workplace practices and create complementary partnerships between health and development actors.

3.11 Programme Implementation Approach

MID-P is aware of its limitation as non-state actor and 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. MID-P therefore will adopt right based approach to development where its small projects will address basic needs to improve living conditions and resilience 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 MID-P 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.

4.0 Strategy Implementation Framework

Priority Area I: Sustainable Natural Resource Management

Strategic Objective: To increase the adoption of sustainable land and water management practices through reducing environmental degradation and vulnerability of rural poor

Objectives	Outputs	Key Performance Indicators	2020 - 2024					Budget (KShs)
			1	2	3	4	5	
<ul style="list-style-type: none"> Capacity building of NRM institutions on development and sustainable management of key natural resources through development of Natural Resource Master Plan. 	Improved natural resource schemes	# Institution adopting sustainable management of natural resources	✓	✓	✓	✓	✓	500,000
		# NR schemes with Master Plans	✓	✓	✓	✓	✓	3,000,000
		% NR schemes adopting and using the schemes	✓	✓	✓	✓	✓	2,000,000
<ul style="list-style-type: none"> Ecosystem restoration and management through mapping of critical resources and threats to biodiversity and support community based conservation measures. 	Threatened ecosystems and biodiversity areas identified and conserved	# of ecosystems mapped and legislated.	✓	✓	✓	✓	✓	5,000,000
		# of ecosystems restored and managed by communities	✓	✓	✓	✓	✓	5,000,000
		# Biodiversity areas identified	✓	✓	✓	✓	✓	5,000,000
<ul style="list-style-type: none"> Capacity building of community groups to promote sustainable community based natural resources conservation and management through customary institutions. 	Communities capacity built and customary institutions activated	# Customary institutions activated	✓	✓	✓	✓	✓	8,000,000
		% of functioning customary institutions promoting conservation	✓	✓	✓	✓	✓	5,000,000
<ul style="list-style-type: none"> Promote inter-county level and inter-agency collaboration in management of cross-border natural resources and ecosystems. 	Inter-agency and inter-county natural resources and ecosystems functional	# inter-agency on natural resources conservation formed	✓	✓	✓	✓	✓	3,000,000
		% of inter-agency bodies active	✓	✓	✓	✓	✓	6,000,000
		# of cross-border natural resource schemes under conservation	✓	✓	✓	✓	✓	6,000,000
<ul style="list-style-type: none"> Advocate for the enactment of the Natural 	Legislations existing	# of Natural Resources	✓	✓	✓	✓	✓	5,000,000

Resources Management Bill, regulations and accompanying policies through the county legislature	that guide natural resources management	Management related Bill enacted.						
<ul style="list-style-type: none">Promote public participation in the mega-project including LAPSET, Land Value Act, Community Land Registration Process, Peace Building and Alternative Disputes Resolutions Mechanism.	Public aware and participate in projects decision making and provision of feedback	# Public awareness meetings held.	✓	✓	✓	✓	✓	3,000,000
		# Complaints and response mechanism system established and functional	✓	✓	✓	✓	✓	3,000,000
		#Enactment of Isiolo County Land Value Act	✓	✓	✓	✓	✓	4,000,000
Total								63,500,000

Priority Area 2: Sustainable Livelihoods

Strategic Goal: To reduce poverty and inequality by generating employment among poor households and by moving highly vulnerable households into sustainable livelihoods and toward economic stability

Objectives	Outputs	Key Performance Indicators	2020 - 2024					Budget
			1	2	3	4	5	(KShs)
Pastoral Risk Management (PRM) which aims to scale-up and replicate effective strategies to prepare for and respond to pastoral risk.	Sustainable market value chain for beef and milk established in partnership with county government	# Mapping of existing livestock markets established for reactivation	✓	✓	✓	✓	✓	12,000,000
		# Support completion of Abattoirs and operationalise it	✓	✓	✓	✓	✓	15,000,000
		# Livestock marketing groups started and trained on livestock value chain	✓	✓	✓	✓	✓	5,000,000
		# Livestock disease surveillance units established and functional	✓	✓	✓	✓	✓	8,000,000
Promote adoption of climate smart agriculture, agro-ecology integration for the agro-pastoralists.	Sustainable climate smart agriculture adopted and practiced by the agro-pastoralists	% Households with improved food security	✓	✓	✓	✓	✓	40,000,000
		% Household with increased disposable income	✓	✓	✓	✓	✓	20,000,000
		% Increase in value of household and community	✓	✓	✓	✓	✓	10,000,000

		assets						
Micro-enterprise Development (MD) which aims to deepen and widen youth an women access to sustainable financial services to rural citizens	Skilled youths and women aware of and accessing funds for enterprise development	# of youths and women able to access skills training	√	√	√	√	√	10,000,000
		# Of youth and women group accessing financial services	√	√	√	√	√	6,000,000
		# of New enterprises established by youth and women and youth groups	√	√	√	√	√	30,000,000
TOTAL								156,000,000

Priority Area 3: Youth Empowerment

Strategic Goal: *Promote access to quality inclusive education and skills training by all youths*

Objectives	Outputs	Key Performance Indicators	2020 - 2024					Budget
			1	2	3	4	5	(KShs)
• Basic education management (primary school governance; Capacity building of School Board of management, Parents Association)	Good governance practiced at basic education level	#BoM and PAs trained in schools management	✓	✓	✓	✓	✓	5,000,000
• 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)	# of children with special needs identified assessed and enrolled in special school	# children with special needs assessed and place in formal education system		✓	✓	✓	✓	5,000,000
		# children enrolled and completing formal education system	✓	✓	✓	✓	✓	10,000,000
		# New established special school	✓	✓	✓	✓	✓	20,000,000
• Girls and boys education through promotion of enrolment, retention, transition and completion of primary and secondary education by supporting school feeding and education bursaries	Increase in girls and boys enrolment, retention, transition and completion of primary and secondary education level	% Increase in enrolment at primary and secondary level	✓	✓	✓	✓	✓	15,000,000
		% Increase in completion for boys and girls and primary and secondary level	✓	✓	✓	✓	✓	14,000,000
		# of vulnerable boys and girls able to access education bursaries	✓	✓	✓	✓	✓	6,000,000

		% increase in retention of boys and girls at primary and secondary level	✓	✓	✓	✓	✓	15,000,000
		% increase in transition of boys and girls at primary and secondary level	✓	✓	✓	✓	✓	15,000,000
• Campaign against drug abuse and harmful cultural practices	Reduced incidences of drug abuse and harmful cultural practices	# Campaign sessions held On FGM, Early and forced marriages?	✓	✓	✓	✓	✓	10,000,000
		% reduction in drug abuse among the youth	✓	✓	✓	✓	✓	10,000,000
		#Youth registered for rehabilitation						15,000,000
• Promotion of youth enrolment for skills training and development to technical and vocational training institutions and technical training institutes.	Youth enrolled in tertiary education institutions for skills development	# youth enrolled in formal skills training institutions	✓	✓	✓	✓	✓	12,000,000
		# of youths placed under internship	✓	✓	✓	✓	✓	10,000,000
		# youth able to established their own enterprise	✓	✓	✓	✓	✓	30,000,000
TOTAL								192,000,000

Priority Area 4: Local Governance

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

Objectives	Outputs	Key Performance Indicators	2020 - 2024					Budget
			1	2	3	4	5	
• Civic education; social, economic, cultural and environmental rights, inclusive development	Community awareness on civic rights and obligations	Increased participation in civic duties	✓	✓	✓	✓	✓	10,000,000
		Increased awareness of existing governance structures	✓	✓	✓	✓	✓	10,000,000
		Increase participation in community development agenda	✓	✓	✓	✓	✓	20,000,000
• Policy lobbying and advocacy to proactively	Enactment of laws,	#New policies and regulations	✓	✓	✓	✓	✓	20,000,000

influence County policy formulation process	policies and regulation that promote good governance	developed to improve governance at county level						
• Budget tracking targeting all devolved funds	Community participating in budget development and budget tracking	Increased awareness and participation in budget development and tracking	✓	✓	✓	✓	✓	5,000,000
• Peace building and social cohesion (cultural exchanges, sports, walk for common course,)		# of Peace building initiatives conducted	✓	✓	✓	✓	✓	10,000,000
		# of intercommunity disputes resolved through existing community structures	✓	✓	✓	✓	✓	10,000,000
TOTAL								85,000,000

Priority Area 5: Institutional Strengthening

Strategic Goal: *Goal: To enhance program continuity and organizational sustainability*

Objectives	Outputs	Key Performance Indicators	2020 - 2024					Budget
			1	2	3	4	5	
• Board elections and capacity enhancement for fund raising, networking and collaboration and provision of policy direction.	A more proactive and empowered board of Directors in place	Election of board held	✓	✓	✓	✓	✓	1,000,000
		New Board trained on board mandate and responsibilities	✓	✓	✓	✓	✓	2,000,000
		Board actively meeting and providing policy direction	✓	✓	✓	✓	✓	2,500,000
		Board identifies and pursues funding opportunities	✓	✓	✓	✓	✓	2,500,000
• Staff capacity development to sharpen skills through staff capacity assessment, staff training and retreat, review of all policy documents and staff performance appraisals	Change in management – investing in board and staff development by attracting motivating and retaining skilled/competent team	Renewed and strengthened governance team (Board and staff)	✓	✓	✓	✓	✓	6,000,000
		Renewed and revamped staff and management	✓	✓	✓	✓	✓	3,000,000
		Dedicated and motivated staff team and board exhibiting MID-P culture, values and principles	✓	✓	✓	✓	✓	3,000,000

		Revamped policy documents for increased efficiency and accountability to all stakeholders	✓	✓	✓	✓	✓	5,000,000
	Enhanced profiling of MID-P for increased brand visibility and positioning	Increased MID-P brand presence	✓	✓	✓	✓	✓	5,000,000
		Greater appreciation of the niche and uniqueness of MID-P	✓	✓	✓	✓	✓	5,000,000
		Growth in the success of MID-P resource mobilization	✓	✓	✓	✓	✓	5,000,000
<ul style="list-style-type: none">Monitoring, Evaluation, Accountability and Learning (MEAL) in order to measure performance and impact as well as disseminate project results and enhance accountability, improve visibility and efficiency and effectiveness in service delivery.	Continuous monitoring of results and evaluation to gage impact and improve learning	Established M&E framework	✓	✓	✓	✓	✓	5,000,000
		Quarterly, Biannual and Annual reporting to board, and stakeholders	✓	✓	✓	✓	✓	5,000,000
<ul style="list-style-type: none">Social entrepreneurship to secure own generated and solicited income for sustainability through joint and individual proposal writing, event organizing, seeking donations, training and consultancy and technological innovations.	Resource mobilization for financial sustainability	Existing Donor funding grow	✓	✓	✓	✓	✓	1,000,000
		New donor partnerships developed	✓	✓	✓	✓	✓	1,000,000
		Institutionalization of consultancy and advisory services as a resource mobilization mechanism	✓	✓	✓	✓	✓	3,000,000
		Creation of an Endowment Fund						10,000,000
<ul style="list-style-type: none">Increased visibility of the organization by development of a marketing and communication strategy, organize events and celebrations and facilitate media features	Enhanced profiling of MID-P for increased brand visibility and positioning	Increased MID-P brand presence	✓	✓	✓	✓	✓	2,500,000
		Greater appreciation of the niche and uniqueness of MID-P	✓	✓	✓	✓	✓	2,000,000
		Growth in the success of MID-P resource mobilization	✓	✓	✓	✓	✓	2,000,000
		Developed communication strategy	✓	✓	✓	✓	✓	2,000,000
TOTAL								163,500,000
GRAND TOTAL								660,000,000

5.0 Implementation, Monitoring and Evaluation Plan

5.1. Structure of Overall Implementation

5.1.1 Governance

MID-P is governed by a Board of Directors that ensures the organization's activities remains true to its vision

The Board will continue to provide oversight over the implementation of the MID-Ps' work, through various committees that make it easy for efficient and effective implementation of MID-P's work. The Executive Director will oversee the day-to-day running of the Secretariat and provide timely reporting to the Board.

5.1.2 Secretariat

During the period 2014-2018, MID-P instituted the concept of 'team approach' for implementation of its programmes. These teams are divided along its strategic thematic areas. MID-P recognizes that coordination of teams is often the most serious challenge facing similar structured organisations.

To address this potential challenge, it has a 'Management Team' that comprises the Executive Director, Programme Manager, Finance and Administration Manager (FAM) and all Project Managers. The second level (Senior Management comprise the Executive Director, Programme Manager and FAM.

This system not only allows the smooth coordination of the organisation's activities, but also allows transition planning to be affected that allows different programme and other officers to be actively involved in the management of the organisation as well as allowing them all to keep sight of the organisation's mission and vision. (Organogram is Attached as Annex I).

5.3 Monitoring and Evaluation Framework

MID-P is focused on ensuring optimal utilisation of its resources as well as the efforts and resources of the communities and other stakeholders in the attainment of the agreed targets and outcomes. MID-P shall therefore undertake a combination of monitoring and evaluation activities as detailed in each program log-frame.

The main purpose of M&E will be to assess the progress of the implementation of the SP so as to re-strategize, reallocate resources or undertake corrective measures. Monitoring will be carried out to ensure that activities are undertaken; short-term objectives are achieved in the most optimal way and are contributing to the objectives of the strategic plan. A periodic evaluation will gauge the progress towards attainment of strategic objectives.

5.2.1 Implementation and M&E Plans

The strategic planning process is a key step in mapping in order to achieve MID-P's vision, mission, goals, objectives, strategies and activities. The implementation plan is a tool that will be used to ensure that activities have been clearly identified, assigned to responsible parties and given time frames for completion. The M&E framework will track progress of activities using agreed upon indicators to check whether the activities in the Strategic Plan are being undertaken, and targets and results are being achieved. The SP framework identifies targets for each activity together with broad monitoring indicators at output and outcome levels.

5.2.2 Monitoring and Evaluation

The success of the implementation of the SP will be evaluated mid-term (2022) and at the end of 2024 (final evaluation). The mid-term evaluation will provide an opportunity to gauge the extent of achievements that far, learn lessons and take appropriate steps to increase the chances of attaining the overall strategic objectives. Lessons learnt from both evaluations will be used to inform future interventions. Resources will be set aside to carry out M&E activities. Staff will be trained in the M&E process so that they will effectively carry the activities. MID-P recognizes the importance of M&E in the achievement of the Strategic Plan's intended results.

The implementation of the Strategic Plan will be monitored within MID-P internal monitoring and evaluation system and reported against a stipulated period during prescribed episodic meetings. The monitoring and reviewing of this SP will be undertaken periodically to inform on-going priorities and annual planning for MID-P activities. A comprehensive set of indicators has been developed to support on-going monitoring. Periodic lessons learned exercises and evaluations will also inform (re)prioritization within the latter part of the strategic planning period.

For M&E to be conducted effectively some fundamental activities must be prioritized within MID-P and these include the following:

- Building the capacity of the staff on the details of the SP framework, M&E approaches and processes as well as assigning responsibility for each activity as applicable.
- Identification of M&E focal person(s) as applicable in each programme for ease of coordination
- Development of the knowledge management system including Management Information System (MIS) for the storage of M&E data or information.

MID-P is accountable for progress toward its strategic objectives. Therefore, will act quickly to implement this Strategic Plan as scheduled, aiming for a clear internal and external division of labour with other actors based on its mission; mandate, core strengths and capabilities. It will monitor and evaluate outputs and measure outcomes and impact over time.

M&E is a means for learning and changing. The more evaluation occurs throughout an organization as a core activity, the better that organization understands its own functions. This, not surprisingly, increases the organization's effectiveness and moves it closer to achieving its vision. The overall aim of the framework is to ensure that MID-P is fully equipped systematically to generate, capture and disseminate knowledge through increased investment in monitoring and evaluation as a way of strengthening the impact and effectiveness of her interventions.

Systematic M&E in MID-P will serve to achieve the following:

- Ensure that planned and expected results are measured for achievement
- Improve overall management of MID-P
- Generate shared understanding amongst all staff and collaborating institutions
- Generate new knowledge and support learning
- Build capacity of those involved
- Motivate stakeholders
- Ensure transparency and accountability
- Foster public (community), political (governmental) and development partners' support

5.3 Critical Assumptions

The success in attaining the strategic goals and related outcomes has been based on the following critical assumptions:

- That the process of expected constitutional changes will be done in a seamless and progressive manner;
- That there is continued political and economic stability in Kenya;
- That communities continue to be willing to pursue a common goal including their own economic sustainability;
- That donors and other philanthropists continue to be willing to support MID-P and its partners;
- That the local and international investment climate remains conducive for investment by the Kenyan communities; and
- That climate conditions will be favourable for programme implementation

5.3 Reporting Mechanism

Report	Frequency	Type	Responsibility	Format	Utilization/Purpose	Deadline
Monthly Executive Snapshot	Monthly	Incremental	RBMS Focal Point	Summary of achievements against the Strategic Objectives (One chapter against each SO) <ul style="list-style-type: none"> • Progress update against the Results Indicators, at global and regional levels. • Challenges /opportunities • Analysis on the progress • Corrective measures / adjustments required. 	EO coordinates and follow-up with the RBMS Focal Points for the timely submission of the reports. Once submitted, EO further submits the individual reports from each office, to SRSG office. The reports are then utilized to update SRSG on the progress, before monthly meeting with all the program and section offices.	Last Friday of Each month
Mid-Term Review	Annual	Cumulative		Summary of achievements against the Strategic Objectives (One chapter against each SO) <ul style="list-style-type: none"> • Progress update against the Results Indicators, at global and regional levels. • Challenges /opportunities • Analysis on the progress • Corrective measures / adjustments required. 	EO coordinates and follow-up with the RBMS Focal Points for the timely submission of the reports. Once reports from all the programmes are received, EO then further reviews the reports and compiles one report. The final product is presented to the SLG for progress updated and further actions.	End of July
Annual Report	Annual	Cumulative		Summary of achievements against the Strategic Objectives <ul style="list-style-type: none"> • Progress update against the Results Indicators, at global and regional levels. • Means of verification for the reported progress against the Results Indicators • Outcome/impact level progress updated against the 5 Programmes • Challenges /opportunities • Good Practices • Feedback from partners. • Financial Updated 	EO coordinates and follow-up with the RBMS Focal Points for the timely submission of the reports. Once the report from all the programmes and section are received, EO then compiles one report against the Results Indicators. The Results Indicator progress Report is then further shared with management input then develops finished product - MID-P Annual Report). Once published, the report is shared with the partners and donors. This report is also important in terms of financial management, since the contribution from many donors is subject to completion and submission of this report	End of December

6. MID-P Fund Raising Strategy

Here are eight ways MID-P proposed as strategies for fundraising from the years 2020:

6.1 Annual and Periodic Events

Fundraising through events is extremely common as they engage the local constituents and allow people to become involved with supporting the organization at almost any level.

The kinds of events most often put on by nonprofits include:

- Runs and walks where participants pay a certain set amount to enter but also are encouraged to obtain other donations from friends, family, and colleagues
- Dinners that might include a speaker, live and silent auctions, and other ways to earn money from the event.
- Online auctions of locally produced gift items and souvenirs
- Tours and excursions - bus tours, etc., are all great fun and can be great publicity, and many can be great fundraisers.

6.2 Earned Income

Earned income refers to fees charged for services you offer or revenue from goods your organization sells. This may include conducting trainings, and consultancy services. These require affiliation to various curriculum development and testing organizations or bodies such as NITA, KEWI, PMI etc to ensure the right curriculum is followed and recognized examination is administered. At the same time, the organization can offer consultancy services to other organizations or county government such as conducting assessments and studies, monitoring and evaluation, environmental impact assessment.

6.3 Annual appeal

A non-profit's annual fund is made up of donations given without any restrictions as to what the donations are used for. The annual fund is raised through a direct appeal to the widest possible audience - from known regular donors to occasional donors to have not-yet-donated. This appeal usually goes out in direct-mail format. It is more of building a case that invokes one to give. May be done through a short documentary, case studies, radio, internet, etc appeals. Other strategies under this will include: -use of Facebook, Twitter

6.4 Planned giving

Planned giving gets the classic brush-aside-that means talking about death. The best way to get over that is to stop approaching it as a talk about death. Approach planned giving as an opportunity for donors who care about your organization to have a lasting positive impact on your organization.

6.5 Capital campaigns

A capital campaign refers to a campaign to generate donations for a specific initiative, such as a new facility to replace your aging one or a new large-scale program. The campaign is typically of a finite time period, designated by either when you collect the targeted sum or a specific time frame.

The so-called “silent phase” of a capital campaign is critical. This is the phase when board members and the director and anyone else who has been a member of the steering committees cultivate individual and corporate donors to contribute to the campaign early in a substantial way. These donations set up the success of the “public phase” of the campaign.

The public phase is where you go public with your plans and your monetary goal and announce the support you've already received in the silent phase. This is where it becomes clear how critical the silent phase is-this is the support that gives your general donor pool confidence that the campaign will succeed and is worthwhile.

MID-P will create a case for support, also known as a case statement, as part of its marketing and advertising plan. This document outlines the organization's mission and fundraising goals and can be a great motivational tool to encourage donors to give.

The Case support will at minimum cover:-

- Why you're raising money and a breakdown of how the funds will be used.
- A list of events and fundraisers related to your campaign that donors can attend.
- A clear call-to-action and information on ways supporters can get involved.
- How your project will impact the community and people you serve.

Having a clear, detailed case for support is important because it shows donors that you have a direction and plan for their money.

6.6 Marketing and Advertisements

Branding is often misunderstood, and many struggles to see the value of a full rebranding effort. In reality, here are four times rebranding is not only advisable, but necessary:

- **Name change:** Many organizations experience name changes or changes to their acronym over time. Rebranding efforts can help you marry your new identifier with your existing operations.
- **Updated messaging:** Over the years, your mission and audience may have expanded or changed. By refreshing your messaging, your fundraisers, employees, supporters, and marketing efforts will more accurately express the goals of your organization.
- **Updated look and feel:** Since the last time you built a website and made a logo, design standards have probably evolved. Taking a second look at your website and reviving it with a new look or logo can bring you to the modern age and do wonders when it comes to attracting traffic (i.e. potential donors).
- **Updated marketing strategy:** After your last brand building effort, a host of new marketing opportunities have likely arisen. This is especially true online and a

rebranding effort will bring you back to square one by asking: "Who are my target prospects and how can I reach them?"

It is noteworthy that great rebranding effort must resonate with donors and compel them to give or keep on giving. However, also keep in mind that this 'abstract, seemingly cosmetic' activity called branding doesn't always lead to immediate results. New messaging takes time to catch on and reach fresh audiences, but over time more and more non-profits are noticing the benefits.

6.7 Partnership

MID-P would strive to create its own niche amongst the peers and corporate partners. This will be done with the aim of forming strong corporate partnership through Corporate Events, Corporate Donations and Corporate Foundation Grants. MID Will further explore Celebrity endorsements, matching gifts opportunities as well as surfing the web.

With these tips on your side, you'll have a good place to start rocking your digital fundraising efforts.

Fund raising strategies to be adopted by MID-P includes

	Strategy	Proposed Activities	Year					Remarks
			1	2	3	4	5	
1	Annual and Periodic Events	<ul style="list-style-type: none"> Holding of annual community led fundraising 	x	x	x	x	x	
2	Earned Income	<ul style="list-style-type: none"> Vehicle hire services 	x	x	x	x	x	
		<ul style="list-style-type: none"> Establishment of consultancy wing with associate consultants 	x	x	x	x	x	
		<ul style="list-style-type: none"> Rent part of MID-P office in Merti 	x	x	x	x	x	
3	Annual Appeal	<ul style="list-style-type: none"> Developing case appeals for solicited and unsolicited proposals 	x	x	x	x	x	
4	Planned Giving	<ul style="list-style-type: none"> Responding to calls for proposals that are relevant to MID-P mission. 	x	x	x	x	x	
		<ul style="list-style-type: none"> Seeking for partnerships in joint initiatives with like-minded organizations 	x	x	x	x	x	
5	Capital campaign	<ul style="list-style-type: none"> Plan for major structures and solicit funds through the use of master video to tell a story. 	x	x	x	x	x	
6	Marketing and Advertisements	<ul style="list-style-type: none"> Vibrant marketing through website, Twitter and Facebook. 	x	x	x	x	x	
		<ul style="list-style-type: none"> Explore rebranding. 	x	x	x	x	x	
		<ul style="list-style-type: none"> Streamline online donations 	x	x	x	x	x	
		<ul style="list-style-type: none"> Create linkage of website and social media pages. 	x	x	x	x	x	
		<ul style="list-style-type: none"> Build new office in Isiolo town 						
7	Partnerships	<ul style="list-style-type: none"> Forming strong corporate partnerships through Corporate Event Sponsorship, Corporate Donations and Corporate Foundation Grants 	x	x	x	x	x	
		<ul style="list-style-type: none"> Leverage celebrity endorsements 	x	x	x	x	x	
		<ul style="list-style-type: none"> Find matching gift opportunities 	x	x	x	x	x	
		<ul style="list-style-type: none"> Surf the web 	x	x	x	x	x	

Annex:

I. Organogram

