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EXECUTIVE SUMMARY

In keeping with the noble spirit of the ‘Beyond Zero Campaign’ by Her Excellency the First Lady of the Republic of Kenya-Margaret Kenyatta, Her Excellency the First Lady of Kirinyaga County, with the notable support of like-minded ladies, formed Kirinyaga Health and Wholeness Foundation (KHWF). The Foundation subsequently engaged a dynamic duo team-comprising a youth from Kirinyaga County and another outside the county, to come up with a 3-4 year Strategic Plan. The combination of the said team was informed by suitability and objectivity.

The Strategic Plan (“the Plan”) constitutes inter alia, of both the short-term as well as long-term goals for the Foundation. The plan outlines specific plans for implementation in an effort to enable the Foundation achieve its goals and objectives. The plans have been prepared through a participatory and inclusive process involving various stakeholders, particularly women and the youth, among others. The Plan has also taken into account the conspicuously standing out challenges among the demographic units of Kirinyaga County. Additionally, the Plan has also taken on board the key issues, aspirations and priorities outlined in the Manifesto of the County Government of Kirinyaga, for the sole purpose of synergy and harmony.

The Strategic Plan’s implementation matrices outline the goals and strategic objectives, the specific objective of each programme and project, the expected output and outcomes, the indicators for monitoring progress, the entity responsible for implementation, the implementation timelines,

In accordance with the Foundation’s Memorandum of Association, it is expected that the programs and projects outlined in the Plan will be implemented in close partnerships, consultations and collaboration with both the private and public sectors.

To ensure successful implementation of the Strategic Plan, and the activities outlines in the implementation matrices, the Foundation will put in place the necessary monitoring and evaluation framework and systems, including the reporting formats and templates for production of quarterly progress reports by implementing entities.



In conclusion, let me take this opportunity to register my gratitude to the Board of Directors of KWHF involved in various sectors and also those involved in the preparation of the Strategic Plan.

Eunice K. Ndathi, Director,

Board of Directors, KWHF.



INTRODUCTION

The formation of Kirinyaga Health and Wholeness Foundation (hereinafter referred to as the “KHWF”) was necessitated to give wheels to a donation from Her Excellency the First Lady of the Republic of Kenya Margret Kenyatta, and the product of the “Beyond Zero Campaign” initiative. The primary goal of KHWF is to marshal resources for maintenance and sustainability of quality and happy living among the people of Kirinyaga County.

Essentially, the Foundation shall be the voice of the defenseless and vulnerable members of the society. True to its name, the foundation will be involved in various social and economic activities geared towards achieving a wholesome life and wellbeing for every resident of Kirinyaga County.

To this end, it is intended that KHWF shall put structures in place to ensure that, this initiative becomes sustainable through innovative methods.

It suffices to pre-empt possible voices of critics by pointing out that the Foundation had no political fabric at its information and shall progressively strive to remain so.

BACKGROUND

In the year 2015, United Nations (UN) Member States adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs).

It’s noteworthy that the SDGs, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The new Global Goals and the broader sustainability agenda nevertheless, go much further than the MDGs; addressing the root causes of poverty and the universal need for development that works for all people.

Prior to the adoption of the SDGs, Kenya undertook such measures as Economic Stimulus Programme, Constituency Development Fund, Free Primary Education, and the Rural Electrification Programme. While the national government constantly reiterates that it is on course in ensuring sustainable success in these initiatives, critics argue that just as not much was achieved with the MDGs, little can be expected with the adoption of the SDG agenda.

Even with Kenya being committed to bringing to fulfillment the SDGs, it is more focused on 5 major goals that are perceived to be most immediate to the country, namely: Health, agriculture and food security, employment and enterprise, universal education and gender, and environment. These goals translate into the endeavors to end poverty, fight inequality and justice and tackle climate change by 2030. In a nutshell, the SDGs form a vital ingredient to the Kenya’s Vision 2030, the latter’s primary focus being massive promotion in the socio-economic status of the country’s citizenry.

To give drive to the SDGs Kenya has delved into such initiatives as the recent partnership between governments of Kenya and Israeli firms in a half-billion Kenya Shillings water project targeting counties. Access to (clean) water to counties deals the question of sanitation and food security with a single blow; and thus drives the country closer to the Vision 2030 by improving the quality of life for its people.



Against this backdrop nevertheless, still there are teething challenges that the government of the day, as well as successive governments shall have to continually transcend if sustainable development is to be realized. Today, the Kenyan society is beleaguered by such challenges as drug and alcohol abuse among the youth; physical and sexual abuse among women and children; retrogressive cultural practices such as Female Genital Mutilation (FGM); rampant unemployment, to name but a few. The challenges are not unique to any county in Kenya, including Kirinyaga.

However, all is not lost. The system of devolution brought about by the constitutional dispensation would not have been timelier. The County Managers, properly called Governors, are expected to discharge such crucial functions as the mandate to fulfill the right to access health services, education and a conducive environment for human existence.

In the wake of these challenges, and in an effort to join in the realization of the common Vision 2030, the government of Kirinyaga County forged an Integrated Development Plan (2013-2017) with the vision *“To be a county enjoying improved productivity through maximum realization of its potentials for sustained economic, social and political development.”* The upshot of the county government’s focus, as mirrored in its Development Plan, is that the government aims at making available, and accessible, such vital amenities as health, education, water and food. This tallies quite well with the primary objective of KHWF as pertains to the socio-economic aspects as they relate to the people of Kirinyaga.

KHWF endeavors to throw its weight to the efforts being made by both levels of government in a bid to realize Vision 2030 and improve the lives of the people of Kenya, giving priority to those most vulnerable within the county of Kirinyaga.

VISION

To be the leading county in socio-economic empowerment of vulnerable groups.

MISSION STATEMENT

To be a vehicle of transformation for the vulnerable groups in our county.

GOAL.

To promote health and wholeness of the people of Kirinyaga County.

CORE VALUES

- i. Integrity -
The foundation will remain true to its mission and in its dealing with stakeholders*
- ii. Collaboration-so as to connect and develop linkages with partners and related organization and government agencies.*
- iii. Accountability and transparency for the foundation and all it stands for.*
- iv. Dependability-the foundation will deliver on its promises*
- v. Humanity*



SWOT ANALYSIS

Both the external and the internal environments of the foundation can be analyzed as below:

1. Strengths:

- An outstanding and devoted team as the brainchild of this initiative
- A clear understanding among founding members of the Foundation's goals and a focus on quality improvement.
- Low overheads due to the awareness already created by the 'beyond zero' initiative, hence resources can be channeled towards the Foundation's goals.
- Versatile nature of the Foundation; so it can build on the success of short-term goals to achieve the long-term goals
- Limited liability design of the Foundation which imbues ease of operations.
- Autonomy of the Foundation hence can acquire property and receive donor funds in its name.
- The intertwining nature of the Foundation's objectives hence the ease to achieve all by opening a floodgate of activities.
- Foundation's capacity to attract diverse membership, within and outside Kirinyaga County.

2. Weaknesses

- Financial challenges at the onset to launch the Foundation into motion
- Initial overreliance on membership and donor funds ahead of other revenue streams and investment rewards
- Limited liability by guarantee means restricts the entity's ability to raise capital based on stock and securities
- Takes time to build an organizational culture



3. Opportunities

- A vibrant private sector
- The county is diverse in culture and sports.
- Kirinyaga is one of the counties with diverse resources and investment opportunities.
- Existence of functional health systems.
- Existence of like-minded initiatives.

4. Threats

- 'Quick money' leading to rampant school drop outs.
- Still, the entire initiative may be cited by critics as being a political tool for the incumbent Governor ahead of General Elections
- Misconception that the initiative is entirely run and funded by the 'beyond zero campaign'
- Increasing numbers of victims of the problems the initiative aims at curbing.
- Managing expectations and dynamics of the stakeholders.



ORGANIZATIONAL STRUCTURE

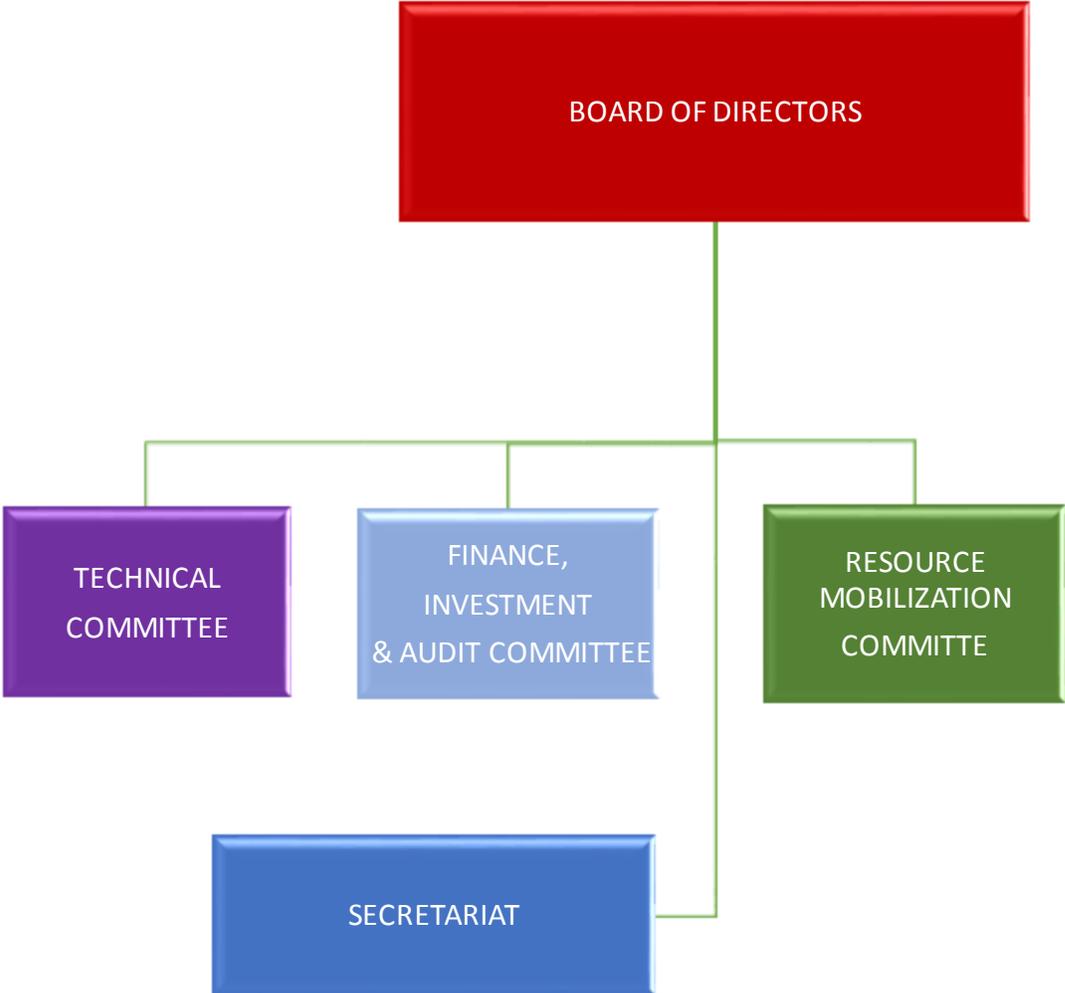
The foundation is managed by a dynamic, experienced and skilled team.

The registered office is at Kutus.

The structure of the foundation will aim at

- 1. Aligning the foundation to best follow this strategic direction
- 2. Allowing for clearly defined roles and responsibilities
- 3. Clarifying the persons who are involved in the decision making process.
- 4. Enabling clear accountability within and without the foundation.
- 5. Pulling together the people who most need to work closely with each other.
- 6. Allowing information to flow unrestricted to those who need it.
- 7. Creates manageable spans of control.

The following thus is the proposed organizational structure:





Organizational Guiding Principles

The core principle guiding the work of the foundation is “**service to mankind**”

As a non-profit community-based organization of enviable repute, KHWF seeks to be the change that it wants to see in the society by touching the lives of the vulnerable groups in the community. We recognize the importance of including everyone in our initiatives regardless of their gender, age, race, religion or wealth in the process of making decisions that affect their collective quality of life. We are guided by the principle of *one for all and all for one*.



STRATEGIC ANALYSIS

Objectives

The goals and strategies of KHWF during the plan will be

- To establish sound financial and management systems.
- To market the foundation and come up with long term and self-sustainable fundraising techniques.
- To initiate and maintain effective communication among resident members and those in the diaspora

Strategies and activities

It is important to strategize so as to achieve the above objectives that have been enlisted under the various goals. The strategies that will be put in place are hereby shown.



Goal 1- To establish sound financial management systems and policies

NO	Strategies	Activities
1	<i>Improve the operating systems and governance structures for necessary checks and balances</i>	<ul style="list-style-type: none"> • Develop a suitable financial management system • Establish various committees to the board such as financial and investment • Establish a full functional secretariat • Develop a code of conduct for financial
2	To establish a fully functional secretariat (budget)	<ul style="list-style-type: none"> • Establish permanent offices of the secretariat • Put in place permanent staffing structures and ensure that the secretariat is adequately staffed.
3	<i>Establishes a financial investment and information systems</i>	<ul style="list-style-type: none"> • Initiate training on financial policies to effect proper management of finances • Engage Finance consultants train and advice on financial strategies

Goal 2-To market the foundation and come up with long term and self-sustainable fundraising techniques.

No	Strategies	Activities
1	<i>Conduct membership drive and enlist members from residents of Kirinyaga and those in Diaspora in the country and outside the country.</i>	<ul style="list-style-type: none"> • Identify and categorize the groups of members to be enlisted • Initiate public awareness campaign of the foundation. • Partner with the media to publicize the foundation.
2	<i>Establish cooperation between the foundation and the government, both county and National governments.</i>	<ul style="list-style-type: none"> • Identify the relevant government ministries that the activities of the foundation will fall within • Establish contact with the various government offices relevant to the vision of the foundation.



		<ul style="list-style-type: none"> • Seek ways of having the government and other donors to partner with the foundation financially.
3	<i>Establish a mechanism for life and temporary membership subscription</i>	<ul style="list-style-type: none"> • Establish clear subscription fee guidelines that will be used for members. • Distinguish between life members and ordinary members • Establish the duration within which subscription is to be renewed if at all • Ask members to pay for such subscription charges

Goal 3- To initiate and maintain effective communication among resident members and those in the diaspora.

No	Strategies	Activities
1	Establish verifiable communication channels, to inform the stakeholders the foundation activities	<ul style="list-style-type: none"> • Initiate communications department in the secretariat • Hold periodic meetings between the members, secretariat and the board on regular and determinable basis. • Encourage members to participate in decision making during meetings. • Have a formidable formula for reporting in the organization.
2	To establish telecommunication platform including a website and social media fora.	<ul style="list-style-type: none"> • Acquire and install various telecommunication machines in the office of the board and that of the secretariat. • Source for experts to host the foundations website. • Partner with the media to publicize the foundation.



IMPLEMENTATION PLAN

This section presents the action plan which covers the strategies, activities, indicators, outcome time frame and the person responsible.

Goal 1- To establish sound financial management systems and policies

Activity	Indicator	Outcome	Time frame	Responsibility
Strategy 1: Improve the operating systems and governance structures for necessary checks and balances				
Review and strengthen the already existing structures of the board.	Articles of association to be amended to reflect the committees established by the board	Various committees established	February 2016	Board
Organize for meetings to initiate selection of board members to the committees.	Board to come up with meeting schedules	Committees operational	February 2016	Board
Strategy 2 -To establish a fully functional secretariat				
Establish permanent offices of the secretariat	Budget and source for premises to host the secretariat	Secretariat being found in a particular physical address	May 2016	Board
Put in place permanent staffing structures and ensure that the secretariat is adequately staffed.	Collaborate with HR consultant to perform job analysis	Staff already in place	May 2016	Board
	Undertake a recruitment process			



Strategy 3: Establishes a financial investment and information systems					
	Engage Finance consultants train and advice on financial strategies	Identify the most appropriate financial institution to train the secretariat	Secretariat trained on better finance management	June 2016	Board

Goal 2-To market the foundation and come up with long term and self-sustainable fundraising techniques.

	Activity	Indicator	Outcome	Time frame	Responsibility
Strategy 1: Conduct membership drive and enlist members from residents of Kirinyaga					
	To conduct membership drive and enlist members both residents of Kirinyaga County and those abroad.	Board to initialize the exercise of enlisting members throughout the country and secretariat to carry on the assignment	More members in the foundation.	February 2016 and continuous	Board and Secretariat
	Initiate public awareness campaign of the foundation	Initiate and organize events that will promote awareness	Members of the public aware of the group	February 2016 and continuous	Board and Secretariat
	Partner with the media to publicize the foundation.	Secretariat to allocate budget for advertisement programmes with the media	More shows of the foundation hosted in the media. More publicity of the foundation to the outside world	June 2016 and Continuous	Secretariat



Strategy 2: To establish cooperation between the foundation and the government, both county and National governments.

Identify the relevant government ministries that the activities of the foundation will fall within	Board outlines the parent ministries of the national and county governments	Parent ministries of projects identified	May 2016 and continuous	Board
Establish contact with the various government offices relevant to the vision of the foundation.	Secretariat to look for relevant contact persons within the ministries	Contacts established Frequent consultative meetings held between the foundation and the government ministries	June 2016 and continuous	Board
Seek ways of having the government and other donors to partner with the foundation financially.	Secretariat to find out all available government funds and donors, and ways of tapping into them	All available funds known and accessed by the organization	June 2016 and continuous	Secretariat

Strategy 3: Establish a mechanism for life and temporary membership subscription

Activity	Indicator	Outcome	Time frame	Responsibility
Establish clear subscription fee guidelines that will be used for members.	Secretariat together with the board to come up with proposal on the amount of fees to be charged to different categories of members.	Guidelines in place and operationalized	February 2016 and continuous	Board and secretariat



Activity	Indicator	Outcome	Time frame	Responsibility
Distinguish between life members and ordinary members	Amend the articles of association to cater for the various distinctions	Clear and determinable distinction actually in place	February 2016	Board
Ask members to pay for such subscription charges	Secretariat to be in contact with the members and use any communication means available to remind them of their periodic payment of subscription fees	Members actually pay subscription charges.	February 2016 and continuous	Board

Goal-To initiate and maintain effective communication among resident members and those in the diaspora.

Activity	Indicator	Outcome	Time frame	Responsibility
Strategy 1: Establish verifiable communication channels, to inform the stakeholders the foundation's activities				
Initiate communications department in the secretariat	Secretariat to evaluate the need for a communications department at the headquarters of the foundation	Communications department established	June 2016	Secretariat
Hold periodic meetings between the members, secretariat and the board on regular and determinable basis.	Board to come up with meeting schedules over determinate periods with the members	Frequent meetings held both at the board level and the membership level for briefings	February 2016 and continuous	Board and secretariat



Activity	Indicator	Outcome	Time frame	Responsibility
Encourage members to participate in decision making during meetings.	Board to issue agenda and notice of meetings in advance to enable members do adequate research on the relevant issues to be discussed during meetings	More participation of members witnessed during meetings	February 2016 and continuous	Board and secretariat
Have a formidable formula for reporting in the organization on the state of implementation of the plan.	Secretariat to issue suitable communication channels	Verifiable information reach members frequently	June 2016	Secretariat.
Strategy 2: To establish telecommunication platform including a website and social media fora.				
Acquire and install various telecommunication machines in the office of the board and that of the secretariat.	Secretariat to float tender on acquisition of telecommunication devices	Machines installed and are working properly.	June 2016	Secretariat
	Expert opinion sought on installation of the equipment			
Source for experts to host the foundations website.	Secretariat to look for various web hosting companies and compare prices	Website up and running	June 2016	Secretariat